

# Redemption-Driven Corporate Social Responsibility: A Review of Strategic Ethical Brand Positioning

Jonas Yomboi, Peter Agyekum Boateng, Ama Foriwaa Karikari, Jeanette Owusu, Abdul Yakubu, Victoria Manu

School of Graduate Studies, Valley View University, Ghana

DOI: <https://dx.doi.org/10.47772/IJRISS.2025.90300381>

Received: 10 March 2025; Accepted: 20 March 2025; Published: 23 April 2025

## ABSTRACT

Redemption-driven Corporate Social Responsibility (CSR) is a transformative approach that integrates ethical, restorative, and strategic branding practices to address reputational crises and foster long-term stakeholder trust. Rooted in principles of atonement and restorative justice, this approach emphasizes corporate transparency and accountability, distinguishing it from traditional CSR models. The study explores how redemption-driven CSR enhances brand loyalty, reputation, and market positioning through mechanisms such as corporate apologies, reparations, and transparency initiatives. Using a systematic literature review methodology, the research synthesizes findings from peer-reviewed studies to investigate the efficacy of redemption-driven CSR in diverse industries and cultural contexts. Key findings demonstrate its potential to enhance corporate reputation and strengthen consumer loyalty when combined with authenticity and long-term engagement strategies. The article discusses implications for CSR theory, recommending the integration of restorative principles into corporate governance. Practical applications include stakeholder-centered strategies and ethical branding frameworks to align corporate actions with societal values.

**Keywords:** Redemption-driven CSR, ethical branding, restorative justice, brand loyalty, transparency.

## INTRODUCTION

Corporate Social Responsibility (CSR) has evolved significantly over the decades, transitioning from traditional philanthropy to a central element of strategic business operations. Initially, CSR initiatives were largely philanthropic, focusing on donations and charitable activities to support societal causes. However, the increasing complexity of societal expectations has driven a shift toward more integrative and accountability-based approaches. Redemption-driven CSR represents a transformative extension of these principles, focusing on rectifying past ethical missteps through restorative justice, transparency, and ethical repositioning (Zhao et al., 2021; Chuah et al., 2020). Grounded in humility and repentance, Psalm 51:17 (New International Version)—"The sacrifices of God are a broken spirit; a broken and contrite heart you, God, will not despise"—underscores the essence of redemption-driven CSR in acknowledging and addressing corporate accountability failures.

Despite the potential of CSR to foster trust and loyalty, organizations continue to face significant challenges in regaining stakeholder confidence following ethical lapses. Trust deficits, amplified by increased public scrutiny, call for a shift from conventional CSR to redemption-driven frameworks that prioritize restorative action and transparency. Current CSR practices often fail to directly address reputational damage caused by ethical violations, leaving a critical gap in understanding how organizations can effectively rebuild their brand equity through redemption-driven efforts (Sule & Abdujalil, 2023; Fatma & Khan, 2023).

This study aims to explore redemption-driven CSR as a strategic framework for ethical brand positioning and stakeholder trust recovery. By analyzing mechanisms such as corporate apologies, reparations, and proactive engagement, this research seeks to demonstrate how redemption-driven CSR strengthens corporate reputation, fosters trust, and enhances stakeholder loyalty in diverse organizational contexts. This research develops key propositions to provide a structured framework for analyzing how redemption-driven CSR fosters trust, ethical

corporate repositioning, and long-term stakeholder engagement. Redemption-driven CSR contributes to both theory and practice by expanding CSR literature to include restorative justice and atonement as critical dimensions of corporate accountability. Practically, this study provides actionable strategies for organizations to address reputational crises, improve stakeholder relationships, and sustain ethical brand positioning. By incorporating theoretical insights with empirical evidence, the study bridges gaps between ethical responsibilities and strategic corporate objectives (Saurage-Altenloh & Randall, 2020; Srivastava, 2024).

A systematic literature review (SLR) was conducted, drawing from peer-reviewed articles published from 2020 onward. Inclusion criteria focused on studies addressing CSR frameworks, brand trust, and stakeholder engagement. Thematic analysis was employed to identify key constructs, such as corporate apologies, transparency, and long-term engagement, as mechanisms for redemption-driven CSR. The review integrates findings from diverse industries and cultural contexts to present a comprehensive framework for understanding and applying redemption-driven CSR.

## Theoretical Framework

**Foundations of Redemption-Driven CSR:** Redemption-driven Corporate Social Responsibility (CSR) builds on the foundational constructs of atonement, transparency, and restorative justice, aiming to address past ethical failings and rebuild trust among stakeholders. At its core, redemption-driven CSR aligns corporate actions with principles of accountability and reconciliation, acknowledging the harm caused and taking concrete steps toward restitution. The concept of atonement involves acknowledging corporate missteps and accepting responsibility, often through corporate apologies and public admissions of fault. Transparency, as another cornerstone, ensures that organizations openly communicate their efforts and progress toward ethical recovery (Marshall, 2020; Castell-Britton, 2024). Restorative justice, a critical element in this framework, focuses on repairing relationships and creating a participatory process for stakeholders to engage in the reconciliation process (Agudelo et al., 2021). As Isaiah 1:18 states, “Though your sins are like scarlet, they shall be as white as snow,” the redemptive process in CSR embodies this transformative pursuit of renewal and ethical accountability.

**Theoretical Underpinnings of CSR:** The conceptualization of redemption-driven CSR is deeply rooted in stakeholder theory and organizational trust theory. Stakeholder theory emphasizes the importance of engaging all parties affected by corporate actions, advocating for a balance between profit motives and ethical responsibilities. It underscores the necessity of atonement and reparative measures to restore stakeholders’ trust and loyalty (Chuah et al., 2020). Organizational trust theory complements this by providing insights into how transparent and accountable practices enhance stakeholder confidence and mitigate reputational risks. These theories collectively provide a robust framework for understanding how redemption-driven CSR fosters long-term engagement and supports the ethical repositioning of brands (Schormair & Gerlach, 2020; Michelon et al., 2020). Building on these theoretical foundations, the study proposes a set of structured propositions that guide the analysis of redemption-driven CSR's impact on corporate trust, ethical branding, and stakeholder engagement.

**Intersection of Redemption and Ethical Branding:** Redemption-driven CSR plays a pivotal role in ethical brand positioning by integrating humility, accountability, and long-term transparency into corporate strategies. This approach not only repairs relationships with stakeholders but also elevates the organization’s ethical reputation, distinguishing it in competitive markets. As Proverbs 10:9 reminds us, “Whoever walks in integrity walks securely, but whoever takes crooked paths will be found out.” Ethical branding, rooted in integrity, ensures that redemption-driven actions are perceived as genuine and sustainable. By embedding these principles into their corporate identity, organizations can rebuild trust, foster brand loyalty, and create a more inclusive and ethical business environment (Fatma & Khan, 2023; Zhao et al., 2021).

## LITERATURE REVIEW

### CSR and Reputation Recovery

Corporate Social Responsibility (CSR) has been widely acknowledged as a strategic approach for organizations to recover reputational equity following ethical crises. Reputational recovery through CSR

reflects not only a commitment to ethical behavior but also an alignment with stakeholder expectations. Scholars have emphasized that CSR serves as an essential tool to restore trust, rebuild relationships, and demonstrate accountability, particularly after an organization faces ethical violations or reputational damage. Rim and Ferguson (2020) highlight the importance of proactive CSR, noting that companies that establish CSR initiatives before a crisis enjoy greater resilience in public perception compared to those that implement such measures reactively.

Redemption-driven CSR further extends this framework by focusing on reconciliation, a principle that mirrors restorative justice in addressing grievances. Tangngisalu et al. (2020) assert that redemption-driven CSR incorporates mechanisms like corporate apologies, reparations, and transparent communication to directly engage with stakeholders affected by past organizational failures. The Biblical passage in *Matthew 5:24* encapsulates this approach: “First go and be reconciled to them; then come and offer your gift,” underlining the ethical imperative for organizations to reconcile with stakeholders before resuming their public-facing initiatives.

Further studies reveal the necessity for transparency and governance structures within CSR strategies to maximize reputational recovery (Asiedu et al., 2024; Charles et al., 2023; Jonas et al., 2024, 2025; Majeed et al., 2025; Majeed, Charles, et al., 2024; Majeed, Khalid, et al., 2024; Mohammed et al., 2024; Yomboi, Majeed, & Asiedu, 2024; Yomboi, Majeed, Asiedu, et al., 2024; Yomboi, Mohammed, et al., 2024; Yomboi, 2025; Yomboi et al., 2021). Etikan (2024) underscores that transparency in CSR disclosures, combined with consistent stakeholder engagement, fosters trust and mitigates skepticism. This is particularly evident in industries where reputational crises can have a cascading effect on consumer trust. Rubio-Andrés et al. (2021) further support this view, identifying ethical codes as instrumental in creating accountability frameworks that align CSR efforts with organizational values. For instance, organizations that demonstrate ethical alignment not only recover from reputational losses but also solidify a competitive advantage in stakeholder trust.

The role of CSR in reputational recovery is also highlighted in crisis-specific studies. Research by Wut et al. (2022) on tourism-sector organizations demonstrates that post-crisis CSR efforts aimed at sustainability and ethical alignment significantly enhance recovery trajectories. Similarly, Alves and Branco (2020), analyzing the Lonmin case in South Africa, demonstrate that CSR disclosures post-crisis play a pivotal role in regaining stakeholder legitimacy, even in the wake of major ethical failures. Their findings corroborate legitimacy theory, suggesting that stakeholders perceive CSR as a signal of organizational authenticity and alignment with societal values.

While CSR offers a robust framework for reputational recovery, the emphasis on redemption-driven approaches requires organizations to demonstrate authenticity. Lin (2023) argues that integrating restorative justice principles, such as stakeholder participation in CSR planning, enhances credibility. This participatory model allows stakeholders to co-create solutions, fostering an inclusive approach that extends beyond mere symbolic actions.

### **Mechanisms of Redemption-Driven CSR**

Redemption-driven Corporate Social Responsibility (CSR) introduces structured mechanisms—corporate apologies, reparations, and transparency initiatives—to address ethical violations and rebuild stakeholder trust. These mechanisms aim to demonstrate an organization's accountability, sincerity, and commitment to ethical recovery. Collectively, they represent an integrative framework for reconciling with stakeholders, mitigating reputational damage, and reinforcing ethical corporate values.

**Corporate Apologies:** Corporate apologies serve as the cornerstone of redemption-driven CSR, symbolizing the organization's acknowledgement of wrongdoing and its intent to restore trust. Research underscores that an effective apology requires sincerity, acceptance of responsibility, and clear commitments to corrective actions (Shao et al., 2022). Apologies must not only address the incident but also convey empathy and a pledge to improve, which stakeholders perceive as a marker of genuine remorse. Clarke and Rhodes (2020) highlight that apologies are most effective when they reduce retributive justice motivations among stakeholders, fostering forgiveness and future cooperation. This dynamic is further supported by research suggesting that

explicit apologies paired with offers of compensation or corrective actions are more likely to restore stakeholder confidence. Additionally, Atav et al. (2023) argue that authentic CSR activities provide a context that reinforces the sincerity of corporate apologies, making them more impactful in reputation recovery.

The Biblical principle in *Matthew 5:24*—"First go and be reconciled to them; then come and offer your gift"—emphasizes the necessity of reconciliation before engaging in further initiatives. This teaching parallels the role of apologies in redemption-driven CSR, which prioritizes repairing relationships before moving toward broader CSR activities.

**Reparations:** Reparations complement apologies by providing tangible actions to address the harm caused by ethical transgressions. These can include financial compensation, community development projects, or investments in organizational reforms aimed at preventing future issues. Reparations signal the organization's commitment to accountability and justice, reinforcing the sincerity of its efforts. Tomlinson et al. (2020) identify reparations as an essential component of trust repair, as they offer concrete evidence of a company's commitment to making amends. Restorative justice principles play a critical role in shaping reparative measures. By engaging stakeholders in the decision-making process regarding reparations, organizations can ensure that these actions align with the needs and expectations of those affected. Studies indicate that stakeholder involvement increases the perceived fairness of reparative measures and enhances their overall effectiveness (Pino-Emhart, 2020). Moreover, combining reparations with sincere apologies amplifies the authenticity of the organization's efforts, fostering long-term trust and loyalty.

**Transparency Initiatives:** Transparency initiatives are integral to redemption-driven CSR, as they ensure that organizations openly communicate their actions, progress, and future commitments to stakeholders. Transparency not only fosters accountability but also mitigates scepticism, particularly in the aftermath of ethical crises. Michelon et al. (2020) highlight that transparency in CSR disclosures, such as sustainability reports and public updates, enhances stakeholder confidence and aligns corporate actions with societal expectations.

Research by Reid et al. (2023) emphasizes that transparent communication must be proactive and consistent to maintain stakeholder trust. Organizations can achieve this by publishing detailed reports on CSR activities, hosting regular stakeholder meetings, and providing real-time updates on corrective actions. These practices create a culture of openness that strengthens relationships with stakeholders and reinforces the organization's commitment to ethical recovery. Transparency also plays a critical role in bridging the gap between symbolic and substantive CSR actions. Without transparency, even genuine CSR initiatives may be perceived as superficial or insincere. Organizations that prioritize open communication and active stakeholder involvement are better positioned to mitigate reputational risks and foster long-term loyalty.

**Integration and Synergy of Mechanisms:** The integration of corporate apologies, reparations, and transparency initiatives creates a comprehensive approach to redemption-driven CSR. These mechanisms work synergistically to rebuild trust, enhance corporate credibility, and realign organizational values with societal expectations. Together, they address the immediate reputational concerns arising from ethical crises while laying the foundation for sustainable, ethical growth.

**Existing Gaps:** Despite its promise, redemption-driven CSR remains underexplored in several critical areas. A significant gap exists in understanding the long-term impacts of redemption-driven CSR practices, particularly across different cultural and industrial contexts. Most existing studies focus on immediate outcomes, overlooking the extended effects on brand loyalty and stakeholder trust (Sule & Abdujalil, 2023; Fatma & Khan, 2023). Additionally, there is limited empirical research on how organizations operationalize restorative justice frameworks in diverse settings, indicating a need for future cross-cultural and longitudinal studies. Addressing these gaps will provide a more holistic understanding of the efficacy of redemption-driven CSR in fostering sustainable ethical branding.

## DISCUSSION AND ANALYSIS OF FINDINGS

This section presents an analysis of findings related to redemption-driven CSR, ethical brand positioning, and stakeholder trust restoration. Each of the key propositions developed in this study is reinforced by the findings



discussed in this section. The analysis confirms Proposition 1, which highlights how transparent CSR strategies contribute to long-term stakeholder loyalty. Similarly, Proposition 2 is supported by the evidence demonstrating how corporate apologies enhance perceptions of accountability and ethical integrity. These insights underscore the role of redemption-driven CSR in shaping corporate reputation and consumer trust in competitive markets.

**Principles of Redemption-Driven CSR:** Redemption-driven CSR is underpinned by principles such as atonement, restorative actions, and transparency, which collectively foster stakeholder trust and engagement. Atonement reflects the organization's willingness to acknowledge past wrongdoings, accept accountability, and offer sincere apologies. These public acknowledgements of responsibility act as the first step in rebuilding fractured relationships and re-establishing trust. Research indicates that atonement, when paired with restorative actions, significantly reduces stakeholder scepticism, especially when it is communicated with genuine intent (Shao et al., 2022; Clarke & Rhodes, 2020).

Restorative actions involve tangible steps that directly address the harm caused by ethical failures. These actions can take the form of reparations, such as financial compensation, funding for community programs, or organizational reforms aimed at preventing future incidents. Restorative practices also signal the organization's commitment to creating meaningful change and repairing relationships with affected stakeholders. Transparency amplifies these efforts by ensuring that stakeholders are informed about the organization's intentions, actions, and progress. Research supports the view that transparency not only rebuilds trust but also sustains it over the long term (Michelon et al., 2020). These principles align with *Micah 6:8*, which underscores the ethical responsibility to “act justly, love mercy, and walk humbly,” framing corporate redemption as a moral imperative.

**Strategic CSR Practices:** Strategic CSR practices are vital to operationalizing the principles of redemption-driven CSR. Transparent communication is central to this process, as it ensures that stakeholders are aware of the organization's efforts to address past failures. This includes clear reporting on corrective actions, periodic updates on progress, and open channels for stakeholder feedback. Transparency not only minimizes speculation but also reinforces the organization's credibility. Studies highlight that organizations with strong communication frameworks are more likely to regain consumer trust after reputational crises (Reid et al., 2023).

Stakeholder engagement is another critical component of strategic CSR. By involving affected parties in decision-making processes, organizations create a participatory environment where stakeholders feel valued and heard. This participatory approach fosters goodwill and demonstrates the organization's commitment to addressing stakeholder concerns. Furthermore, proactive ethical decision-making enables organizations to anticipate potential ethical challenges and embed integrity into corporate governance. Such measures, supported by governance frameworks and ethical leadership, ensure that CSR initiatives are not merely reactive but also preventative (Lin, 2023; Fatma & Khan, 2023). These practices collectively align corporate actions with societal values, creating a comprehensive strategy for redemption-driven CSR.

**Impact on Ethical Brand Positioning:** The implementation of redemption-driven CSR has a profound impact on ethical brand positioning, enhancing both brand loyalty and corporate credibility. Organizations that effectively integrate principles such as atonement and restorative justice into their CSR strategies position themselves as ethical leaders within their industries. This ethical branding not only attracts socially conscious consumers but also fosters deeper loyalty among existing stakeholders. Research confirms that redemption-driven CSR strengthens brand equity by aligning corporate values with stakeholder expectations, particularly when these efforts are perceived as authentic (Marshall, 2020; Riahi et al., 2024).

The dual accountability inherent in redemption-driven CSR—addressing both moral obligations and stakeholder demands—is emphasized in *2 Corinthians 8:21*: “For we are taking pains to do what is right, not only in the eyes of the Lord but also in the eyes of man.” This verse reflects the dual commitment to ethical responsibility and public accountability that defines redemption-driven CSR. By demonstrating their dedication to ethical practices, organizations not only recover from reputational setbacks but also solidify their positions as trustworthy and socially responsible entities. These outcomes contribute to long-term

sustainability, as organizations with strong ethical branding are better equipped to navigate competitive markets and foster stakeholder loyalty (Sule & Abduljalil, 2023).

### Implications for Theory, Policy, and Practice

The implications of ethical branding extend across theoretical, policy, and practical dimensions, influencing corporate governance frameworks and brand engagement strategies. The findings of this study align with the key propositions developed in the research, emphasizing that redemption-driven CSR strengthens corporate governance, ethical brand positioning, and consumer trust. This section explores these implications in greater detail, offering insights into how organizations can implement structured CSR frameworks that integrate atonement and restorative justice principles.

**Theoretical Implications:** Redemption-driven CSR expands the existing body of CSR theory by incorporating the dimensions of atonement, transparency, and restorative justice. These principles challenge traditional CSR models by emphasizing not only proactive engagement but also the importance of addressing past ethical failings. By bridging the gap between corporate accountability and stakeholder reconciliation, this framework integrates moral and ethical considerations into the theoretical landscape of CSR. Redemption-driven CSR also encourages a multidimensional understanding of stakeholder trust, moving beyond symbolic actions to focus on tangible reparative measures and sustained transparency. This evolution provides a robust foundation for future academic exploration, particularly in understanding the long-term impacts of corporate redemption on brand equity and consumer loyalty.

**Policy Implications:** Incorporating redemption-driven CSR into corporate governance requires a comprehensive policy shift that prioritizes integrity, accountability, and restorative practices. Organizations should establish governance frameworks that formalize the use of corporate apologies, reparative actions, and transparent reporting to address ethical breaches. Policies should encourage proactive ethical decision-making, with mechanisms for monitoring and reporting CSR progress. These frameworks must be supported by clear metrics to assess the effectiveness of redemption-driven initiatives. Grounded in the guidance of Proverbs 16:3—"Commit to the Lord whatever you do, and he will establish your plans"—these policies should be built on ethical intent, ensuring that organizations act responsibly while fostering stakeholder trust. Companies should also consider mandating ethics and governance committees to oversee the integration of restorative CSR practices, promoting consistency and authenticity in their implementation.

### Practical Implications

Practical implications for implementing redemption-driven CSR require organizations to adopt comprehensive, structured, and measurable actions that align with ethical principles and stakeholder expectations. The first critical step involves developing robust ethics training programs designed to educate employees and leaders on the principles of atonement, transparency, and restorative justice. These programs should not merely introduce theoretical concepts but actively demonstrate how ethical considerations can be integrated into daily operations, decision-making, and strategic planning. Role-playing scenarios, case studies, and interactive workshops can be utilized to enhance understanding and application, ensuring that all levels of the organization are aligned with redemption-driven CSR goals.

Additionally, organizations must prioritize reparative actions that directly address harm caused by ethical failures. This involves tangible commitments such as investing in affected communities, providing financial compensation to stakeholders where applicable, and initiating systemic reforms within organizational processes. Reparative actions should be tailored to address the specific needs and expectations of stakeholders, demonstrating a genuine effort to rebuild trust and repair relationships. For instance, organizations might establish community partnership programs, fund projects that benefit those impacted by past missteps or introduce new policies aimed at preventing future ethical breaches. The authenticity of these actions will serve as a cornerstone for stakeholder trust and credibility.

Long-term transparency initiatives are equally essential for embedding redemption-driven CSR into organizational culture. Organizations must institutionalize mechanisms for regular and open communication,

such as publishing comprehensive sustainability reports, hosting stakeholder forums, and providing consistent updates on CSR progress. Public disclosures of redemption-driven efforts should detail the specific measures taken, the results achieved, and the lessons learned, reinforcing accountability and mitigating stakeholder scepticism. Transparency should extend beyond reporting, allowing stakeholders to actively participate in shaping CSR initiatives and monitoring their outcomes.

To ensure the effectiveness of these measures, leadership must play a central role in modeling the principles of servant leadership, as emphasized in 1 Peter 5:2-3: "Be shepherds of God's flock... not pursuing dishonest gain, but eager to serve." Leadership development programs should focus on cultivating empathy, humility, and accountability, fostering leaders who can authentically engage with stakeholders and guide their teams through the redemption process. By embodying these principles, leaders can set a powerful example, inspiring the entire organization to uphold its commitment to ethical practices. These actionable tasks collectively provide a roadmap for organizations to rebuild trust, strengthen their ethical brand positioning, and foster long-term stakeholder relationships. By institutionalizing these practices, companies can ensure that redemption-driven CSR is not a reactive strategy but a sustained, integral part of their organizational identity.

## CONCLUSION

This study highlights the significance of redemption-driven Corporate Social Responsibility (CSR) as a transformative approach that integrates atonement, transparency, and reparative CSR strategies into corporate brand positioning. By prioritizing corporate accountability, stakeholder reconciliation, and ethical leadership, redemption-driven CSR offers organizations a structured framework for restoring trust and fostering long-term brand resilience. Unlike traditional CSR models, this approach goes beyond symbolic gestures to focus on genuine, restorative actions that align corporate values with stakeholder expectations. The study underscores the importance of corporate apologies, reparative measures, and transparency initiatives as fundamental mechanisms for ethical brand repositioning, demonstrating that organizations that engage in redemption-driven CSR can effectively recover from reputational crises while strengthening stakeholder loyalty.

However, the application of redemption-driven CSR is not without challenges. The cultural and organizational diversity in global business environments poses significant hurdles in implementing uniform restorative practices. Different industries and stakeholder groups may respond uniquely to corporate atonement efforts, requiring organizations to tailor their strategies accordingly. Additionally, the effectiveness of redemption-driven CSR is contingent on its perceived authenticity—stakeholders must view corporate apologies and reparative actions as genuine rather than performative. Addressing these complexities calls for further research into the contextual factors influencing the success of redemption-driven CSR across various sectors and cultural settings.

Future research should explore how redemption-driven CSR frameworks can be further integrated into corporate governance practices to ensure long-term stakeholder engagement and ethical brand resilience. The propositions developed in this study offer a structured model for integrating atonement, transparency, and reparative CSR strategies into corporate brand positioning. By reinforcing principles such as corporate accountability, stakeholder reconciliation, and ethical leadership, these propositions contribute to the broader discourse on redemption-driven CSR. Organizations that integrate these principles into their CSR strategies will likely experience enhanced consumer trust, stronger stakeholder relationships, and long-term corporate sustainability.

As businesses continue to navigate complex ethical and reputational landscapes, redemption-driven CSR provides a pathway for companies to acknowledge past mistakes while demonstrating a sincere commitment to ethical transformation. By embedding restorative justice principles into corporate policies and governance structures, organizations can build a foundation for sustained ethical leadership and stakeholder trust. In line with Galatians 6:9—"Let us not become weary in doing good"—companies must remain steadfast in their commitment to ethical CSR practices, ensuring that their redemption-driven efforts lead to lasting positive change in both business and society.

## REFERENCES

1. Agudelo, F. I., Cole, D., Gallant, S. D., & Mabee, C. (2021). Restorative justice and the school-to-prison pipeline: A conceptual framework. *Children & Schools*. <https://doi.org/10.1093/cs/cdab014>
2. Asiedu, E., Majeed, M., Charles, A., Fatawu, A., & ... (2024). Assessing the Influence of Self-service Technology on WOM: The Role of Customer Satisfaction. ... *Conference on Advances ....* [https://doi.org/10.1007/978-981-97-6106-7\\_5](https://doi.org/10.1007/978-981-97-6106-7_5)
3. Atav, G., Chatterjee, S., & Kuru, B. (2023). CSR-authenticity and conciliation after service failure: The role of apology and compensation. *Journal of Consumer Marketing*. <https://doi.org/10.1108/jcm-08-2022-5550>
4. Castell-Britton, S. (2024). Speaking about restorative justice. *Qeios*. <https://doi.org/10.32388/4xo9q2.2>
5. Charles, A., Arko-Cole, N., Yomboi, J., & Tijani, A. (2023). Emerging Use of Technologies in Education. *Digital Transformation in Education: Emerging Markets and Opportunities*, 82–97. <https://doi.org/10.2174/9789815124750123010009>
6. Chuah, S. H., El-Manstrly, D., Tseng, M., & Ramayah, T. (2020). Sustaining customer engagement behavior through corporate social responsibility: The roles of environmental concern and green trust. *Journal of Cleaner Production*, 262, 121348. <https://doi.org/10.1016/j.jclepro.2020.121348>
7. Clarke, S. L., & Rhodes, E. S. (2020). Entrepreneurial apologies: The mediating role of forgiveness on future cooperation. *Journal of Business Venturing Insights*, 13. <https://doi.org/10.1016/j.jbvi.2019.e00147>
8. Etikan, J. (2024). Corporate social responsibility (CSR) and its influence on organizational reputation. *Journal of Public Relations*. <https://doi.org/10.47941/jpr.1694>
9. Fatma, M., & Khan, I. (2023). Corporate social responsibility and brand advocacy among consumers: The mediating role of brand trust. *Sustainability*. <https://doi.org/10.3390/su15032777>
10. Jonas, Y., Kwasi, N., Elijah Kutogichiga, A., & Kupule Adobauru, F. G. (2024). Digital Transformation of African SMEs: Understanding Digital Transformation. *Digital Transformation in African SMEs: Emerging Issues and Trends*, 61–72. <https://doi.org/10.2174/9789815223347124020006>
11. Jonas, Y., Majeed, M., & Alaaba, B. D. (2025). The Effect of Social Media on Academic Performances of Students in Ghanaian Universities (A Case of Tamale Technical University). *Digital Transformation in the ....* <https://doi.org/10.1201/9781003560449-19>
12. Lin, W. L. (2023). The role of corporate social responsibility and corporate social irresponsibility in shaping corporate reputation. *Corporate Social Responsibility and Environmental Management*. <https://doi.org/10.1002/csr.2640>
13. Majeed, M., Charles, A., Jonas, Y., Arko-Cole, N., & Tijani, A. (2024). Factors Influencing the Adoption of Online Shopping and Its Influence on Consumers' Intention to Shop Online: A Study of SMEs in Ghana. *Digital Transformation in African SMEs: Emerging Issues and Trends*, 30–60. <https://doi.org/10.2174/9789815223347124020005>
14. Majeed, M., Khalid, A.-M., Yomboi, J., & Nkayi, K. (2024). Challenges of SMEs Adoption of Big Data in Africa. *Digital Transformation in African SMEs: Emerging Issues and Trends*, 30–39. <https://doi.org/10.2174/9789815223378124030006>
15. Majeed, M., Yomboi, J., Alhassan, S., & Ibrahim, S. (2025). The future of 6G in marketing. *Network Security and Data Privacy in 6G Communication: Trends, Challenges, and Applications*, 140–152. <https://doi.org/10.1201/9781003583127-7>
16. Marshall, C. D. (2020). Restorative justice: A framework for obligation and redemption. *Religion Matters*. [https://doi.org/10.1007/978-981-15-2489-9\\_7](https://doi.org/10.1007/978-981-15-2489-9_7)
17. Michelon, G., Rodrigue, M., & Trevisan, E. (2020). The marketization of a social movement: CSR disclosure and shareholder activism. *Accounting, Organizations and Society*. <https://doi.org/10.1016/j.aos.2019.101074>
18. Michelon, G., Rodrigue, M., & Trevisan, E. (2020). The marketization of a social movement: CSR disclosure and shareholder activism. *Accounting, Organizations and Society*. <https://doi.org/10.1016/j.aos.2019.101074>
19. Mohammed, M., Yomboi, J., Fataw, A., & Seidu, A. (2024). Future of customer engagement through marketing intelligence. *Utilizing Technology for Sustainable Resource Management Solutions*, 308–



321. <https://doi.org/10.4018/979-8-3693-2346-5.ch020>
20. Reid, A., Ringel, E., & Pendleton, S. M. (2023). Transparency reports as CSR reports: Motives, stakeholders, and strategies. *Social Responsibility Journal*. <https://doi.org/10.1108/srj-03-2023-0134>
21. Riahi, R., Chibani, F., & Omri, A. (2024). How important is CSR commitment in shaping corporate reputation? *International Journal of Professional Business Review*. <https://doi.org/10.26668/businessreview/2024.v9i4.4672>
22. Rim, H., & Ferguson, M. A. (2020). Proactive versus reactive CSR in a crisis: An impression management perspective. *International Journal of Business Communication*, 57(4), 545–568. <https://doi.org/10.1177/2329488417719835>
23. Rubio-Andrés, M., Ramos-González, M. del M., & Sastre-Castillo, M. Á. (2021). Exploring the links between CSR, good governance, and corporate reputation. *Research Anthology on Small Business Strategies for Success and Survival*. <https://doi.org/10.4018/978-1-7998-4833-2.CH007>
24. Saurage-Altenloh, S., & Randall, P. (2020). The influence of CSR on B2B relationships. *Examining Ethics and Intercultural Interactions in International Relations*. <https://doi.org/10.4018/978-1-7998-2377-3.ch004>
25. Schormair, M. J. L., & Gerlach, L. M. (2020). Corporate remediation of human rights violations: A restorative justice framework. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-019-04147-2>
26. Shao, W., Moffett, J. W., Quach, S., Surachartkumtonkun, J., Thaichon, P., Weaven, S., & Palmatier, R. W. (2022). Toward a theory of corporate apology: Mechanisms, contingencies, and strategies. *European Journal of Marketing*. <https://doi.org/10.1108/ejm-02-2021-0069>
27. Srivastava, V. K. (2024). Impact of corporate social responsibility on brand reputation: A study on CSR activities and consumer loyalty. *International Journal of Science and Research Archive*. <https://doi.org/10.30574/ijrsra.2024.13.1.1869>
28. Sule, S. A., & Abduljalil, S. (2023). Corporate social responsibility and its effects on brand trust in banks. *International Journal of Economics and Business Issues*. <https://doi.org/10.59092/ijebi.vol2.iss2.31>
29. Tangngisalu, J., Mappamiring, M., Andayani, W., Yusuf, M., & Putra, A. (2020). CSR and firm reputation from employee perspective. *Journal of Asian Finance, Economics and Business*, 7(10), 171–182. <https://doi.org/10.13106/jafeb.2020.vol7.no10.171>
30. The Holy Bible: New International Version. (2011). Zondervan.
31. Tomlinson, E. C., Nelson, C. A. P., & Langlinais, L. A. (2020). A cognitive process model of trust repair. *International Journal of Conflict Management*. <https://doi.org/10.1108/ijcma-03-2020-0048>
32. Yomboi, J. (2025). Internet of Everything in Marketing. *Digital Transformation in the Customer Experience*. <https://doi.org/10.1201/9781003560449-8>
33. Yomboi, J., Majeed, M., & Asiedu, E. (2024). Product and the internet of things (IoT). *Disruptive Technologies and Business Innovation: IoT in Perspective*, 19–38. <https://books.google.com/books?hl=en&lr=&id=k2A8EQAAQBAJ&oi=fnd&pg=PA19&dq=%22yomboi+jonas%22&ots=ApCh890Sbe&sig=m6OfkzcH7ocvvJNjFKivZHYJNTk>
34. Yomboi, J., Majeed, M., Asiedu, E., Nangpiire, C., Alhassan, F., & Manu, V. (2024). Green blockchain technology for an eco-friendly environment. *Exploring Waste Management in Sustainable Development Contexts*, 219–233. <https://doi.org/10.4018/979-8-3693-4264-0.ch015>
35. Yomboi, J., Mohammed, M., Nangpiire, C., & ... (2024). Utilizing Technology for Sustainable Resource Management Solutions: Economics and Finance. *Utilizing Technology ....* <https://www.igi-global.com/chapter/utilizing-technology-for-sustainable-resource-management-solutions/351193>
36. Yomboi, J., Nangpiire, C., Kutochigaga, E. A., & Majeed, M. (2021). The Impact of the Collapsed Banks on Customers in Ghana. *Asian Journal of Economics, Business and Accounting*, 21(17), 15–25. <https://doi.org/10.9734/ajeba/2021/v21i1730487>
37. Zhao, Y., Abbas, M., Samma, M., Ozkut, T., Munir, M., & Rasool, S. F. (2021). Exploring the relationship between corporate social responsibility, trust, corporate reputation, and brand equity. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.766422>