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## The Impact of Corporate Social Responsibility on Building a Corporate Image: A Systematic Literature Review

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### Abstract

In the age of globalization and competitive commercial world, corporations are endeavouring hardly to gain and maintain a good image with their publics. The integration of corporate social responsibility (CSR) into corporations' plans is one of the vital strategies to shape a good image. Through the implementation of suitable and sustainable CSR activities, corporations can show their commitment to society and the environment, which in turn raise public trust, loyalty and so then the corporate image (CI), the perception of a particular business. Thus, CSR is a significant factor to build, enhance and maintain CI. This review aims to gather study data to comprehend the effects of CSR on creating CI over the past five years, by following guidelines of the ROSES review protocol. In order to find articles, a combination of keywords was entered into Google Scholar and Emerald databases. After wide screening and assessment, 15 articles and journals were chosen as they met the requirements for inclusion. The literature research results find that CSR practices positively and significantly shaping positive CI, provided that CSR activities are major factors on improving the loyalty of customers and employees, which in turn lead to enhance CI. The substantial impact of CSR activities on the corporation's image reveals that a corporation needs to concentrate on various CSR dimensions like economic, ethical, legal, and philanthropic to effectively build a better corporation in the eyes of stakeholders. The contribution of this study lies in the need to implement and integrate CSR programs in business strategies as they significantly affect CI. It is also beneficial to provide valuable insights for scholars, managers and business practitioners to understand the strategic role of CSR in establishing, enhancing and maintain a positive CI in the raised competitive business environment.

**Keywords:** CSR, Relationship, Corporate Image, CSR dimensions, Systematic Literature Review.

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### 1. Introduction

In the age of globalization and under the huge competition among corporations all around the world, corporations are not relying only on economic performance, however also focus on social and environmental performance. This is known as corporate social responsibility (CSR) which is one of the vital aspects in corporations' modern plans. CSR refers to the commitment of corporations to work ethically and contribute to sustainable economic improvement, while

developing the welfare and the life quality of their workforce, their families, local communities and society at large (Carrera 2022). This emphasizes the idea that corporations are not only accountable on maximizing value to their shareholders but also to extensive stakeholders such as employees, communities, customers and the environment. CSR is mainly about the integration of environmental and social activities into corporations' strategies and operations, with a focus on their legal, ethical and economic obligations, for the purpose of generating a shared value between the corporation and society (Shahbaz et al. 2020).

The idea of CSR has an extended historical root where the roots of including the social contributions in corporation are traced to the ancient Roman laws, that had been seen in for instance, orphanages and homes of poor people. Nevertheless, CSR as a concept only became widely known in the mid of 20th century (Chaffee 2017).

The growth of CSR has been accelerated over decades. Particularly, in the 1990's and with the exit of globalization, there was a growing interest in the field of CSR. Actually, the term of CSR during this decade gained an international appeal as the globalization process during 1990's has raised the operations of multinational corporations. CSR has created new opportunities for these global corporations to gain competitive advantage and enhance their reputations and images where the competition among them has increased (Carroll 2015). Today, the majority of multinational corporations believe that implementing CSR is vital for balancing the opportunities and challenges they might encounter because of globalization.

Moreover, along with the growing public awareness on the significance of responsible practices of corporations, CSR has been as one of the major factors on forming public image towards a particular corporation. A corporate image (CI) is about the way in which a corporation appears to people and the mental picture or opinion that public have about it. CI is a vital intangible asset that can impact the long-term effectiveness of a corporation (Bianco 2020).

The positive relationship between CSR and CI has been demonstrated in academic literature and businesses practices. However, some studies showed mixed or insignificant outcomes on the relationship between CSR and CI (Elving 2022). Additionally, the effectiveness of CSR initiatives in creating good CI still varies where some corporations were able to enhance their image through CSR actions, others are encountering public skepticism by perceiving their actions as insincere and greenwashing or deceptive practices (Henry, 2021).

## **2. Methodology**

This systematic literature review (SLR) on the impact of CSR on building a corporate image follows Reporting Standards for Systematic Evidence Syntheses (ROSES) which is an effective standard technique for SLR. It includes identifying, evaluating, and interpreting findings on a study topic to answer questions of research (Kitchenham and Charters 2007 cited in Aulia, Urotul, and Mulawarman 2020). Hariyati (2010) stated that SLR is a process which uses a structured review, assessment, identification and categorization of previous evidence-based research. It is conducted systematically in steps including the identification of types of databases, the inclusion and exclusion of data and assessment of quality. This article uses the SLR method to investigate the influence of CSR on CI.

## 2.1 Search Strategy

The search of articles conducted on Google Scholar and Emerald which are one of the most effective engines to gain database of researches in SLRs (Haddaway et al. 2015). A combination of appropriate words was keyed in Google Scholar and Emerald to get relevant articles. Table 1 demonstrates the search strings used where a large number of accessible results were yielded. Screening was conducted with the criteria that articles and journals must be published in the past five years- the period from 2020 to 2024. The screening process generated 156 articles and journals that match the criteria of the study. All materials that are not relevant and appropriate for the research were excluded, where 15 articles were selected, refer to Table 2 and Figure 1.

**Table 1. Search String**

Database	Search string
Google Scholar	(TITLE-ABS-KEY (corporate social responsibility AND corporate image) OR TITLE-ABS-KEY (social responsibility AND company image) OR TITLE-ABS-KEY (CSR AND image) OR TITLE-ABS-KEY (CSR activities AND corporate image) OR TITLE-ABS-KEY (CSR practices AND corporate image) OR TITLE-ABS-KEY (CSR initiatives AND company image) OR TITLE-ABS-KEY (CSR programs AND company image) OR TITLE-ABS-
Emerald	(content-type: article) AND (corporate social responsibility) OR (CSR) OR (social responsibility) OR (corporate social responsibility activities) OR (CSR activities) OR (CSR initiatives) OR (CSR practices) OR (CSR programs) AND (company image) OR (corporate image)

## 2.2 Inclusion and Exclusion Criteria

To make sure that articles and journals by database search are met the inclusion criteria, assessment has been conducted. Inclusion and exclusion criteria are presented in Table 2.

**Table 2. Eligibility Criteria**

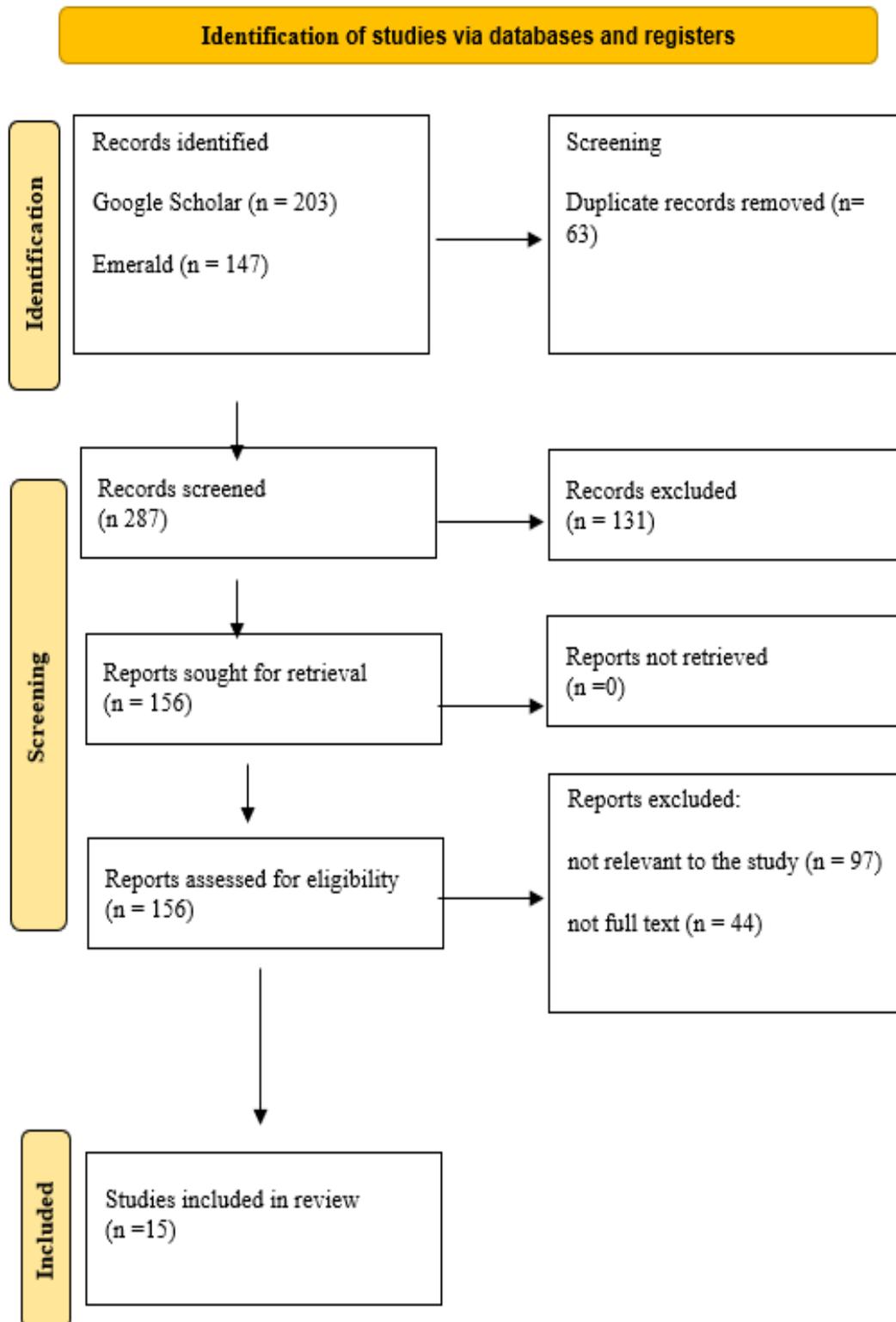
Criterion	Eligibility	Exclusion
Type of literature	Research articles and journals	Thesis and book chapters
Language	English	Non-English
Timeline of publication	From 2020 to 2024	Earlier than 2020

## 2.3 Assessment of Quality

The items used for assessment included the study question, methodology, data collection and analysis methods and study limitations. All studies evaluated based on the clarity on stating the items.

### 3. Search Result

The search for articles yielded 15 articles. The article selection process is illustrated in Figure 1.



**Fig. 1** Roses Flow Diagram for Study Selection

### 3.1 Study Characteristics

**Table 3. Study characteristics (Table of Findings)**

Author and year	Study Design	Main subject of the study	Study participants	Region	Key findings
Jintao et al. (2020)	A survey	Exploring the relationship between corporate social responsibility and firm competitiveness	33 companies in Lithuania	Lithuania	CSR positively and significantly impacts CI. CSR dimensions including environmental, social, economic, shareholder, and philanthropic positively impacts company competitiveness. The impact coefficients: Environmental → CI (0.353) Social → CI (0.350) Economic → CI (0.313) Shareholder → CI (0.340) Philanthropic → CI (0.340).
Kim et al. (2020)	A survey	The effect of CSR on corporate image, customer citizenship behaviors, and customers' long-term relationship orientation	customers of food service companies	South Korea	CSR (economic, ethical, legal, and philanthropic) responsibilities had a positive impact on CI and significant factor in building long-term relationships in the foodservice industry. Standardized Coefficient and T-value is presented respectively: Economic Responsibility → CI (0.49), (7.83)

					Legal Responsibility → CI (0.13), (2.10) Ethical Responsibility → CI (0.21), (3.16) Philanthropic Responsibility → CI (0.09), (2.08).
Le (2023)	A survey	Corporate social responsibility and SMEs' performance: mediating role of corporate image, corporate reputation and customer loyalty	482 responses from top executives, managers and experts.	Vietnam	Statistical results confirmed the positive relationship between CSR and CI, coefficient and p-value ( $\beta=0.495$ ; $p < 0.001$ )
Yi-Wei et al. (2024)	a self-administered questionnaire	The Impact of Hotel Corporate Social Responsibility Activities on Hotel Image and Customer Loyalty	350 people who have hotel usage experience	South Korea	CSR activities have a positive impact on image. Philanthropic CSR actions are the most influential variable, followed by ethical, legal, and economic. Path coefficient and p-value: Philanthropic ( $\beta = 0.269$ , $p < 0.001$ ) Ethical ( $\beta = 0.128$ , $p < 0.05$ ) Legal ( $\beta = 0.109$ , $p < 0.05$ ) Economic ( $\beta = 0.104$ , $p < 0.05$ )
Peña-Miranda et al. (2022)	case-study structured questionnaire	A corporate social responsibility model for a competitive and resilient	8 hotels	Santa Marta, Colombia	CSR activities are important to add value to company's economic

		hospitality industry			performance and image.
(Carrera, 2022).	Interviews	Corporate social responsibility. A strategy for social and territorial sustainability	Human resources managers of some Apulian companies	Puglia, Italy	CSR is vital strategic criterion for the social and economic development that can deeply influence the quality and the level of unity of territories and the well-being of the communities. Partnership with stakeholders is an important CSR practice that create positive image in publics' minds.
Stojanovic, Andelka, et al. (2020)	questioning employees independently	Corporate social responsibility as a determinant of employee loyalty and business performance	employees in the public sector (involving educational, research institutions, cultural institutions)  employees in private companies (manufacturing and service companies of different range)	post-transitiona l countries in Europe.	CSR activities significantly impact employee loyalty, so more commitment from employees. ( $\beta = 0.70$ ) ( <b>p-value &lt; 0.01</b> ).
Leclercq-Machado et al. (2022)	online survey	Effect of Corporate Social Responsibility on Consumer Satisfaction and Consumer Loyalty of	390 bank consumers	Peru	CSR has a significant and positive impact on customer loyalty. CSR $\rightarrow$ Loyalty: ( $\beta = 0.138$ ) (t-value = 6.040) (p-value = 0.000)

		Private Banking Companies in Peru.			CSR can contribute to increase loyalty. However, it may not be the strongest impacted factor on its own.
Araújo et al. (2023)	online questionnaire	The Effect of Corporate Social Responsibility on Brand Image and Brand Equity and Its Impact on Consumer Satisfaction	300 customers	-	CSR activities have positive and significant impact on brand image. ( $\beta = 0.475$ , $t = 9.494$ , $p < 0.001$ ).
Barlas et al. (2023)	questionnaires	The Effect of Corporate Social Responsibility on Customer Trust and Loyalty.	mobile telecommunications' companies	Greek	Successful companies are those that not only emphasis on profitability but also concentrate on developing their social effect and return value to society. Most customers prefer to buy products and services of companies adapting social programs, thus display their loyalty and trust. Then, companies' image will be enhanced and strong relationships will be built with several stakeholders.
Zainee & Puteh (2020)	structured questionnaire	Corporate social responsibility impact on	377 Generation Y accountants	Klang Valley areas (Selangor	Carroll CSR dimensions have a significant impact on

		talent retention among Generation Y		and Kuala Lumpur, Malaysia).	employee's retention which in turn create positive image. Philanthropic $\beta = 0.204$ , $p < 0.001$ ) and economic ( $\beta = 0.128$ , $p < 0.035$ ) responsibilities are the most significant factors of employee retention.
Dadhich & Saini (2024)	Case study, interviews and survey	Corporate Social Responsibility (CSR) Communication and Its Role in Image Building for Companies in NCR	CSR managers and 200 customers	India	CSR actions play a significant role on enhancing image. It is vital to communicate CSR activities. 70% of respondents increased their trust for companies engaging in CSR. Managers stressed on communicating CSR actions honestly and openly to effectively develop CI.
Chen et. al. (2021)	Close-ended, self-administered questionnaires	The Role of Corporate Social Responsibility and Corporate Image in Times of Crisis: The Mediating Role of Customer Trust	300 hotel customers	Pakistan	Economic ( $\beta = 0.293$ , $p$ -value=0.000), legal ( $\beta = 0.394$ , $p$ -value=0.000), and ethical ( $\beta = 0.106$ , $p$ -value=0.020) CSR significantly influenced CI, whereas philanthropic ( $\beta = 0.091$ , $p$ -value=0.186)

					CSR did not influence the CI.
Varshney et al. (2024)	Survey in-depth interviews	Role of Corporate Social Responsibility in Modern Businesses	customers		The most important dimensions of business success are environmental sustainability 65%, followed by ethical labor practices 50%, and community engagement 45%.
Chandran (2024)	Semi-structured interviews	Eco-friendly finance: the role of green CSR, processes, and products in enhancing brand trust and image.	50 bank employees	India	Banks adopt green CSR and eco-friendly financial services within their works, have positive effects upon customer perceptions which lead to increase trust and image.

### 3.2 Critical Appraisal

The check mark indicates that the assessment element is stated clearly, while the empty area means the item is unclearly described.

**Table 4. Quality Assessment**

Study Author and Year	Research question	Methodology	Data collection	Data Analysis	Study limitations
Jintao et al. (2020)		✓	✓	✓	
Kim et al. (2020)		✓	✓	✓	✓
Le (2023)	✓	✓	✓	✓	✓
Yi-Wei et al. (2024)		✓		✓	✓
Peña-Miranda et al. (2022)	✓	✓		✓	✓
(Carrera, 2022).		✓	✓		
Stojanovic, Andelka, et al. (2020)	✓	✓	✓	✓	✓
Leclercq-Machado et al. (2022)		✓	✓	✓	✓
Araújo et al. (2023)			✓	✓	✓
Barlas et al. (2023).	✓	✓	✓	✓	✓
Zainee & Puteh (2020)	✓	✓	✓	✓	✓

Dadhich & Saini (2024)	✓	✓			
Chen et. al. (2021)	✓	✓	✓	✓	✓
Varshney et al. (2024)	✓				✓
Chandran (2024)	✓	✓	✓	✓	✓

## 4. Discussion

### 4.1 CSR Key Dimensions to create a Good Corporate

Several CSR actions have a significant impact on CI. According to Jintao et al. (2020), CSR dimensions such as environmental, social, economic, and philanthropic play a vital role on enhancing CI. The research studied the impact of these different dimensions of CSR on several elements of companies' competitiveness depend on impact coefficients. In a standardized model, coefficients are scaled between -1 and 1, where 0 represents no effect while values closer to  $\pm 1$  show strong effects, and values around 0.5 means moderate effects. For instance, the environmental dimension which is referred to the commitment of companies to environmental sustainability and actions that minimize damage and harm to the environment like reduction of carbon footprints and environmental protection efforts has an effective impact on companies' image, with an impact coefficient of 0.353.

Social responsibility is another dimension such as improving community welfare and it also has a significant effect on corporate image, with 0.350 impact coefficient. While economic responsibility is another important dimension of CSR which includes actions like creating job opportunities and contributing to the economic growth. It also has positive impact on company image with standardized coefficient, 0.313. Philanthropic which refers to charity and community support initiatives is another CSR responsibility that influence company image with coefficient value of 0.340 (Jintao et al. 2020). In contrast, Kim et al. (2020) study stated that philanthropic responsibility has less influence on CI, the standardized coefficient is 0.09.

Another research by Yi-Wei (2024) studied the key dimensions of CSR based on Carroll's (1991) "CSR pyramid" which is one of the most commonly accepted models on the classification of CSR. It consists of four main dimensions that every company must accomplish including "the economic by being profitable, legal by complying with the laws, ethical by doing what is right, just, and fair and philanthropic by improving the quality of life". The study approved the significance of CSR dimensions on improving image where the study results of structural model and hypotheses indicate positive effect on image. More importantly, among CSR dimensions and in contrast to Kim et al. (2020), the philanthropic is the most effective responsibility that impact image, followed by ethical, legal and economic where the path coefficient ( $\beta$ ) and probability value (p-value) are ( $\beta = 0.269, p < 0.001$ ), ( $\beta = 0.128, p < 0.05$ ), ( $\beta = 0.109, p < 0.05$ ) and ( $\beta = 0.104, p < 0.05$ ) in order. As stated, before and as the ( $\beta$ ) for all dimensions are closer to 0.5, so there is a moderate effect between CSR and CI and as the p-value of all dimensions are 0.05 or less, then the relationship between CSR dimensions and CI is statistically significant. The p-value is a statistical measure used to determine the significance of study results in hypotheses testing. The lower the p-value, the greater the statistical significance is, where a p-value of 0.05 or lower is commonly considered statistically significant.

The study results of Chen et al. (2021) that used a sample of 300 hotel guests illustrate that CSR in the areas of economics ( $\beta = 0.293$ ,  $p\text{-value}=0.000$ ), legal ( $\beta = 0.394$ ,  $p\text{-value}=0.000$ ), and ethics ( $\beta = 0.106$ ,  $p\text{-value}=0.020$ ) have a substantial impact on CI, but CSR in the area of philanthropy ( $\beta = 0.091$ ,  $p\text{-value}=0.186$ ) has no impact. Philanthropic CSR has a positive, but weak relationship with CI, as indicated by the small coefficient value, 0.091. Indeed, this result matches the research findings of Kim et al. (2020) which has reached the same conclusion with  $\beta = 0.09$ . Yet, since the  $p\text{-value}$  is greater than 0.05, particularly 0.186 this relationship is not statistically significant.

On the other hand, Peña-Miranda et al. (2022) study results demonstrated that the economic CSR dimension is the most significant on improving company image. While Varshney et al. (2024) stated that the most fundamental dimension of business success including improvement in CI is environmental sustainability where 65% of respondents agreed on that.

Furthermore, the partnership with stakeholders such as not for profit organizations and government agencies is a vital CSR dimension that impacts CI as it represents the commitment of companies to work in team to build greater good. This can lead to view the company as responsible in front of community members and in turn create and maintain a positive image in public's minds (Carrera 2022).

Social CSR activities is another key CSR dimension which has been mentioned by Barlas et al. (2023). These activities refer to programs like community development initiatives, education and skills development programs and poverty alleviation activities. Barlas et al. (2023) study confirmed that successful corporations are those that not only focus on profitability but also emphasize and enhance their social effect and return value to society. The majority of customers prefer to buy products and use services of companies conducted social activities, thus show their loyalty and trust. As a result of that, CI will be improved and more effective relationships will be built with several stakeholders.

#### **4.2 Impact of CSR on Corporate Image**

Based on Table 1, articles and journals demonstrated that CSR has a positive and significant impact on CI. This effect on company's image was confirmed by empirical research conducted by Jintao et al. (2020) on 33 Lithuanian companies. The research studied the impact of different dimensions of CSR including (environmental, social, economic, shareholder, and philanthropic) on several elements of companies' competitiveness depend on impact coefficients. It has demonstrated that CSR dimensions influence corporations' images. For example, image was impacted by environmental, social and shareholder CSR actions where the impact coefficient of each dimension is 0.353, 0.350, 0.340 respectively. Therefore, CSR actions play a moderate role on enhancing CI as the impact coefficient is near 0.5.

Similarly, a study by Kim et al. (2020), based on a review of the CSR literature and a survey, developed hypotheses to test the relationships between CSR, CI and customer behaviours, found that all stated hypotheses are supported which means the positive relationship between CSR, CI and customer behaviours is confirmed by statistical analysis.

In addition, a recent study conducted by Le (2023) has supported the findings of Jintao et al (2020) and Kim et al. (2020) on the positive relationship between CSR and CI. It confirmed a highly statistically significant relationship between CSR and CI with path coefficient and  $p\text{-value}$  of ( $\beta 0.495$ ;  $p < 0.001$ ) respectively. The higher statistics results with  $\beta$  close to 0.5 and

p-value lower than 0.05, represent evidence that the relationship between CSR and CI is statistically important. Moreover, as stated by Araújo et al. (2023) CSR practices form and influence brand image. Their study concluded that there is a significant enhancement in brand image when corporations invest in CSR ( $\beta = 0.475$ ,  $p < 0.001$ ). The strong results of  $\beta$  coefficient and low p-value all support this conclusion.

The positive impact of CSR on company image can also be seen in assisting companies to attract and maintain quality employees. Companies with effective CSR actions is seen as more attractive workplaces, thus this can rise the retention of employees and attract high quality. This indirectly reinforces the image of the corporation as it shows caring about the welfare of its employees and the surrounding community. Zainee & Puteh (2020) paper represents empirical insights on the effect of CSR on the retention of employees. It was concluded that all CSR dimensions which introduced by Carroll, have a positive significant influence on employee's retention which in turn create positive CI. Nevertheless, the philanthropic and economic responsibilities are the most significant predictors of employee retention with beta value of ( $\beta = 0.204$ ,  $p < 0.001$ ) and ( $\beta = 0.128$ ,  $p < 0.035$ ) respectively.

Additionally, the positive impact of CSR on CI can also increase employee loyalty. The more positive perception and engagement of corporation CSR practices, the greater the employees satisfy and be loyal to the company. The study by Stojanovic et al. (2020) confirmed that CSR practices contribute significantly on improving employee loyalty, with a strong positive relationship ( $\beta = 0.70$ ) and high statistical significance ( $p < 0.01$ ).

On the other hand, Leclercq-Machado et al. (2022) study results approve that CSR effects on CI also has positive effect on customer loyalty with a path coefficient of 0.138. However, the impact is not particularly strong compared to the effect on employee's loyalty with  $\beta = 0.70$ .

The strength of the impact of CSR on corporate image was also found in a study conducted by Dadhich & Saini (2024). Its findings concluded that CSR actions play a vital role on improving image, however to improve it and create trust over time, it is crucial to communicate these CSR activities to several stakeholders like customers and community. A mixed-method approach, survey and interviews were used in this study where the survey conducted with 200 customers of companies in the National Capital Region (NCR) in India and the interviews with CSR managers from top NCR companies. Survey results showed that 70% of respondents increased their trust for corporations that engaging in CSR activities while interviewed managers reinforced the need to conduct and communicate CSR actions in transparent way to effectively improve CI.

Furthermore, Chandran (2024) has concentrated on his research on the impact of banks that adopt green CSR and eco-friendly financial services within their operations. Research findings concluded that green CSR and eco-friendly financial services have positive influence upon customer perceptions and lead to enhance trust and CI.

### **4.3 Theoretical Contributions to CSR and Corporate Image Frameworks**

#### **4.3.1 Refinement and Enrichment of Carroll's CSR Pyramid Model**

This SLR study extends and updates Carroll's (1991) CSR Pyramid dimension including economic, legal, ethical, and philanthropic by demonstrating the impacts of each CSR dimension on CI, depend on empirical coefficients and statistical significance through several

studies like Jintao et al. (2020) and Yi-Wei (2024). In addition, while Carroll originally introduced dimensions as a hierarchy, this synthesis proposes a contextual reordering of impact, in which philanthropic or environmental areas can sometimes outweigh economic dimension based on cultural context and industry. For instance, some scholars showed philanthropic CSR to be the most impacted on CI (Yi-Wei, 2024), whereas others (Kim et al., 2020; Chen et al., 2021) revealed it had less impact. This suggests a more flexible and empirical method to Carroll's dimensions, converting it from a rigid hierarchy into a dynamic and context-sensitive basis.

#### **4.3.2 Advancement of CI Theory as a Multi-Stakeholder Construct**

Traditional CI theory has often presented image as a static result. This SLR findings highlights that CI is multi-dimensional where it is co-constructed by varied stakeholders via their perception of CSR initiatives, approving and extending the theories that CI is formed in real-time by companies' actions and audience feedback. Thus, CI needs to be shown as a fluid and interactional construct, responsive to diverse CSR dimensions and stakeholder understandings, not only previous branding efforts.

### **5. Conclusion**

CSR is a vital component of contemporary business, as publics are expecting corporations to do more for improving the well-being of society and environment than only making a profit. Therefore, CSR is not just a tool to accomplish social and environmental responsibilities, yet it is also a vital strategy to improve the public perception of corporations. This SLR provided insights on the effects of CSR on shaping public perception and making a positive image towards corporations. Its findings confirmed the positive and significant association of CSR with CI, provided that CSR is essential on improving the loyalty of customers and employees, which in turn effectively impact CI. In addition, it demonstrated the key CSR dimensions which corporations need to conduct to effectively improve their images including for instance, environmental, social, economic, and philanthropic activities. Through these dimensions' corporations can show their commitment to society and the environment, which in turn enhance CI. In fact, these dimensions have grown to be crucial in determining corporations' images. The contribution of this SLR lies in the need to conduct CSR activities as they significantly influence the image of corporations. It also gives insights for managers and business practitioners to comprehend the strategic role of CSR in improving CI with the exist of increasing business competitiveness. For instance, managers and practitioners need to prioritize CSR dimensions depend on audience expectations and the context of industry. It is also recommended for them to align CSR initiatives with their company's core values and missions. In addition, it is necessary to implement transparent CSR Communication as even well-designed CSR activities usually fail to impact CI if publics are unaware of them. Finally, managers and practitioners should involve employees as CSR ambassadors as they are internal stakeholders who play a significant role in forming outside CI.

### **6. Recommendations and Limitations for Future Research**

From the findings of this SLR and to be able to build an effective CI, it is recommended to effectively design, implement and communicate the CSR activities to public. It is not enough to create and achieve innovative and effective programs, yet there is a need to engage publics and raise awareness on corporation's CSR programs. Hence, corporations can ensure that their

CSR efforts are reaching publics, making a real impact on their lives and thus leading to shape a good image in their minds. Another important aspect is to make sure that the implementation and reporting of these programs is transparent, so CSR will not be perceived by publics as superficial efforts or greenwashing to enhance CI.

Due to the aim and priority of this SLR, it applied CSR as a main factor to improve CI. Future studies need to consider and explore other important variables which influence CI including for example, quality of services and products and the media coverage. Moreover, it is encouraged to conduct studies that employ mediators and moderators in the relationship between CSR and CI such as trust and satisfaction to explore how these variables are mediating and moderating the relationship between CSR and CI.

Furthermore, this SLR was obtained from two databases, Google Scholar and Emerald. The use of other databases for the SLR would be valuable for further research. In addition, this study only involved articles published in English. It is suggested for future studies and analysis to include articles and journals published in other languages.

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