

CSR and Organizational Reputation: Nurturing a Fulfilling Workplace Environment

Mudsir Ismail¹, Muddassar Bilal², Umbrin Akbar³

^{1,2,3}PhD Scholar, Department of Business Administration. University of Sialkot

Correspondence

Mudasir Ismail

(mudasir.ismail@gmail.com)

Submitted: October 05, 2022

Revised: December 17, 2022

Accepted: December 23, 2022

Published online: December 30, 2022

ABSTRACT

Purpose- This research paper explores the joint impact of internal and external CSR initiatives on job satisfaction and the mediating role of organizational reputation in the relationship between CSR and job satisfaction. The research paper provides insights into the benefits of CSR initiatives for organizations and their employees. This research paper provides empirical insights about CSR initiatives and their impact on organizational reputation and job satisfaction.

Design/methodology/Approach- The data were collected from 142 employees from the service sector through a self-administrated questionnaire. The analysis was conducted through Smart PLS-3, for validity Cronbach alpha and composite reliability were tested, and the structural equation modeling was used to assess the hypothesis for testing of direct and indirect relationship between variables.

Finding- the research findings unveiled significant positive effects of internal and external CSR on job reputation and employees' job satisfaction. Results also showed the positive mediating role of organizational reputation among internal and external CSR and employee job satisfaction.

Originality- This study examines the internal and external CSR initiatives and their joint impact on job satisfaction. While previous research has explored the impact of individual internal and external CSR initiatives on organizational reputation and job satisfaction, few studies have examined the relationship between these two types of initiatives and their joint impact. This research paper aims to fill this gap by exploring the combined effect of internal and external CSR initiatives on these outcomes. The research paper will also consider the mediating role of organizational reputation in the relationship between CSR and job satisfaction.

Implications- Corporate social responsibility (CSR) initiatives can have a significant impact on both organizational reputation and employee job satisfaction. External CSR involves activities that benefit society, such as supporting local communities or engaging in sustainable business practices. By publicly demonstrating their commitment to these values, organizations can improve their reputation with customers, investors, and other stakeholders.

Key Word: CSR, Job satisfaction, Organizational reputation, Job satisfaction

1 | INTRODUCTION

Over the past few decades, corporate social responsibility (CSR) has evolved into a worldwide phenomenon, earning increased attention and recognition from academics, business practitioners, and the general public ([Bian et al., 2021](#); [Kong et al., 2021](#)). Businesses are expanding their CSR activities in response to institutional expectations for ethical corporate behavior, economic motivations, and several other social and environmental concerns.

CSR researchers classify a company's CSR activities into two categories: internal and external CSR activities, with each concentrating on a distinct stakeholder. Internal corporate social responsibility, as opposed to external corporate social responsibility, promotes the stewardship of organizational members above the stewardship of society, the environment, or customers. External corporate social responsibility (CSR) is concerned with environmental and social practices such as volunteerism, charitable giving, community development investments, consumer care programs, and environmental and wildlife protection that assist an organization in preserving its constructed external image and reputation with the general public ([Yoon, Gürhan-Canli, & Schwarz, 2006](#)). Internal CSR activities are those undertaken by a firm to enhance its employees' emotional and physical well-being. Employee rights are safeguarded, health care is given, chances for professional and personal development are developed, equal opportunity is pushed, and diversity is welcomed.

Despite the growing significance that businesses place on corporate social responsibility (CSR), few studies have looked at how CSR affects employees in general, and frontline workers in particular. Numerous research on employee work satisfaction, organizational commitment, and employee attachment to corporate social responsibility activities has been done. More recently, ([Mao et al., 2021](#)) conducted research on employees' attitudes toward corporate social responsibility and determined that although a good attitude toward CSR resulted in positive outcomes like satisfaction, a negative attitude results in dissatisfaction. In South Korea, a comparable study examined employees' perceptions of corporate social responsibility in relation to customer-directed counterwork, organizational commitment, citizenship, company identity, creativity, compassion, and intrinsic drive ([Rangan, Chase, & Karim, 2012](#)).

Because of this, a further empirical study is needed to better illustrate the importance of perceived CSR in the literature with respect to several understudied organizational attributes and behavioral outcomes ([Russo & Perrini, 2010](#)). Since that time, frontline employees have played essential roles in the service industry, acting as boundary spanners and bridging gaps across divisions to provide excellent customer care. Workers on the front lines experience emotional tiredness and burnout as a consequence of their frequent interactions with customers, which eventually results in a turnover. The development of techniques to help frontline employees cope with their emotional burdens is thus crucial for service managers. The perception and relevance of corporate social responsibility have not been studied in a prior study in this area, which is a significant gap. As a consequence, the current study intends to determine how corporate social responsibility (CSR) is seen in connection to the emotional labor tactics used by frontline workers ([Pomeroy & Dolnicar, 2009](#)). Both surface and deep-acting emotional labor methodologies will be used to analyze how people perceive corporate social responsibility (CSR). This will be done for better or worse depending on the results. While establishing a corporate social responsibility program is costly, it is typically seen as helpful to businesses. According to empirical research ([Lee & Shin, 2010](#)), corporate social responsibility (CSR) has a positive correlation with organizational characteristics such as reputation, customer loyalty, competitiveness, and sustainability. However, few research has been undertaken to determine if corporate social responsibility has an effect on employee performance. Only a few studies have shown that corporate social responsibility (CSR) improves a business's image, making it more appealing as an employer to potential employees ([Tang, Hull, & Rothenberg, 2012](#)). Additionally, it has been shown that there is a correlation between corporate social responsibility initiatives and current employee commitment. This association

has been associated with increased employee productivity, decreased employee turnover, and decreased employee burnout, all of which are costly to businesses ([Visser, 2006](#)). A good reputation is essential for a company's CSR efforts to be effective. Companies with a strong reputation for CSR are more likely to gain the support of stakeholders, attract and retain top talent, and perform well financially. Therefore, companies need to prioritize CSR and work to build and maintain a strong reputation for it. Organizational reputation is critical for the success of any business, regardless of its size or industry. It refers to how the public perceives a company, its products, services, and conduct, and can have a significant impact on the company's ability to attract and retain customers, employees, and investors. A good reputation can also provide a competitive advantage, enhance the company's brand value, and increase stakeholder trust and loyalty.

A strong organizational reputation can help a company to build and maintain long-term relationships with its stakeholders, including customers, employees, investors, suppliers, and the wider community. This, in turn, can lead to increased sales, improved financial performance, and a more stable and sustainable business model. A positive reputation can also help a company attract and retain top talent, as employees are more likely to want to work for a company that has a good reputation for ethics, social responsibility, and employee satisfaction.

On the other hand, a negative reputation can have serious consequences for a company, including lost sales, decreased customer loyalty, and a decline in employee morale and productivity. Negative publicity can also damage a company's brand value and make it more difficult to attract investors and partners. Therefore, companies must prioritize their reputation and work to build and maintain a positive image through ethical and socially responsible practices, transparency, and effective communication with stakeholders. Employee satisfaction has also been observed as a consequence of CSR; however, a further empirical study is required on this component as suggested by [Aggarwal and Singh \(2023\)](#), particularly in countries such as Pakistan. To address the gap identified by [Aggarwal and Singh \(2023\)](#), this research seeks to contribute to our knowledge of how corporate social responsibility influences employee attitudes by examining the links between CSR, organizational reputation, and employee job satisfaction. Additionally, the article demonstrates the importance of organizational reputation as a mediator in the relationship between corporate social responsibility (both internal and external) with employee job satisfaction ([Grabner-Kräuter, Tafolli, & Breitenacker, 2023](#); [Kong et al., 2021](#)).

2 | LITERATURE REVIEW

2.1 | Internal CSR and External CSR

Corporate social responsibility principles evolve in lockstep with the economy and society (CSR). To avoid being confused by the diversity of CSR definitions, this research relies on ([Visser, 2006](#)) CSR. According to [Virador and Chen \(2023\)](#), CSR refers to corporate actions that go beyond the corporation's and its stakeholders' immediate interests to protect or enhance the general public's or community's well-being. According to the majority of academics ([Bu & Chen, 2023](#); [Wu, 2023](#)), CSR involves a diverse range of stakeholders, including communities, workers, customers, and the environment ([Yoon et al., 2006](#)).

CSR grantees may originate from the internal or external organization. As a result, this research categorizes workers' impressions of CSR as either internal or external CSR. The European Commission's "Green Paper on

Promoting a European Framework for Corporate Social Responsibility" endorses this method of classification ([Tang et al., 2012](#)).

CSR efforts outside of the company benefit the local community, the environment, and consumers. Charity contributions to humanitarian causes, investments in community development, and partnerships with nonprofit organizations are all examples of community-related CSR initiatives ([Zhong, Ren, & Wu, 2022](#)). Investments in environmental protection, including pollution reduction, environmental initiatives, and policies that promote long-term development for future generations, are examples of environmental CSR ([Lee & Shin, 2010](#)). A consumer-focused CSR approach includes offering high-quality products and services, exhibiting a love for customer service, and going above and beyond to safeguard the interests of consumers.

Internal CSR examples include employee expectations, active fulfillment, and the development of organizational fairness (for example, increasing employee contentment and delight with their health), as well as safety and advancement. Internal CSR is concerned with employee well-being via employee welfare programs, and the fundamental purpose of CSR is to assist workers rather than to achieve company objectives ([Pomeroy & Dolnicar, 2009](#)).

2.2 | Organizational Reputation

On the other hand, when the research in the literature examined, it is observed no generally accepted definition of organizational reputation consequently, there are numerous definitions of organizational reputation and great differences in terms of meaning among these definitions. Due to multiple definitions and differences, some classifications of organizational reputation and the ambiguity about the concept were tried to be eliminated. [Aggarwal and Singh \(2022\)](#) stated that the publications on reputation management in 2001 were five times more than those between 1990- 2000. Therefore, they prepared a table that sums up the definitions of organizational reputation made in the last fifty years and discussed these definitions in three main groups: (1) Reputation as a state of awareness, (2) Reputation as an evaluation, (3) Reputation as an asset. Considering the definitions of awareness, it has been observed that the most common term is "perceptions". Within this grouping, organizational reputation is expressed as "gathering perceptions", "hidden perceptions", "clear perceptions", "universal perceptions", "perceptual representations" and "common representations". As organizational reputation within such a grouping includes awareness about the organization, it is considered a kind of "representation of knowledge or emotions" ([García-Sánchez et al., 2022](#)). One of the most widely accepted definitions is that regards organizational reputation as an "evaluation". These definitions regard organizational reputation as an assessment of the organization's status in society. Accordingly, organizational reputation is expressed with the concepts of "judgment", "estimation", "evaluation" or "measurement". "Opinions" and "beliefs" about an organization are also included in this grouping as they include subjective judgments by the nature of the concept of reputation. The third and last grouping is the approach that considers reputation as an asset for organizations and accepts reputation as "valuable" and "important" for organizations ([Groza & Groza, 2022](#)). In this grouping, the terms "source" or "intangible", and "financial or economic asset" are used regarding reputation. Approaches that define reputation as "awareness" or "evaluation" ignore that reputation means a real value for the organization. Many researchers have argued that such grouping about reputation is only an approach to consequences rather than the reputation itself. Moreover, when the literature reviewed ([Altaee & Alsabawi, 2022](#)), it can be argued that reputation generally consists of two dimensions: (1) Stakeholders' perception of an organization that can produce quality

products and (2) Organizations' perception of priority in the minds of stakeholders ([Zhan, Noe, & Klein, 2022](#)). In other words, the organizational reputation is affected by the interaction of each unit, department, and employee in the organization with another stakeholder ([Lange, Lee, & Dai, 2011](#); [Ndone & Park, 2022](#)). Scientific circles and most researchers argue that reputation is an important intangible asset that is rare, valuable, sustainable, and difficult to imitate by others ([Lee, 2022](#)). Organizational reputation is also defined as a collective structure that defines the total perceptions of multiple stakeholders about an organization's performance. In addition, in the literature, organizational reputation management is accepted as a result of long-term evaluations of organizations together with incomplete information in the society ([Lange et al., 2011](#)). Although organizational reputation was initially conceptualized and measured one-dimensionally ([Deephouse & Carter, 2005](#); [Rindova et al., 2005](#)), it was addressed multidimensionally in later studies ([Carmeli & Tishler, 2005](#); [Ravasi et al., 2018](#)).

2.3 | Job Satisfaction

Job satisfaction reflects workers' positive or negative opinions about their jobs. Employees hired by a company carry with them the aspirations, goals, and experiences that mold the expectations they previously rejected. Consequently, job satisfaction indicates how well one's expectations and actual rewards match ([Hoppock, 1935](#)). Job satisfaction is inextricably linked to how an employee conducts themselves at work. Employees who are satisfied with their jobs demonstrate a feeling of accomplishment and achievement at work. It is often considered that it has a direct impact on both individual and professional well-being and productivity ([Haitao, 2022](#)). Having work you like, doing it well, and earning acknowledgment for your efforts all contribute to job satisfaction. Work satisfaction also refers to an individual's level of devotion to and enjoyment of his or her career. Job happiness is an important factor in attaining recognition, money, advancement, and other objectives ([Brayfield & Rothe, 1951](#); [Mawardi, 2022](#)). Job satisfaction is the degree to which an employee is content with the benefits of his or her work, especially in terms of intrinsic motivation. The phrase "work satisfaction" refers to an individual's feelings and attitudes about his or her job. An individual's attitude toward their job may be used to measure job satisfaction ([Dodanwala, Santoso, & Yukongdi, 2022](#)). An unfavorable attitude about one's employment reflects dissatisfaction with it. In the context of employment, job satisfaction refers to how people feel and think about the work they are now doing. There is a wide spectrum of happiness and discontent with one's job ([Chaudhry et al., 2011](#)). In addition to their overall work evaluations. Work-related attitudes include people's attitudes about their job, colleagues, superiors, and subordinates, as well as their remuneration. Many individuals have different ideas about what it means to be happy at work ([Pratama, Suwarni, & Handayani, 2022](#)). Work satisfaction and motivation have a complicated connection. Motivation and satisfaction are not the same things. At work, satisfaction is more of a mental state than a bodily experience ([Rafi, 2013](#)). A feeling of accomplishment, for example, might be numerically or qualitatively tied to it. Worker satisfaction is defined as the feeling that one's employment meets one's material and emotional demands. Employee work satisfaction is a significant aspect in determining a company's efficiency and profitability. Indeed, the new management paradigm requires that workers be recognized and considered first and foremost as human beings with their own goals, wants, and personal aspirations ([Martin, Hauret, & Fuhrer, 2022](#)). The notion of a satisfied employee equaling a happy employee equaling a successful employee may be applied to work satisfaction.

2.4 | Internal CSR and Job satisfaction

A person's degree of job satisfaction is a measure of how well his or her criteria are met at work. Work-related pleasure or happiness is defined as a pleasurable or positive emotional state resulting from a positive opinion of one's employment or work experiences in general ([Rangan et al., 2012](#)). As a result, depending on the context, it may be intrinsic or extrinsic, resulting from both internally and externally mediated rewards, such as job satisfaction. Workplace pleasure has been linked to greater levels of corporate ethics and a feeling of fairness ([Pozas, Letzel-Alt, & Schwab, 2023](#)). As a predecessor of corporate social responsibility ([Russo & Perrini, 2010](#)), it is conceivable to regard a company's relationship with its employees as one in which the firm takes a high level of responsibility toward both its customers and the social and natural environment in which it operates (CSR) ([Hilton et al., 2023](#)). So, it is hypothesized as

H1: *Internal CSR positively effects job satisfaction*

2.5 | External CSR and job satisfaction

Academic research on corporate social responsibility and job satisfaction has gotten little attention. ([Yoon et al., 2006](#)), on the other hand, revealed a positive association between direct engagement in CSR activities, identification with the organization's principles, and workplace satisfaction among workers. According to ([Ruijter et al., 2023](#)), who established that external recognition is a crucial component in employee satisfaction, employees like being connected with firms that have a high reputation. According to ([Tang et al., 2012](#)) the moral convictions of a corporation have a considerable impact on employee happiness as well as customer satisfaction (1967). According to a recent study, a company's perceived ethics, values, and social responsiveness have a significant impact on employing potential personnel, which is seen as highly essential. It is hypothesized as

H2: *External CSR positively effects job satisfaction*

2.6 | Internal CSR and organizational reputation

Internal corporate social responsibility (CSR) refers to the way that a company manages its social and environmental impacts within its operations and among its employees. This can include issues like employee working conditions, diversity and inclusion initiatives, ethical behavior, and sustainability efforts ([Verčič & Čorić, 2018](#)). The relationship between internal CSR and organizational reputation is significant. When a company demonstrates a strong commitment to internal CSR. Companies that prioritize internal CSR initiatives tend to have a more engaged and committed workforce, which can result in lower turnover rates and higher productivity. Customers and stakeholders are increasingly interested in how companies conduct their business beyond their products or services. Internal CSR initiatives can differentiate a company from its competitors and help build a stronger brand ([Agarwal, Stackhouse, & Osiyevskyy, 2018](#); [Turban, 2001](#)). Companies that prioritize internal CSR can build stronger relationships with stakeholders such as customers, investors, and communities, which can lead to increased trust and support. Effective internal CSR practices can help mitigate risks associated with issues such as employee turnover, legal non-compliance, and negative public perception.

Hence it is hypothesized as

H3: *Internal CSR positively effects organizational reputation.*

2.6 | External CSR and organizational reputation

External corporate social responsibility (CSR) refers to a company's efforts to positively impact society and the environment beyond its operations, such as through philanthropic activities, community engagement, and sustainable sourcing. The relationship between external CSR and organizational reputation is also significant. When a company demonstrates a strong commitment to external CSR ([Deephouse & Carter, 2005](#); [Ndone & Park, 2022](#)). Customers and stakeholders are increasingly interested in how companies contribute to society beyond their products or services. External CSR initiatives can differentiate a company from its competitors and help build a stronger brand. Companies that prioritize external CSR initiatives can build goodwill with customers, investors, and communities, which can lead to increased trust and support. External CSR can help companies build stronger relationships with stakeholders such as customers, suppliers, and communities, which can lead to increased loyalty and support. Companies that demonstrate a strong commitment to external CSR may be more attractive to socially responsible investors, who prioritize investing in companies that are aligned with their values ([Lee, Lim, & Drumwright, 2018](#)). So, it is hypothesized as

H4: *External CSR positively effects the organizational reputation*

2.7 | Mediating Role of organizational reputation

Corporate Social Responsibility (CSR) has become an increasingly important aspect of business operations in recent years. Organizations are expected to not only focus on profits but also consider the impact of their actions on society and the environment ([Lee et al., 2018](#)). CSR can be classified into two categories: internal CSR and external CSR. Internal CSR refers to the practices and policies that an organization adopts to ensure the well-being of its employees and create a positive workplace culture. External CSR, on the other hand, refers to the practices and policies that an organization adopts to contribute to society and the environment ([Singh & Misra, 2021](#)).

Internal CSR is an essential aspect of an organization's reputation, as it directly impacts employee retention and satisfaction. Companies that prioritize internal CSR initiatives, such as offering fair wages, providing a safe and healthy work environment, and offering opportunities for career growth, are likely to attract and retain skilled employees ([Story, Castanheira, & Hartig, 2016](#)). These employees are likely to have a positive perception of the organization and speak positively about the organization to their peers and potential employees. This can result in a positive reputation for the organization, which can attract top talent and customers.

Moreover, internal CSR can lead to increased job satisfaction among employees. When employees feel that their organization is committed to their well-being and is investing in their growth and development, they are likely to be more engaged, motivated, and satisfied with their jobs. This can lead to increased productivity, decreased absenteeism, and improved job performance. In addition, employees who feel that their organization is socially responsible are likely to be prouder of their employer and feel a stronger sense of loyalty towards the organization ([Singh & Misra, 2021](#)).

External CSR is equally important in building an organization's reputation. When an organization demonstrates a commitment to social and environmental issues, it can enhance its reputation among stakeholders such as customers, investors, and the community. Companies that engage in external CSR initiatives such as charitable donations, environmental sustainability efforts, and ethical business practices are likely to be viewed more positively by stakeholders. This can result in increased customer loyalty, improved investor confidence, and

a stronger relationship with the community ([Taamneh et al., 2022](#)). Furthermore, external CSR initiatives can also impact employee job satisfaction. Employees are likely to feel proud of their organization's social and environmental efforts and may feel more connected to their employer's mission and values. This can lead to increased employee engagement, improved job satisfaction, and a stronger sense of purpose at work. In addition, employees may feel more motivated to work for an organization that aligns with their values and beliefs. Hence, both internal and external CSR can have a significant impact on an organization's reputation and job satisfaction. By prioritizing internal CSR initiatives, organizations can attract and retain top talent, increase employee job satisfaction, and enhance their reputation among employees and potential employees. Similarly, external CSR initiatives can enhance an organization's reputation among stakeholders and contribute to employee job satisfaction. Ultimately, organizations that prioritize CSR are likely to be viewed as socially responsible and ethical, which can lead to increased success and sustainability in the long run.

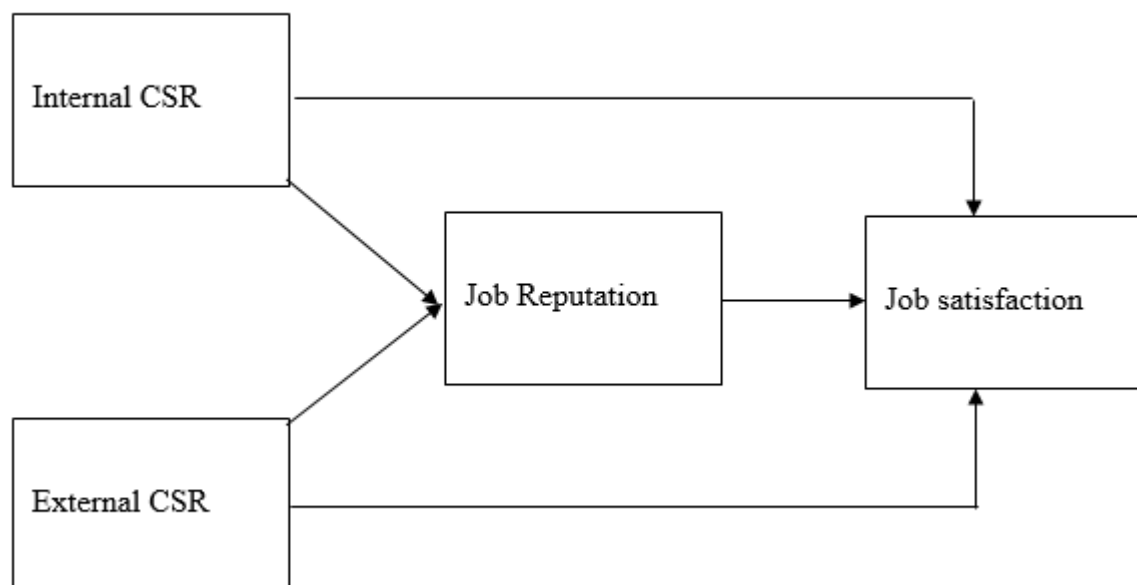
H5a: *Organizational reputation positively mediates the relationship between internal CSR and job satisfaction.*

H5b: *Organizational reputation positively mediates the relationship between external CSR and job satisfaction.*

Based on the above hypotheses, this study develops a research model shown in Fig. 1.

Figure 1.

Conceptual Model



3 | METHODOLOGY & DESIGN

This section includes the data collection and analysis of internal & external CSR and its impact on emotional labor and job satisfaction. The proposed research was intended to contain a strategy for obtaining information, including who to contact, how and when to receive it, and how to organize it.

A cross-sectional exploration design was employed in this research. This is the most suitable research technique for this test since it is often the most effective method of achieving the examination's goals.

The research focuses on the internal and external CSR practices of employees in a firm and their relationship to emotional labor and work satisfaction. The research will be employee-centered and will examine how employees in Pakistan's governmental and commercial sectors react to emotional labor. This inquiry is based on positivist epistemology since the focus is on obtaining or considering the truth about emotional labor as it occurs via the use of objective and strong formalized factual tactics of internal and external CSR. Similarly, the research's ontological basis is objectivism for the quantitative investigation.

Our exploration configuration is interpretive as the point of this examination is to give a legitimate and precise portrayal of the factors under investigation.

3.1 | Measures

The Internal and External CSR scale is adapted from ([Farooq, Rupp, & Farooq, 2017](#)) measured through 5 items and 17 items respectively, based on 5 points Likert scale. While the organizational reputation 5 items scale was developed by ([Turban, 2001](#)) based on the Likert scale rating. The job satisfaction 10-item scale is adopted from ([Macdonald & MacIntyre, 1997](#)) and measured on 5 points Likert scale.

3.2 | Demographics and correlations

The data has been collected from 142 employees working in the public and private service sectors of Punjab based on convenience sampling. Among them 72 (50.7%) were male and 70(49.3%) were female. Also, 36 (25.4%) of them have below one year of experience 58 (40.8%) have 1- 3 years of experience, 34 (23.9%) have 3-5 years of experience and 14(9.9%) have 5- 7 years of experience. The age range of respondents was from 25- 51.

4 | RESULTS AND ANALYSIS

Table 1 explains the correlation between Internal CSR, External CSR, Organizational Reputation, and job satisfaction. All variables are significantly positively correlated with each other. The response rate was 82.6%. The reliability of each construct is more than 0.70, which is considered good ([Spiliotopoulou, 2009](#)). The model fitness evaluated through Rho_A value which is greater than 0.70 for each construct detailed is given in table 2.

Table 1

Correlation among variables

	Variables	Mean	S. D	External CSR	Internal CSR	Organizational Reputation
1	Gender					
2	Age	2.43	.502			
3	Experience	2.23	1.087			
4	Internal CSR	4.03	.779	1		
5	External CSR	4.20	.78	0.288**	1	
6	Organizational Reputation	4.22	.79	.40**	.573**	1
7	Job Satisfaction	4.31	.71	.48**	.499**	0.45**

*Significant at 0.01 level

**Significant at 0.05 level

Table 2*Model Fitness (Rho_A), Composite Reliability, Construct Reliability*

	Construct	Rho_A	Construct Reliability	Composite Reliability
1	External CSR	0.942	0.919	0.922
2	Internal CSR	0.781	0.772	0.847
3	Job Satisfaction	0.926	0.922	0.935
4	Organizational Reputation	0.873	0.859	0.900

The data has been analyzed through smart PLS 3.0. H1 explains Internal CSR has positive effects on job satisfaction. The empirical results approved the positive impacts of internal CSR on job satisfaction having a beta coefficient of 0.106 having a significant level (p-value) less than 0.01. Similarly, H2 explained the External CSR's positive effects on job satisfaction which is also approved from empirical evidence by having a beta value of 0.470 significant at 0.01 level. As shown in table 3 and figure 1

The H3 explains internal CSR's positive effects on organizational reputation. The empirical evidence approved the hypothesis, by having $\beta=0.114$ and a p-value less than 0.01. Similarly, H4 explains external CSR has a positive impact on organizational reputation approved from empirical testing by having a beta coefficient of 0.876 significant at 0.01 level.

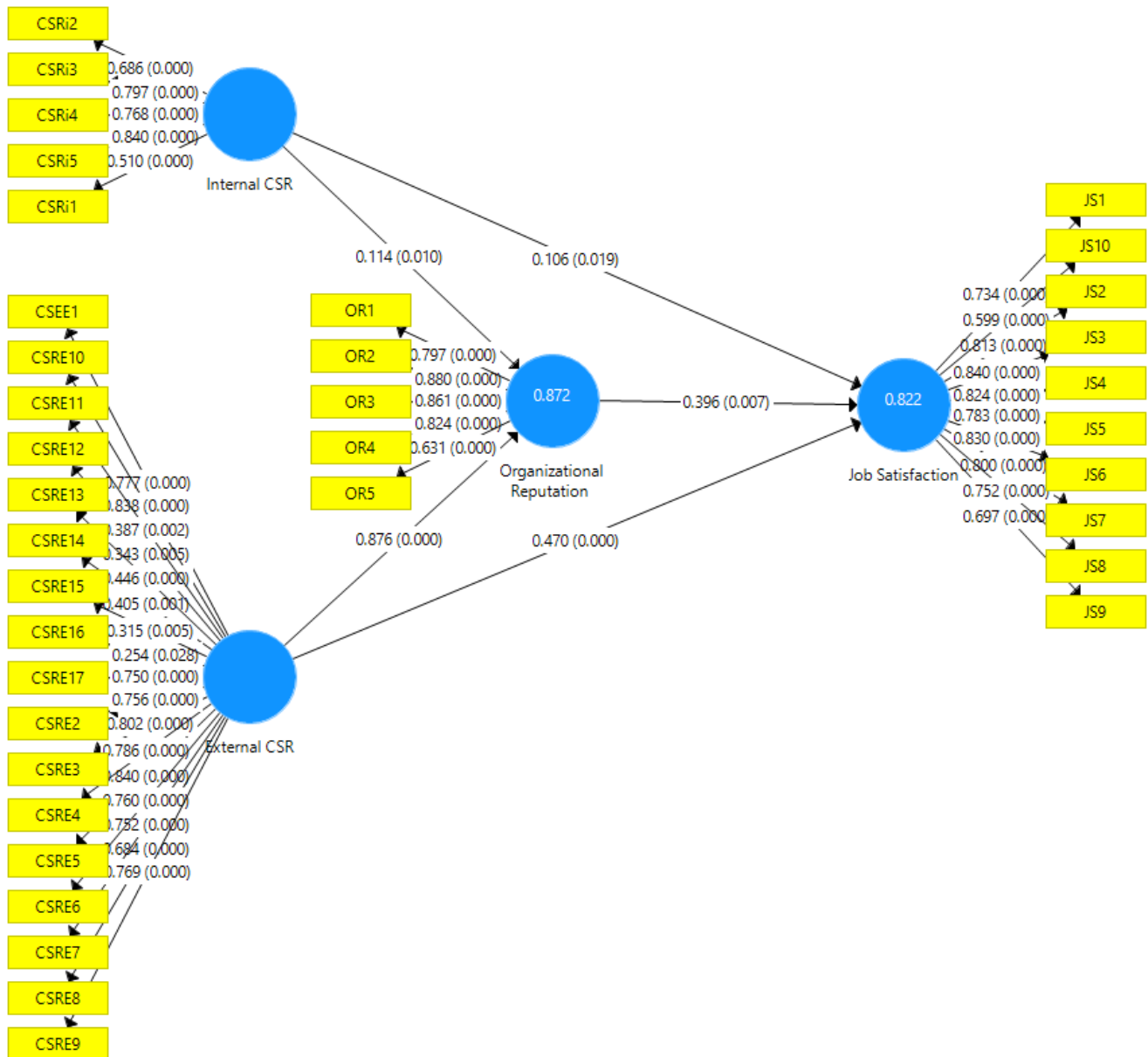
H5 explains that organizational reputation positively mediates the relationship between internal CSR and job satisfaction. Empirical testing approved the hypothesis as the β = significant at 0.01 level, as shown in table 4 while H6 demonstrates that organizational reputation positively mediates the relationship between external CSR and job satisfaction which is approved through empirical testing. The beta coefficient for H6 is 0.045 significant at 0.01 level.

Table 3*Path Coefficient of direct relationships along with significance value*

	Path Coefficient	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
External CSR -> Job Satisfaction	0.470	0.481	0.134	3.509	0.000
External CSR -> Organizational Reputation	0.876	0.874	0.030	29.320	0.000
Internal CSR -> Job Satisfaction	0.106	0.108	0.045	2.346	0.019
Internal CSR -> Organizational Reputation	0.114	0.120	0.044	2.589	0.010
Organizational Reputation -> Job Satisfaction	0.396	0.384	0.147	2.689	0.007

Table 4*Path Coefficient of indirect relationships along with significance value*

	Indirect effect	Direct Effect	Total Effect	P Values
External CSR -> Job Satisfaction	0.347	0.470	0.817	0.007
Internal CSR -> Job Satisfaction	0.045	0.106	0.151	0.001



5 | DISCUSSION

The results showed the positive impact of internal CSR on organizational reputation. Firstly, a strong internal CSR program can help to enhance employee morale and engagement ([Lange et al., 2011](#)). When employees feel that their company is committed to ethical and socially responsible practices, they are more likely to be proud of their workplace and more motivated to perform well. This can result in higher productivity, lower turnover rates, and a better overall work environment ([García-Sánchez et al., 2022](#)).

Secondly, internal CSR can help to attract top talent. In today's competitive job market, job seekers are increasingly looking for employers that are committed to social responsibility and sustainability. A company that has a strong internal CSR program is more likely to be seen as a desirable place to work, which can help to attract and retain top talent. Thirdly, internal CSR can help to improve a company's public reputation ([Agarwal et al., 2018](#)). Consumers are increasingly looking for companies that are committed to ethical and socially responsible practices. By promoting these values within its operations, a company can demonstrate its commitment to these

values to the public, which can help to build trust and loyalty among customers. Finally, internal CSR can help to mitigate reputational risks. By promoting ethical and socially responsible practices within its operations, a company can minimize the risk of negative publicity or scandals that could damage its reputation. This can help to protect the company's brand and reputation in the long term ([Verčič & Ćorić, 2018](#)).

The positive impact of external CSR on an organization's reputation can be significant. Firstly, a strong external CSR program can help to build trust and loyalty among customers. Consumers are increasingly looking for companies that are committed to ethical and socially responsible practices and are more likely to do business with companies that align with their values. By demonstrating a commitment to social responsibility through external CSR initiatives, a company can build trust and loyalty among its customer base ([García-Sánchez et al., 2022](#)). Secondly, external CSR can help to enhance a company's reputation in the eyes of the public. By supporting causes and initiatives that are important to the community, a company can demonstrate its commitment to being a good corporate citizen. This can help to build a positive reputation for the company, which can help to attract new customers, employees, and investors. Thirdly, external CSR can help to differentiate a company from its competitors. In today's crowded marketplace, companies need to find ways to stand out from their competitors. By promoting ethical and socially responsible practices through external CSR initiatives, a company can differentiate itself from competitors who are not as committed to these values. This can help to attract customers who are looking for companies that share their values. Finally, external CSR can help to improve the overall social and environmental conditions of the communities in which a company operates ([Aggarwal & Singh, 2023](#)). By supporting initiatives that promote social and environmental sustainability, a company can contribute to the well-being of the community. This can help to build goodwill among community members and stakeholders, which can ultimately benefit the company's reputation and long-term success.

The empirical evidence showed that an organization's reputation can have a significant impact on employee job satisfaction. A positive reputation can help to create a sense of pride and purpose among employees, which can lead to increased job satisfaction and motivation. When employees feel that they are working for a reputable and respected organization, they are more likely to feel that their work is meaningful and that they are making a valuable contribution. A positive reputation can also help to attract and retain top talent. Job seekers are increasingly looking for employers that have a strong reputation for ethical and socially responsible practices. A company that has a positive reputation is more likely to be seen as a desirable place to work, which can help to attract and retain top talent. This can contribute to a more skilled and engaged workforce, which can help to drive the success of the organization. Furthermore, a positive reputation can create a sense of stability and security among employees ([Ravasi et al., 2018](#)). When employees feel that their employer is well-respected and financially stable, they are more likely to feel secure in their jobs and less likely to worry about job security. This can lead to greater job satisfaction and a better overall work environment. Finally, a positive reputation can help to create a culture of trust and transparency within an organization. When employees feel that their employer is committed to ethical and socially responsible practices, they are more likely to trust their leaders and feel that they are being treated fairly. This can lead to a more positive work environment, with greater collaboration and teamwork among employees ([Lee, 2022](#)).

5.1 | Practical implications

When an organization has a strong Corporate Social Responsibility (CSR) program, both internally and externally, it can lead to a positive reputation and increased job satisfaction among employees. A good internal CSR program can help to create a positive workplace culture and a sense of purpose among employees. Similarly, a good external CSR program can enhance the organization's reputation and contribute to a more positive public image. An effective internal CSR program can involve initiatives such as fair labor practices, employee wellness programs, and diversity and inclusion efforts. These initiatives can help to create a workplace environment that is supportive, respectful, and values-driven. Employees who feel that their employer cares about their well-being and is committed to ethical and socially responsible practices are more likely to feel satisfied and motivated in their jobs.

A good external CSR program can involve initiatives such as environmental sustainability efforts, charitable giving, and community engagement. These initiatives can help to demonstrate the organization's commitment to being a good corporate citizen and contribute to a positive reputation. Customers, employees, and investors are increasingly looking for companies that are committed to ethical and socially responsible practices, and a good external CSR program can help to meet these expectations. When an organization has a positive reputation as a result of its internal and external CSR programs, it can lead to increased job satisfaction among employees. A positive reputation can help to create a sense of pride and purpose among employees, attract and retain top talent, create a sense of stability and security, and foster a culture of trust and transparency. Ultimately, these factors can contribute to a more engaged, motivated, and satisfied workforce, which can help to drive the success and sustainability of the organization.

5.2 | Future Discussion

This research unveiled the mediating mechanism of organizational reputation between internal and External CSR and job satisfaction. The other organizational aspects such as transparency, employee engagement, and brand reputation can also be studied further as an outcome of internal and external CSR.

The ESG (Environmental, Social, and Governmental) metrics are becoming increasingly important for investors, as they seek to invest in companies that are sustainable and responsible. In the future, companies that prioritize ESG metrics and demonstrate strong performance in these areas may be more attractive to investors.

REFERENCES

- Agarwal, J., Stackhouse, M., & Osiyevskyy, O. (2018). I love that company: Look how ethical, prominent, and efficacious it is—A triadic organizational reputation (TOR) Scale. *Journal of Business Ethics*, 153, 889-910.
- Aggarwal, P., & Singh, R. K. (2022). Synthesizing the affinity between employees' internal-external CSR perceptions and work outcomes: A meta-analytic investigation. *Business Ethics, the Environment & Responsibility*, 31(4), 1053-1101.
- Aggarwal, P., & Singh, R. K. (2023). Employee-level consequences of perceived internal and external CSR: decoding the moderation and mediation paths. *Social Responsibility Journal*, 19(1), 38-78.
- Altaee, A. J., & Alsabawi. (2022). Strategic factors for Value Innovation Capabilities and their Contributions to Enhancing Organizational Reputation: An Exploratory Study of the Opinions of a Sample of Workers at Al-Noor University College in Nineveh Governorate. *Tikrit Journal of Administration and Economics Sciences*, 18(60 part 1).
- Bian, J., Liao, Y., Wang, Y.-Y., & Tao, F. (2021). Analysis of firm CSR strategies. *European journal of operational research*, 290(3), 914-926.
- Brayfield, A. H., & Rothe, H. F. (1951). An index of job satisfaction. *Journal of Applied Psychology*, 35(5), 307.

- Bu, X., & Chen, L. (2023). From efficiency to legitimacy: the changing logic of internal CSR in emerging multinationals during internationalization. *Asian Business & Management*, 1-36.
- Carmeli, A., & Tishler, A. (2005). Perceived organizational reputation and organizational performance: An empirical investigation of industrial enterprises. *Corporate Reputation Review*, 8, 13-30.
- Chaudhry, M. S., Sabir, H. M., Rafi, N., & Kalyar, M. N. (2011). Exploring the relationship between salary satisfaction and job satisfaction: A comparison of public and private sector organizations. *The Journal of Commerce*, 3(4), 1.
- Deephouse, D. L., & Carter, S. M. (2005). An examination of differences between organizational legitimacy and organizational reputation. *Journal of Management Studies*, 42(2), 329-360.
- Dodanwala, T. C., Santoso, D. S., & Yukongdi, V. (2022). Examining work role stressors, job satisfaction, job stress, and turnover intention of Sri Lanka's construction industry. *International Journal of Construction Management*, 1-10.
- Farooq, O., Rupp, D. E., & Farooq, M. (2017). The multiple pathways through which internal and external corporate social responsibility influence organizational identification and multifoci outcomes: The moderating role of cultural and social orientations. *Academy of management journal*, 60(3), 954-985.
- García-Sánchez, I. M., Hussain, N., Khan, S. A., & Martínez-Ferrero, J. (2022). Assurance of corporate social responsibility reports: Examining the role of internal and external corporate governance mechanisms. *Corporate Social Responsibility and Environmental Management*, 29(1), 89-106.
- Grabner-Kräuter, S., Tafolli, F., & Breitenacker, R. J. (2023). Consequences of Public Sector Employees' CSR Perceptions in a Developing Country: Organizational Benefits and Beyond. *Public Performance & Management Review*, 1-40.
- Groza, M. P., & Groza, M. D. (2022). Enhancing volunteer pride and retention rates: The role of organizational reputation, task significance, and skill variety. *Journal of Nonprofit & Public Sector Marketing*, 34(3), 351-370.
- Haitao, N. (2022). Relationship of Challenges, Recognition and Co-Workers to Job Satisfaction (Study of Human Resource Management Literature). *Dinasti International Journal of Digital Business Management*, 3(2), 356-364.
- Hilton, S. K., Madilo, W., Awaah, F., & Arkorful, H. (2023). Dimensions of transformational leadership and organizational performance: the mediating effect of job satisfaction. *Management Research Review*, 46(1), 1-19.
- Hoppock, R. (1935). Job satisfaction.
- Kong, L., Sial, M. S., Ahmad, N., Sehleanu, M., Li, Z., Zia-Ud-Din, M., & Badulescu, D. (2021). CSR as a potential motivator to shape employees' view towards nature for a sustainable workplace environment. *Sustainability*, 13(3), 1499.
- Lange, D., Lee, P. M., & Dai, Y. (2011). Organizational reputation: A review. *Journal of Management*, 37(1), 153-184.
- Lee, D. (2022). Managing bureaucratic reputation in the face of crises: An experimental examination of the effect of strategic communication. *Public Administration Review*, 82(6), 1124-1137.
- Lee, K.-H., & Shin, D. (2010). Consumers' responses to CSR activities: The linkage between increased awareness and purchase intention. *Public Relations Review*, 36(2), 193-195.
- Lee, S. Y., Lim, E. R., & Drumwright, M. E. (2018). Hybrid happening: Organizational reputations in corporate crises. *Public Relations Review*, 44(4), 598-609.
- Macdonald, S., & MacIntyre, P. (1997). The generic job satisfaction scale: Scale development and its correlates. *Employee Assistance Quarterly*, 13(2), 1-16.
- Mao, Y., He, J., Morrison, A. M., & Andres Coca-Stefaniak, J. (2021). Effects of tourism CSR on employee psychological capital in the COVID-19 crisis: from the perspective of conservation of resources theory. *Current Issues in Tourism*, 24(19), 2716-2734.
- Martin, L., Hauret, L., & Fuhrer, C. (2022). Digitally transformed home office impacts on job satisfaction, job stress and job productivity. COVID-19 findings. *Plos one*, 17(3), e0265131.
- Mawardi, M. C. (2022). Alternative Work Arrangements, Work Environment, and Job Stress on Job Satisfaction and Turnover Intention. *Golden Ratio of Human Resource Management*, 2(1), 27-39.
- Ndone, J., & Park, J. (2022). Crisis communication: The mediating role of cognitive and affective empathy in the relationship between crisis type and crisis response strategy on post-crisis reputation and forgiveness. *Public Relations Review*, 48(1), 102136.
- Pomeroy, A., & Dolnicar, S. (2009). Assessing the prerequisite of successful CSR implementation: are consumers aware of CSR initiatives? *Journal of Business ethics*, 85(2), 285-301.
- Pozas, M., Letzel-Alt, V., & Schwab, S. (2023). The effects of differentiated instruction on teachers' stress and job satisfaction. *Teaching and Teacher Education*, 122, 103962.
- Pratama, E. N., Suwarni, E., & Handayani, M. A. (2022). The Effect Of Job Satisfaction And Organizational Commitment On Turnover Intention With

- Person Organization Fit As Moderator Variable. *Aptisi Transactions on Management (ATM)*, 6(1), 74-82.
- Rafi, N. (2013). Is yours organization a Learning One: Exploring Learning in FMCG Sector of Pakistan.
- Rangan, K., Chase, L. A., & Karim, S. (2012). Why every company needs a CSR strategy and how to build it.
- Ravasi, D., Rindova, V., Etter, M., & Cornelissen, J. (2018). The formation of organizational reputation. *Academy of Management annals*, 12(2), 574-599.
- Rindova, V. P., Williamson, I. O., Petkova, A. P., & Sever, J. M. (2005). Being good or being known: An empirical examination of the dimensions, antecedents, and consequences of organizational reputation. *Academy of management Journal*, 48(6), 1033-1049.
- Ruijter, M. J., Dahlén, A. D., Rukh, G., & Schiöth, H. B. (2023). Job satisfaction has differential associations with delay discounting and risk-taking. *Scientific Reports*, 13(1), 754.
- Russo, A., & Perrini, F. (2010). Investigating stakeholder theory and social capital: CSR in large firms and SMEs. *Journal of Business ethics*, 91(2), 207-221.
- Singh, K., & Misra, M. (2021). Linking corporate social responsibility (CSR) and organizational performance: The moderating effect of corporate reputation. *European Research on Management and Business Economics*, 27(1), 100139.
- Spiliotopoulou, G. (2009). Reliability reconsidered: Cronbach's alpha and paediatric assessment in occupational therapy. *Australian Occupational Therapy Journal*, 56(3), 150-155.
- Story, J., Castanheira, F., & Hartig, S. (2016). Corporate social responsibility and organizational attractiveness: implications for talent management. *Social Responsibility Journal*, 12(3), 484-505.
- Taamneh, M. M., Albdareen, R. Q., Aladwan, S. A., & Taamneh, A. M. (2022). The impact of corporate social responsibility on the reputation of universities within developing countries: Evidence from Jordan. *Journal of Public Affairs*, 22, e2807.
- Tang, Z., Hull, C. E., & Rothenberg, S. (2012). How corporate social responsibility engagement strategy moderates the CSR-financial performance relationship. *Journal of management Studies*, 49(7), 1274-1303.
- Turban, D. B. (2001). Organizational attractiveness as an employer on college campuses: An examination of the applicant population. *Journal of Vocational Behavior*, 58(2), 293-312.
- Verčič, A. T., & Ćorić, D. S. (2018). The relationship between reputation, employer branding and corporate social responsibility. *Public Relations Review*, 44(4), 444-452.
- Virador, L. B., & Chen, L. F. (2023). Does an (in) congruent corporate social responsibility strategy affect employees' turnover intention? A configurational analysis in an emerging country. *Business Ethics, the Environment & Responsibility*, 32(1), 57-73.
- Visser, W. (2006). Revisiting Carroll's CSR pyramid. *Corporate citizenship in developing countries*, 29-56.
- Wu, Z. (2023). Does Heterogeneous CSR Affect Corporate Performance? SHS Web of Conferences,
- Yoon, Y., Gürhan-Canli, Z., & Schwarz, N. (2006). The effect of corporate social responsibility (CSR) activities on companies with bad reputations. *Journal of consumer psychology*, 16(4), 377-390.
- Zhan, Y., Noe, R. A., & Klein, H. J. (2022). How can organizations operating in a negative reputation industry attract job seekers? *Journal of Vocational Behavior*, 132, 103661.
- Zhong, X., Ren, G., & Wu, X. (2022). Not all stakeholders are created equal: executive vertical pay disparity and firms' choice of internal and external CSR. *Review of Managerial Science*, 16(8), 2495-2525.