



**Corporate Social Responsibility as It Pertains to Organizational Structure  
and Policies**

Student's Name

Institutional Affiliation

Course Name

Instructor's Name

Date

## Abstract

The concept of Corporate Social Responsibility (CSR) is multifaceted and pertains to an organization's response to the requirements and preferences of several stakeholders, including the public, society, and the environment. Due to the public's growing awareness of social and environmental issues and the lack of commercial differentiation that businesses have in the face of crowded markets, businesses are being forced to find new and creative ways to differentiate themselves from competitors beyond the products and services they offer. This study aims to investigate CSR in organizational structure and policy utilizing a systematic and qualitative literature evaluation. CSR and reporting, CSR and business performance, CSR and the environment, and the role of employees in CSR initiatives were the final study themes identified by uploading the journals to docanalyzer.ai. Companies that engage in CSR reap intangible benefits such as improved brand recognition, loyal clientele, and goodwill. Companies that want to improve society and mitigate their detrimental effects on the environment and society must participate in CSR programs.



Yuan et al. (2019) assert that the notion of CSR is complex and concerns how an organization responds to the needs and desires of many stakeholders, such as the environment, society, and the general public. Corporate Social Responsibility (CSR) has gained popularity among business professionals in the past few years. The public's growing sensitivity to social and environmental issues, coupled with the lack of commercial differentiation available to businesses in the face of increasingly crowded audiences, has forced companies to look for ways to stand out from the competition beyond the goods and services they provide (Yuan et al., 2019). Organizations are reconsidering their social responsibilities and trying to find a way to set themselves apart through their corporate identity, brand, and CSR. This research examines CSR concerning organizational structure and policy through a systematic and qualitative literature review.

Organizations have begun to consider social and ecological challenges in the preceding few decades from a wider angle. Organizations must take up CSR projects to help the community and balance their adverse environmental and societal effects. According to the research, three main factors make corporate social responsibility (CSR) initiatives extremely important and necessary for corporations. First, companies that

engage in corporate social responsibility (CSR) receive intangible benefits such as goodwill, brand awareness, and consumer loyalty (Paliwoda-Matiolanska et al., 2020). These companies are assessed based on the caliber and benevolence of their social activities in the environment, society, and economy. Secondly, companies that engage in CSR-based social projects gain from improved reputation, which has diverse beneficial effects such as enhanced client loyalty, consumers paying more for sustainable enterprises, and the ability to influence their choice of businesses. According to the latest study, consumers are starting to value companies that engage in CSR projects and are becoming more knowledgeable about CSR practices (Barrio-Fraile & Enrique-Jiménez, 2021). Thirdly, evidence links CSR projects to improved financial success and more excellent value in reputational benefits. Due to these combined factors, many firms embrace cutting-edge corporate strategies by motivating staff members to participate in CSR projects, promoting greener environments and more sustainable communities.

The commercial sector's heightened knowledge of CSR has led to an exponential development in the variety of CSR efforts undertaken in this area, as evidenced by the rising figure of annual journals on experiential studies connected to CSR. Nevertheless, there haven't been many attempts to thoroughly analyze the earlier research on this topic, despite the enormous expansion of CSR projects and the growing interest of academics in this field. As far as current review studies go, none have solely addressed CSR-related economic industry initiatives. Also, many reviews currently in the literature don't offer research frameworks and only a few vague recommendations for potential future research areas (Yuan et al., 2019). Conducting a thorough systematic literature review (SLR) that emphasizes CSR in the setting of organizational makeup and policies is essential to have a wide-ranging and critical appraisal of the progressions in CSR-interrelated research. A SLR focused on this subject can present a framework that guides future research based on the insights gained, identify existing research gaps, establish a research outline of the pertinent works, and shed light on various themes explored in prior research. To achieve this, the present investigation addresses three relevant study queries.

1. What is the study side view of pertinent studies examining issues connected to corporate social responsibility in firms?
2. Which research themes have been examined in previous literature?
3. What are the areas of need and potential directions for further research on this subject?

After selecting 100 empirical studies for assessment, the current study followed the SLR process and recommendations from earlier research. Furthermore, a range of statistics were noted to thoroughly document these studies, such as journal recurrence rate and the chosen research's geographic distribution. Thirdly, I suggested various theme areas of inquiry by performing thematic content and meta-evaluation of the assessment articles. After identifying five distinct thematic domains, theme-based research questions, meta-analysis, related research slits, and probable directions for imminent investigation were examined. Finally, limits and theoretical and managerial consequences were covered.

## **Methodology**

In the context of corporate organizations, a Systematic Literature Review (SLR) was carried out to offer a detailed and nuanced knowledge of the previous CSR-related research. Systematic literature review is a popular research technique effectively applied in economics. Its goal is to locate, assess, and critically examine the literature already written on a given topic or issue (Gallardo-Vázquez & Valdez Juárez, 2022). This method uses a well-defined methodology to find and evaluate relevant papers for a proposed review, and researchers have proposed many methodological measures to guarantee openness and accountability in these Systematic Literature Review investigations. Scholars in the field of business research have suggested a four-step process for doing secondary source analysis.

1. Organizing the review: determining the study's keywords and databases
2. Creating an assortment criterion by specifying the insertion criteria
3. Data withdrawal: a systematic screening process to identify the most pertinent studies
4. Executing data: evaluating the literature critically from a qualitative (thematic analysis) and quantitative (research profile) standpoint

A three-step sampling process was used to guarantee the completeness and representativeness of the study database to find the literature for the meta-analysis. My initial database search used the following search criteria to locate research released between 2003 and 2023: CSR, organizational strategy, policies, social, financial, and environmental performance. A physical examination was conducted in several pertinent journals, including the *Journal of Business Ethics*, *Administrative Science Quarterly*, *Organizational Studies*, and *Strategic Management Journal*. Third, to find any studies missed in the first

two phases, the study looked through the reference segments of all significant appraisals of earlier published research on the subject. The qualitative literature review used Three criteria to choose which studies to include. Initially, only empirical studies with sizable sample sizes and an outcome statistic that permitted correlation coefficient computation were included in the analysis. Any results that solely provided multivariate models were excluded. Second, the studies that were considered exclusively examined the components at the company level. Third, research was only deemed independent if correlation coefficients from other samples were presented.

This set of relevant studies was evaluated in terms of content, and subsequent products included a research profile, a thematic analysis of significant research themes, and an identification of pertinent knowledge gaps. A future study agenda was developed with the help of these findings. The process of research profiling includes gathering pertinent data from the chosen studies, such as the study focus, theories employed, methodologies employed, geographic scope, journal of publication, and study focus. We can discover publication patterns, well-known channels, study contexts, and methodology thanks to the produced profile. Regarding publications, most studies were released in the Journal of Business Ethics, followed by the Strategic Management Journal. The research showed an intriguing trend, with more studies conducted in China and other developing nations. Although many studies used a qualitative research methodology, a quantitative strategy became more widely used. Previous research has used various data analysis methods, such as cluster and content analysis.

A qualitative content analysis was carried out to clarify the research's themes. Using the body of existing literature as a guide, I conducted a three-step literature analysis. Second, the presentation of the five primary study theme areas needed to be agreed upon. For comments and suggestions on the common themes, I uploaded the journals to docanalyzer.ai. The final study themes determined by uploading the journals to docanalyzer.ai were CSR and reporting, CSR and corporate performance, CSR and the environment, and the role of workers in CSR efforts.

## Results

### CSR and Employees

Workers are a crucial part of CSR initiatives, according to the literature that has already been

written on the subject. In line with Gallardo Vázquez and Valdez Juárez's ideas that workers should be seen as social capital instruments, academics, and professionals have begun to emphasize the human element of involving workers in CSR initiatives and events, which enables them to understand the whole perspective of CSR activity (Gallardo-Vázquez & Valdez Juárez, 2022). The analysis identified two important variables about employees: CSR and employee engagement and CSR and employees' sense of community. The first one covers the output and behavior of employees (customer orientation, job calls, job performance, and organizational citizenship behavior, or OCB). The latter pertains to the staff members' sense of belonging to the company, their demeanor when interacting with one another, and their willingness to volunteer for their firm's CSR initiatives.

## **CSR and Employee Engagement**

Workers' participation in CSR-related activities inspires them internally and raises their job satisfaction (Barrio-Fraile & Enrique-Jiménez, 2021). Employees may exhibit desirable work behaviors, such as enhanced creativity or social responsibility. According to Baric et al. (2021), the importance of leadership in CSR-related employee benefits is one intriguing new trend. According to research, enabling and supporting leadership is necessary to achieve the benefits of CSR (Kreng & Huang, 2011).

Additionally, as Paliwoda-Matiolanska et al. (2020) demonstrated, a leader's qualities matter, with feminine leadership vigorously promoting pro-environmental behaviors among staff members. Many studies have examined the benefits of CSR for workers, but fewer have examined whether CSR views could stop the emergence of unfavorable employee outcomes.

## **CSR and Employee Sense of Belonging**

Examining how employees view their companies' CSR efforts is essential for organizational success. Research has indicated that workers who engage in corporate social responsibility initiatives exhibit an increased sense of inclusion, leading to positive results at work. Another study looked at how compassion and positive feelings about work moderated the impact of how people perceived CSR initiatives on job satisfaction (Ko et al., 2021). In South Korea, information was gathered from 232 workers in the banking, transportation, industrial, and service sectors. Positive correlations between compassion and job happiness, as well as between understanding and the perception of CSR activities,

were confirmed by the results.

Additionally, favorable correlations were found between job satisfaction and positive feelings toward work and between job satisfaction and how one perceives CSR efforts. There is a discussion of the theoretical and practical ramifications. A study by Nord and Fuller (2009) showed that employees' positive perceptions of CSR enhanced their quality of work life and, consequently, their job happiness. The relationship between job satisfaction and the perception of CSR activities also showed a serial multiple mediation impact of compassion and pleasant sentiments toward work.

## **CSR and Customers**

The examination revealed a wealth of research on the connection between a company's CSR efforts and their effect on clients. Its external stakeholders scrutinize any organization's contributions, chiefly the clients (Lee & Yoon, 2018). As a result, every company needs to update its clients on any recent initiatives, adjustments, or changes motivated by society. Their trust and loyalty are critical indicators of how customers evaluate CSR and customer relationships (Jiraporn et al., 2019). The results of the present study indicate that some facets of brand image and service quality have the potential to function as intermediaries between the perception of corporate social responsibility (CSR) and consumer behavior. One of the critical factors that might increase consumers' fidelity to an organization's reputation and brand image is perceived corporate social responsibility (CSR). Consequently, this brand image has the potential to strengthen the customer's faith and allegiance to a company further. Research has also demonstrated how trust and satisfaction mediate the relationship between perceived corporate social responsibility (CSR) and customer loyalty.

Another study examined how passengers' perceptions of airline CSR contribute to the development of consumer loyalty, considering the moderating influence of gender and the mediating impacts of emotive and cognitive assessments (Han et al., 2019). Three hundred ten randomly selected individuals who have traveled by plane in the previous 12 months participated in the study and answered an online questionnaire. Results from structural equation modeling indicated that passengers' perceptions of airline corporate social responsibility significantly influenced cognitive and affective assessments and passenger loyalty. The association between affective assessment and airline corporate social responsibility was found

to be affected by gender, according to a metric invariance test. Furthermore, the effect of airline CSR on loyalty was considerably mitigated by cognitive and affective factors. According to McWilliams et al. (2006), one of the most significant external stakeholders for any firm is its customers. External stakeholders, chiefly its clients, evaluate any organization's social contribution. As a result, businesses must inform their clients about their CSR initiatives.

## **CSR and Business Performance**

Reducing costs is crucial to improving an organization's success. CSR implementation is one strategic tactic businesses use that actively participates in cost reduction, particularly by implementing CSR practices that lower energy costs while upholding environmental standards. Notably, when CSR implementation in their firms persuades clients, CSR practices aid in cost reduction and increase recurring business. A company's profit goals, brand positioning, employee relations, and ability to withstand regulatory and societal constraints can all be strengthened with the support of CSR programs (Erhemjams et al., 2012). For instance, consumer awareness of CSR initiatives will influence their purchasing decisions and involvement in sustainable programs, such as recycling, eating organic food, and contributing to environmental organizations.

## **CSR and Sustainability**

In the words of researcher Su et al. (2022), organizations have realized how vital sustainability is after learning that their actions impact the environment. The triple bottom line strategy, which integrates profit, people, and the environment to achieve profit maximization as the "ultimate" goal, can be used to assess sustainability. Any firm should strive for economic success and other significant goals, including social and environmental concerns (Lee & Yoon, 2018). Corporate profits are the focus of the economic dimension while preserving and conserving the planet's natural resources is the domain of the ecological dimension. However, the social dimension addresses one's cultural and social context.

## **CSR and Reporting**

CSR reporting is an effective way to discuss a range of topics with stakeholders, including supply chain difficulties, labor relations, and community impact. Appropriate CSR disclosure can also assist a

company in closing communication gaps with its stakeholders, improving its reputation (Baric et al., 2021). Furthermore, CSR reporting pays attention to developing technology. The latter, for instance, can be shared via social media, websites, online consumer evaluations, and the Internet. According to Li et al. (2023), a possible problem with CSR reporting is misrepresenting the CSR message. Businesses are providing information about their corporate social responsibility (CSR) programs. However, this information is disorganized and sometimes challenging to understand as intended through reports and websites. Therefore, it would be wise for businesses to arrange their CSR information online, such as Twitter, to be easily accessible to all stakeholders, as Paliwoda-Matiolanska et al. (2020) recommended. Transparency in communication will help improve pertinent businesses' reputation and brand image. Specifically, outcome- and objective-focused messaging works better to alleviate consumer mistrust and foster the idea that corporate social responsibility (CSR) is driven by public service.

### **Limitations and Future Work**

A few restrictions apply to the current review. For example, the SLR has not considered reviews and proceedings. There's a chance that these studies have broadened the conversation around CSR in businesses. Researchers might additionally consider article sources indicated in the exclusion criteria to strengthen the validity of subsequent investigations. In a similar vein, future research may take non-English works into account, as this study solely looked at English-language publications. Future research must re-evaluate the notion of corporate social responsibility (CSR) within the framework of a particular industry and measure the efficacy of CSR initiatives within specific contextual settings while considering resource constraints. In addition to concentrating on stakeholders such as customers, management, staff, the community, and the ecosystem, attention must also be paid to other stakeholders such as NGOs and the government who are not directly involved in the particular industry or business that is the subject of the research.

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## **Conclusion**

Understanding CSR activities and how the corporate sector is implementing them was the goal of the present SLR. Organizations have approached social and environmental concerns in the past few decades from a broader perspective. Organizations must engage in CSR initiatives to benefit the community and counteract their negative environmental and societal effects. Businesses participating in corporate social responsibility (CSR) gain intangible advantages, including goodwill, increased brand recognition, and devoted customers. Additionally, businesses that participate in CSR-based social projects benefit from a better reputation, which has several positive impacts, including a growth in customer loyalty, a willingness on the part of customers to pay more for sustainable businesses, and the power to influence their choice of businesses. According to the research profile study, research on developing countries is becoming more prevalent, which indicates a promising area for future investigation. We beg academics to do more comparative studies that assess the operations of CSR in rich and developing countries. Following a literature review, the current study identified five topics about CSR perceptions and actions carried out by various stakeholders, including employees, customers, and management, for societal advantages. Detailed inspection and content analysis found some significant holes that need to be filled to have a deeper grasp of CSR practices. Researchers in subsequent studies should fill up these gaps.

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