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# Effects of corporate social responsibility on customer satisfaction and organizational attractiveness: A signaling perspective

Qingyu Zhang<sup>1</sup> | Mei Cao<sup>2</sup> | Fangfang Zhang<sup>1</sup> | Jing Liu<sup>1</sup> | Xin Li<sup>1</sup>

<sup>1</sup>Research Institute of Business Analytics & Supply Chain Management, College of Management, Shenzhen University, Shenzhen, China

<sup>2</sup>School of Business & Economics, University of Wisconsin-Superior, Superior, Wisconsin

**Correspondence**

Qingyu Zhang, Research Institute of Business Analytics & Supply Chain Management, College of Management, Shenzhen University, Shenzhen, 518060, China.  
Email: q.yu.zhang@gmail.com

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**Abstract**

In recent years, many researchers have attempted to determine the mechanisms of how corporate social responsibility (CSR) brings financial benefits to a firm. However, many chief financial officers (CFOs) throughout the world are uncertain about the strategic value of CSR, and no consensus has been reached on defining how CSR creates value. Drawing on signaling theory, we explore the effects of the multidimensional construct of CSR on organizational performance by examining the relationships among CSR, corporate reputation, customer satisfaction, and organizational attractiveness from the perspectives of both customers as well as job seekers. Consistent with the European Commission's view, CSR is defined as having three components: CSR for employees, CSR for customers, and CSR for social public welfare. Data are collected through an online survey of a convenient sample of 500 individuals from different organizations in China. Results indicate that corporate reputation plays a mediating role in the relationship between CSR and customer satisfaction and that between CSR and organizational attractiveness. Further, the impact mechanisms of the three components of CSR are different. For CSR for employees, both cognitive and affective reputation work as mediators, with the former playing a bigger mediating role than the latter. For CSR for customers, only cognitive reputation works as a mediator, whereas for CSR for social public welfare, only affective reputation works as a mediator. This study's findings show that the abovementioned relationships are more complex than previous studies have revealed. These insights provide guidelines for firms to better adjust their CSR strategies to improve customer satisfaction and organizational attractiveness.

## 1 | INTRODUCTION

Corporate social responsibility (CSR) has been studied for decades, and it has been steadily evolving in terms of how it relates to other organizational goals. In the 1960s, CSR was introduced mainly as the ethical and social obligations of business and corporate externality control (McGuire, 1963). The stakeholder approach and the corporate social performance model were proposed in the 1980s (Frederick, 1987; Freeman, 1984). In recent years, the business

case for CSR and sustainability concept have become the dominant theme of CSR studies (Baraibar-Diez & Luna-Sotorri , 2018; Carroll & Shabana, 2010; Hildebrand, Demotta, Sen, & Valenzuela, 2017; Panda, Modak, Basu, & Goyal, 2015; Porter & Kramer, 2011). Although the research issue has shifted from "whether" to "how" CSR creates value, there is no conceptual or theoretical lucidity regarding how and why CSR can bring financial benefits (Albuquerque, Koskinen, & Zhang, 2018; Du, Bhattacharya, & Sen, 2011).

Conceptually, CSR has different nomenclatures in the literature, including “corporate citizenship,” “sustainability,” “stakeholder management,” “business ethics,” “stewardship,” “triple bottom line,” and “shared value creation” (Carroll, 2016; Elkington, 1997; Freeman, 1984; Porter & Kramer, 2011), to name a few. The term has also been defined in many ways. For example, Carroll (1979) characterizes CSR as having four elements: economic, legal, ethical, and discretionary. Elkington (1997) believes that CSR needs to address some or all components of the triple bottom line: economic value, environmental effect, and social impact. The European Commission defines CSR as firms voluntarily integrating social and environmental concerns in their operations and interactions with stakeholders (Renouard & Ezvan, 2018; Strand, Freeman, & Hockerts, 2015). Within the European Commission, CSR incorporates being honest and fair with customers (i.e., CSR for customers); attention to the health, safety, and well-being of employees (i.e., CSR for employees); and good citizenship in the community and respect for the environment (i.e., CSR for communities or public welfare) (Nybakk & Panwar, 2015). According to the stakeholder approach, CSR can be classified based on the targeted stakeholder group, that is, employees, customers, and community (Sotorrio & Sanchez, 2008). Thus, CSR is generally defined as having three aspects: CSR for employees, CSR for customers, and CSR for social public welfare.

Theoretically, the literature has provided some arguments about why firms would want to engage in CSR activities. Weber (2008) identifies the benefits of CSR as follows: improving firm image, reputation, and brand equity; enhancing employee motivation, retention, and recruitment; reducing costs and risks; and increasing revenues. In addition, CSR can add value to firms by meeting expectations for good corporate behavior, opening new growth opportunities, and improving access to capital, innovation, and customer/employee engagement (Carroll, 2016). Kurucz, Colbert, and Wheeler (2008) recognize four types of business case value creation for CSR engagement: cost and risk reduction (i.e., trading among competing interests), improving competitive advantage (i.e., adapting to the competitive environment), enhancing firm reputation and legitimacy (i.e., aligning with political and social expectations), and synergistic value creation (i.e., relating and integrating disparate elements in new ways to creating win-win situation for the firm and society). Although some mechanisms have been proposed in the literature on how CSR creates value, the empirical results are inconsistent (Margolis, Elfenbein, & Walsh, 2007).

According to the McKinsey report (Bonini, Brun, & Rosenthal, 2009), the significance of CSR has increased recently with the executives' rising awareness that CSR helps alleviate firm crises and build reputation. However, many chief financial officers (CFOs) are uncertain about the strategic value of CSR and no consensus has been reached to define how CSR creates value (Bonini et al., 2009; Du et al., 2011). Some studies have found that CSR has a positive impact on a firm's financial performance (Backhaus, Stone, & Heiner, 2002) while others revealed that the impact is negative (Brammer, Brooks, & Pavelin, 2006) or uncertain (Margolis & Walsh, 2003). Based on a meta-analysis of 167 studies conducted between 1972

and 2007, Margolis et al. (2007) conclude that CSR has a positive but mild effect on a firm's financial performance. Existing studies differ in their perspectives and foci and results for the relationship between CSR and financial performance are mixed. The shareholder theory views CSR as an endowment from shareholders to stakeholders that shrinks profits. Friedman (1970) states that the sole purpose of a firm is to maximize profits and shareholder wealth, thus its CSR is fulfilled when it pays taxes to the government. Moreover, CSR may be motivated by a manager's own social inclination to build friendly relationships with stakeholders at the expense of the firm (Flammer, 2015). However, stakeholder theory believes that a firm should consider the interests of different groups who can influence or be influenced by the well-being of the firm (Freeman, 1984; Renouard & Ezvan, 2018). Different stakeholders can jointly create shared value (Porter & Kramer 2011). A growing number of firms, such as General Electric, Marks & Spencer, and Nestle, engage in CSR to improve efficiency as well as develop trust, brand, and reputation. Consequently, their engagement in CSR attracts more socially conscious or green customers to boost their profitability and competitiveness (Flammer, 2015; Nybakk & Panwar, 2015; Porter & Kramer, 2011).

The conventional thought is that using funds for ethical and philanthropic purposes may inevitably diminish profitability. However, an emerging view believes CSR can produce economic benefits, hence, firms should endeavor to build such a favorable case (Carroll, 2016; Kurucz et al., 2008; Porter & Kramer, 2011). According to this emerging perspective, more and more firms are pursuing initiatives aimed at improving environment or community well-being and public health and safety through the active participation of key stakeholders, such as customers and employees. However, how a firm can achieve its strategic goals of joint value creation and the mechanisms by which CSR generates benefits remain unclear, thus requiring further research.

The McKinsey global study surveyed CFOs and investors from all over the world to find out whether and how CSR activities create value. The results support the notion that maintaining a good reputation or brand equity is the most essential way by which CSR can create value (Bonini et al., 2009). However, the McKinsey survey is based on the perspectives of CFOs and investors only. Will the results change if different stakeholders, such as customers and potential employees, are surveyed? How does CSR affect organizational performance via reputation improvement? How can a firm engaging in CSR effectively communicate its latent value to its stakeholders?

Drawing on signaling theory, this paper explores the strategic value of CSR activities by examining the relationships between CSR and firm reputation, attractiveness, and customer satisfaction. Signaling theory emerged from information economics where sellers and buyers deal with asymmetric market information and has been extensively applied to research on information asymmetry between two parties, for example, employer and employees/customers (Connelly, Certo, Ireland, & Reutzel, 2011; Spence, 1973). To differentiate itself from its competitors, a firm creates an image or reputation as a good workplace for prospective employees as well as present unique aspects of its offerings to potential customers,

such as sending signals via activities that demonstrate social responsibility (Taj, 2016). Using signaling theory as the theoretical basis, the present study contributes to the CSR literature by better interpreting and evaluating the impact of the multidimensional construct of CSR on organizational performance via reputation improvement.

Specifically, along the line of research on how CSR creates value, this study examines the relationship between CSR and customer satisfaction and organizational attractiveness (Jones, Willens, & Madey, 2014; Korschun, Bhattacharya, & Swain, 2014). It also explores the mediator effect of corporate reputation (i.e., cognitive and affective reputation) on this relationship (Baraibar-Diez & Luna-Sotorrio, 2018; Manfred, 2004). Data are collected through an online survey of a convenient sample comprising 500 individuals from different organizations in China. The results indicate that corporate reputation plays a mediating role in the relationship between CSR and customer satisfaction and that between CSR and organizational attractiveness. Further, the impact mechanisms of the three components of CSR are different, and the relationships among these variables are more complicated than previous studies have revealed.

This paper contributes to the literature in four ways. First, drawing on signaling theory, a new perspective is used to study the impact of CSR on organizational performance. This new perspective allows us to better explain how a firm tries to reduce information asymmetry and signals the unobservable quality of its strategies to potential customers and job seekers via the observable quality of its social responsibility and reputation. Second, in contrast to the McKinsey survey of CFOs and investors, our study is anchored in the perspective of customers and potential employees. Third, CSR is a multidimensional construct, but not all the dimensions have the same impact on organizational performance. Consistent with the European Commission's view, CSR is defined as having three components and examined on a dimension-by-dimension basis. Finally, the mechanism of how CSR brings benefits to a firm is more accurately captured by a fine-grained conceptualization of corporate reputation: the two dimensions of cognitive and affective reputation. The impacts of each dimension of CSR on customer satisfaction and organizational attractiveness via such two mediating variables are explored.

## 2 | THEORETICAL FRAMEWORK

Firms engage in CSR for reasons ranging from purely instrumental (i.e., it is good for business) and aligning reasons (i.e., it is good for all stakeholders), to purely ethical/moral ones (i.e., it is the right thing to do). The instrumental model reflects shareholder theory or economic functionalist perspective, which posits that firms are obliged to meet only their economic and legal responsibilities (Friedman, 1970). However, the stakeholder model supports the perspective that a firm is obliged to meet the needs and expectations of all its stakeholders, not just those of shareholders (Freeman, 1984). The ethical or philanthropic model embraces a firm's more voluntary or discretionary activities of giving back simply because it wants to do

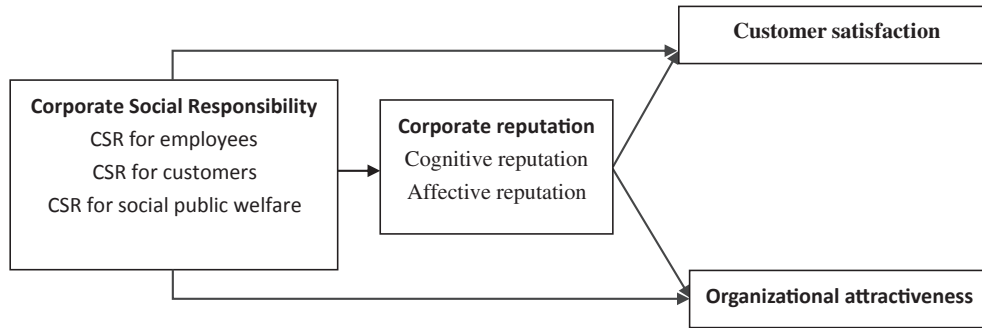
what is right for society (Carroll, 1979). Existing ethical/moral practices cover the areas of sustainability, social development, reputation, and compliance. These practices demonstrate a firm's progress in managing its social impact regardless of the value added or cost incurred to the firm. However, how to capture the shared value of CSR remains of great interest to both practitioners and researchers. To determine how a firm can benefit from CSR activities, although two extreme models—purely instrumental and purely ethical—can help elucidate some variances, the stakeholder model is a balanced approach in explaining the shared value creation and alignment (Carroll, 2016; Porter & Kramer, 2011). How the value of CSR engagement can be communicated effectively to stakeholders can be well explained by signaling theory.

### 2.1 | Signaling theory and research model

Signaling theory has three key elements: signaler, signal, and receiver (Spence, 1973). Signalers are insiders, such as managers who own private, useful, positive, or negative information about an organization or product (e.g., specifics about products/services, sales reports, and union negotiations) that an outsider might not know. Signals are informational cues sent out by one party to another to induce desired outcomes. Normally positive information is communicated purposively for conveying positive attributes of the organization to outsiders (Connelly et al., 2011; Raj, 2016). The signal is usually costly to the signaler and the costly signal makes cheating or false signaling difficult; thus, the signal is credible to outsiders. Receivers are generally outsiders with limited information regarding the organization (e.g., job seekers or customers). Signaling theory has been applied to many managerial contexts to reveal a firm's unobservable value to potential employees, investors, and customers (Connelly et al., 2011).

In a developed market, stakeholders can access most information about a firm. However, in an emerging economy, job seekers, and customers, who lack quality information in product and labor markets, have to access a firm's information by observing the firm's CSR activities. Firms' voluntary actions that go beyond the economic and legal requirements may signal unobserved attributes to stakeholders, such as employees, customers, and communities (Su, Peng, Tan, & Cheung, 2016). Employing signaling theory, we hold that engaging in CSR is a way for firms to convey information about their capability. Firms undertaking CSR practices, such as safe working environment, equal employment, and carbon emission control, signal that they have better capabilities for filling institutional voids compared with other firms. By engaging in CSR in emerging economies, firms can distinguish themselves from others because firms are able to tackle CSR effectively (Su et al., 2016).

Due to the information asymmetry between a firm and its potential customers and job seekers, a firm must provide the public more information about its intent, communicate its adherence to social values, and thus improve its reputation. Given that customers and job seekers lack information about the quality of a firm, the firm can take social responsibility to signal its quality and reduce the



**FIGURE 1** Research model

information asymmetry (Connelly et al., 2011). By conveying information to stakeholders about the nature of a firm, signals can shape the expectations of both job seekers and customers on how the firm will behave toward them. Job seekers and customers look for observable signals (e.g., CSR activities) to identify latent desired characteristics (e.g., how caring a firm is). They identify more strongly with a firm engaging in CSR and become satisfied with their choice (McNamara, Carapinha, Pitt-Catsoupes, Valcour, & Lobel, 2017). Figure 1 presents the proposed framework wherein CSR affects customer satisfaction and organizational attractiveness directly and indirectly through corporate reputation.

## 2.2 | Corporate social responsibility

Researchers have paid considerable attention to CSR for decades. A notable work from Carroll (1979) states that CSR includes economic, legal, ethical, and philanthropic expectations of the firm for a specific period. Economic and legal responsibilities are required; ethical and philanthropic responsibilities are expected. Hence, a firm engaging in CSR should endeavor to make a profit, abide by the law, participate in ethical practice, and be a good business citizen (Carroll, 2016).

CSR discriminates a firm's responsibility from profit making and the social responsibility from governments (Wood, 2010). Quite a few scholars have used this definition in their research (Panda et al., 2015). Turker (2009), for example, argues that economic responsibility should be distinguished from others as the benefit making is the primary reason for the establishment of firms. The corporate ethical behaviors should be treated as the main factors influencing the customers' perceived social responsibility. As suggested by the CSR literature, CSR is a multidimensional construct accommodating not only economic concerns, but also non-economic concerns, such as community or employee relations (Saeidi, Sofian, Saeidi, Saeidi, & Saeidi, 2015).

In light of these claims from the previous literature, the current paper views CSR as a voluntary responsibility not covered by laws and regulations and contributes to the sustainable development of the economy and society. Consistent with the European Commission's view, three aspects of CSR are captured in this study to measure a firm's social responsibility: basic CSR or CSR

for employees, intermediate CSR or CSR for customers, and higher CSR or CSR for social public welfare (Chen & Han, 2005; Nybakk & Panwar, 2015).

## 2.3 | Corporate reputation

Corporate reputation (CR) has been a concern for western management scholars from the 1950s onwards (Maden, 2012). However, to date, researchers have yet to arrive at a common definition. Hall (1992) finds that British managers take CR as one of the most important intangible assets. They regard CR as a unique, hard to imitate intangible asset. Fombrun, Gardberg, and Barnett (2000) describe CR as "a collective representation of a firm's past actions and results that describes the firm's ability to deliver multiple stakeholders" (p. 10).

Manfred (2004) points out that the previous research on CR definition with a single dimension is not adequate. A two-dimensional model of CR is proposed featuring affective and cognitive components. In the cognitive component, we consider the customers' perceived understanding, rational cognition, judgment, and evaluation of a firm's characteristics as cognitive reputation. The cognitive component can be measured by indicators, such as awareness of the market competitive position, management ability, and global fame. The affective component of CR is described as customers' favorite, subjective feelings, respect or disgust for the firm, namely, affective reputation. This component can be measured by the customers' favorite, the sense of identity, and the regret if the firm failed.

## 2.4 | Customer satisfaction

Customer satisfaction (CS) is extremely important for maintaining a long-term customer relationship, which is often essential for a firm's success. CS is defined as a customer's response to a firm's fulfillment of his/her expectations. The expectancy disconfirmation approach suggests that CS develops when a product or service meets or exceeds the customer's expectations (Oliver, 1980). CS is a significant predictor of important behavioral responses, such as word-of-mouth support and repurchases (Haumann, Quaiser, Wieseke, & Rese, 2014). CS certainly predicts customer retention and loyalty (Guo & Wang, 2015).

However, when service performance falls below expectations, customers experience dissatisfaction and perhaps even anger. Dissatisfied customers will tend to provide negative word-of-mouth evaluations as well as switch service providers (Smith, Bolton, & Wagner, 1999). Recovery attempts by service providers are vital in restoring CS after a service failure. Prior research on CS has considered customers as cognitive beings whose expectations and perceptions of performance determine their satisfaction in a rational way (Cronin, Brady, & Hult, 2000). In the current paper, we consider corporate reputation, including cognitive and affective elements, as antecedents to customers' evaluations and eventual satisfaction (Caro & Garcia, 2007).

## 2.5 | Organizational attractiveness

Smith et al. (1999) define organizational attraction as an attitude or expressed general positive affect toward an organization, more specifically toward viewing the organization as a desirable entity with which to initiate some relationships. Several studies have investigated the influence of CSR on organizational attractiveness for prospective employees. Turban and Greening (1997) conducted the first empirical study to explicitly investigate the link between CSR and organizational attractiveness as employers. Their findings are replicated by Albinger and Freeman (2000) who report that the positive relationship between CSR and employer attractiveness is even stronger for job applicants with more employment opportunities than those with fewer choices.

The prior studies suggest that CSR is a strong predictor of job applicants' attraction to an organization. However, these studies do not consider the different aspects of CSR. As Waddock and Graves (1997) suggest, CSR's functions can be better understood when examining them on a dimension-by-dimension basis. Hence, in this study, we explore the impact of each individual dimension of CSR on organizational attractiveness.

## 3 | HYPOTHESES DEVELOPMENT

The instrumental and strategic perspective indicates that firms engage in CSR owing to extrinsic and intrinsic motivators, such as market and institutional pressures, and also because of the engendered benefits, such as augmented employee engagement and customer satisfaction (Nybakk & Panwar, 2015; Story & Neves, 2015). Customer satisfaction is perceived as an overall evaluation based on the customer's total purchase and consumption experience with a good or service over time (Anderson, Fornell, & Mazvancheryl, 2004). Perceived value is a key antecedent that has been empirically shown to promote customer satisfaction (Luo & Bhattacharya, 2006). Customers make decisions based on freely accessible public information as well as private information that is only available to the firm. The firm reveals the private information about its product/service quality and intent by taking social responsibility in order to reduce the information asymmetry between the firm and customers. By

attaining more information about the firm's product/service, customers tend to form better judgment and thus receive higher satisfaction from a socially responsible firm. Moreover, a strong record of CSR creates a favorable context that significantly enhances customers' evaluation of and attitudes toward the firm (Perez & Bosque, 2015).

The survey conducted by Luo and Bhattacharya (2006) reveals that, in firms with low innovativeness capability, CSR actually reduces customer satisfaction levels and harms market value through lower customer satisfaction. Marin, Ruiz, and Rubio (2009) recognize that CSR helps firms increase customer satisfaction and loyalty. Carroll (1979) believes that improvement in product quality as a socially responsible practice enhances the level of satisfaction. From these findings, we present the following hypotheses:

**Hypothesis 1a** *CSR for employees is positively associated with customer satisfaction.*

**Hypothesis 1b** *CSR for customers is positively associated with customer satisfaction.*

**Hypothesis 1c** *CSR for social public welfare is positively associated with customer satisfaction.*

Potential job seekers lack information about the quality of a firm. Therefore, a firm initiates activities demonstrating social responsibility to signal its quality and reduce the information asymmetry. This is normally a reliable signal because social responsibilities cost the firm a great deal of resources. Such a signal is a means to communicate otherwise unobservable characteristics of the firm. Several empirical studies support the importance of CSR as a predictor of organizational attractiveness (Backhaus et al., 2002; Jones et al., 2014). Turban and Greening (1997), for instance, reveal that CSR raises organizational attractiveness to potential employees, enabling the former to accumulate better talents. A survey conducted by Backhaus et al. (2002) finds the two most important factors that affect the attractiveness of an organization as a workplace: the way the employees are treated (i.e., CSR for employees) and the quality of its products and services (i.e., CSR for customers). A firm's positive or negative record of treating employees sends a clear signal to potential employees about the desirability of working for that firm (Albinger & Freeman, 2000). CSR for social public welfare has also been shown to influence job choices (Ng & Burke, 2005). This study builds on these findings indicating that CSR for employees, customers, and social public welfare appear to be important for job seekers. From these, we present the following hypotheses:

**Hypothesis 2a** *CSR for employees is positively associated with organizational attractiveness.*

**Hypothesis 2b** *CSR for customers is positively associated with organizational attractiveness.*

**Hypothesis 2c** *CSR for social welfare is positively associated with organizational attractiveness.*

From the viewpoint of signaling theory, a firm signals its quality—that unobservable ability of the firm to earn positive cash flows

in the future—by initiating activities demonstrating social responsibility. Thus, CSR leads to corporate reputation and prestige. In the mechanism of how corporate social responsibility affects corporate reputation, the existing literature holds that CSR promotes better relationship between the firm and its stakeholders (Barmmer & Pavelin, 2004). As CSR can speed up the recognition process, the stakeholders feel that their personal values are aligned with the firm values (Dowling 2004). Various stakeholders want to arouse the attention of firms. When the firm meets their expectations, they will be very willing to continue to pay attention to the development of that firm, which is favorable to the firm managers. CSR is also a constructive approach to meeting the requirements of stakeholders so that CSR can satisfy the expectations of stakeholders and internal managers simultaneously. Thus, CSR has a positive impact on corporate reputation.

As proposed in previous studies, CSR is a means to improve corporate reputation (Aqueveque, Rodrigo, & Duran, 2018; Fombrun et al., 2000; Zolotoy, O'Sullivan, & Klein, 2017). CSR behaviors are of high importance and greatly contribute to establishing long-term brand reputation of firms (Hur, Kim, & Woo, 2014). Epstein and Roy (2001) hold that CSR can help a firm avoid negative press and consumer boycotts, thus helping improve its reputation. Zolotoy et al. (2017) contend that firms engaging in CSR demonstrate good moral tendencies and values (i.e., character) and thus improve their reputation and reduce capital cost. Specifically, CSR for employees, customers, and social public welfare affect a person's objective, cognitive evaluations of a firm (i.e., cognitive reputation) while also shaping a person's feelings of respects or disgust for a firm (i.e., affective reputation). From these, we thus present the following hypotheses:

**Hypothesis 3a** *CSR for employees is positively associated with cognitive reputation.*

**Hypothesis 3b** *CSR for customers is positively associated with cognitive reputation.*

**Hypothesis 3c** *CSR for social public welfare is positively associated with cognitive reputation.*

**Hypothesis 3d** *CSR for employees is positively associated with affective reputation.*

**Hypothesis 3e** *CSR for customers is positively associated with affective reputation.*

**Hypothesis 3f** *CSR for social public welfare is positively associated with affective reputation.*

Customer satisfaction is a measure of how products and services provided by a firm meet or exceed customer expectations. In the present competitive environment, corporate reputation is acknowledged as having the potential to affect customer satisfaction toward a firm.

Numerous researchers assert that a good reputation helps in increasing a firm's sales and market share (Srivastava & Shama, 2013) and in establishing and maintaining a loyal relationship with customers. A firm with a good reputation is more likely to attract customers. In contrast, if a firm fails to meet its stated goals or marketing signals,

it will lose its positive reputation and eventually develop a negative reputation among customers (Smith et al., 1999). As customers anticipate that a brand will meet expectations based on reputation, cognitive reputation can reduce perceived risk and, in fact, it has been shown to be particularly high in the decision-making process (Herbig & Milewicz, 1995).

In addition, affective reputation also exerts a positive influence on perceived quality and satisfaction, because affective reputation molds the expectations that the customers form before their decision and after the actual experience (Ali, Alvi, & Ali, 2012). Therefore, it can be claimed that higher levels of cognitive and affective reputations are related to higher levels of customer satisfaction. From these findings, we present the following hypotheses:

**Hypothesis 4a** *Cognitive reputation is positively associated with customer satisfaction.*

**Hypothesis 4b** *Affective reputation is positively associated with customer satisfaction.*

CR represents the cognitive and affective response to the enterprise of customers, investors, employees, or ordinary people. Several prior studies indicate that the firms with higher reputation are able to attract better employees (Highhouse, Lievens, & Sinar, 2003). The survey conducted by Cable and Graham (2000) proposes that the investigation of perceived corporate reputation is of great importance as it can affect workforce composition. This is because job seekers' initial attraction to organizations are affected by their perceptions of organizational reputation. Firms with higher reputation are more attractive for potential employees. After tracking job seekers through the job search and choice process, Boswell, Roehling, LePine, and Moynihan (2003) find that organizational level factor, such as corporate reputation, is an important aspect in the job choice decisions. Hence, we present the following hypotheses:

**Hypothesis 5a** *Cognitive reputation is positively associated with organizational attractiveness.*

**Hypothesis 5b** *Affective reputation is positively associated with organizational attractiveness.*

Based on Hypotheses 3–5, we propose the presence of mediating mechanisms, through which CSR can affect customer satisfaction and organizational attractiveness:

**Hypothesis 6** *CR plays a mediating role in the relationship between CSR and customer satisfaction and that between CSR and organizational attractiveness.*

## 4 | METHODOLOGY

We used a survey approach to test the above hypotheses. Details of the survey, including the data collection and measurement of variables, are provided below.

#### 4.1 | Data collection and sample

An online community (51job) is chosen for data collection. As a popular site, 51job is a recruitment platform in China involving employers and job seekers. Most people on this online platform are well educated so that they are aware of CSR and firms' sustainability activities. Our level of theorizing is to study the perception of potential employees and customers on firms' CSR activities. As our model deals with the reputation and legitimacy approach of CSR, the actor role for firms extends the economic role to include a complex mix of political, social, and economic interests. Although CSR activities can be studied based on constructivist ontology and epistemology, our study is primarily founded on a realist ontology, which sees reality as objective and unequivocal. A positivist epistemological stance is taken by collecting scientific/perceptual data using closed-form online questionnaire.

We posted a message in 51 job that we are conducting an online survey about CSR. If job seekers are interested, they are asked to provide their email in the online form. We sent them an email containing the online questionnaire link from wjx.cn. Eventually, we received 500 emails, and by a two-round email survey, a total of 248 responses. The participants were asked to choose a company with which they were familiar as a customer and in which they want to find a job. The respondents were asked to rate their level of agreement with the statements regarding their perception of the firm using a 5-point Likert-type scale. If two or more participants chose the same firm, the average score of each construct for this firm was used. This yielded a net sample of 224 respondents. Of these, the percentage of male is 45.6%. In terms of educational attainment, most of them (above 90%) have attended college (See Table 1 for the participants' demographic information).

#### 4.2 | Firm descriptions

The sample of 224 firms can be divided into six types. The most surveyed firms are in the high-tech (31%) and manufacturing industries (19%). As an emerging industry, the Internet firms are the most selected by 69 participants. Several well-known electronic commerce and information/communication companies are included, such as Alibaba, Tencent, Sina, Jingdong, and Huawei.

The next two most selected are logistics companies (30) and retail/department stores (25) with ratios of 13% and 11%, respectively. A total of 18 responses (8%) chose financial industry, including

**TABLE 1** Demographic information

Gender	Number	Percentage
Male	102	45.6
Female	122	54.4
Education		
No college	20	8.8
College	126	56.5
Grad school	78	34.7

banks, security companies, insurance companies, and credit institutions, and 39 responses indicated other industries.

#### 4.3 | Measurement

All measurement scales and items are listed in Appendix A. In this paper, CSR is measured from three aspects: employees, customers, and social public welfare. We use measurement items from the study done by Carroll (1979), such as "The company seems to be a reliable partner for customers." CR is measured with the items from Manfred (2004) and Fombrun (1996), including both cognitive and affective components. We use four items for each component, and example items include "This company is a top competitor in its market" for cognitive reputation and "I regard this company as a likable company" for affective reputation. For the dependent variable of customer satisfaction, three items are adapted from the studies of Hart (1995), Carroll (1994), and Haumann et al. (2014). For the current work, we view organizational attractiveness as an attitude or expressed affect toward an organization. The measure for the dependent variable of organizational attractiveness consists of four items. Example items include "This would be a good company to work for" and "I find this a very attractive company." All measurement items use a five-point rating scale from 1 (strongly disagree) to 5 (strongly agree).

In this research, a reflective (rather than formative) specification is used because the indicators of each construct are expected to be intercorrelated and co-varied with one another. Based on the reflective measures and the convenient sample, both SEM program and PLS can be used. SEM program (i.e., LISREL) is chosen to validate the measures.

### 5 | RESULTS

#### 5.1 | Validity and reliability analysis

The abbreviations plus a number are used to represent indicators (e.g., CSR for customers is denoted as Cus, and the three indicators are Cus1, Cus2, and Cus3, respectively). The same naming rule is applied to all other factors. Table 2 presents the factor analysis results obtained using the principal component extraction and varimax rotation method. All the loadings of indicators in their respective factors are very high. Thus, we can conclude that the measurement scales have high convergent and discriminate validities. The Cronbach's Alpha values are also shown in Table 1. We can clearly see that the measurement scales have acceptable reliabilities.

#### 5.2 | Hypotheses tests

Structural equation model (LISREL 8.70) is used to test hypotheses. The overall model fit indices include comparative fit index (CFI), normed fit index (NFI), non-normed fit index (NNFI), root mean square residual (RMR), root mean square error of approximation (RMSEA), and normed chi-square (Hair, Black, Babin, Anderson, & Tatham, 2006). As shown in Figure 2, the chi-square statistic is 482.55

**TABLE 2** Results of factor analysis and reliability

Construct	Items	Component							$\alpha$
		1	2	3	4	5	6	7	
CSR for customers	Cus1	-.024	.214	.207	<b>.821</b>	.275	.037	.091	.862
	Cus2	.031	.214	.121	<b>.809</b>	.292	.015	.114	
	Cus3	.119	.126	.116	<b>.689</b>	.365	-.020	.103	
	Cus4	.296	.001	.026	<b>.754</b>	-.076	.229	.136	
CSR for employees	Emp1	.421	.170	.186	.027	.151	<b>.611</b>	-.074	.719
	Emp2	.129	.115	.111	-.028	.055	<b>.812</b>	.257	
	Emp3	.039	.153	.277	.249	.161	<b>.725</b>	.010	
CSR for social public welfare	Soc1	.040	.216	<b>.827</b>	.234	.110	.102	.087	.910
	Soc2	.200	.078	<b>.875</b>	.008	.103	.077	.025	
	Soc3	.299	.096	<b>.754</b>	.155	.178	.193	.159	
	Soc4	.176	.137	<b>.810</b>	.089	.152	.221	.172	
Cognitive reputation	CR1	.173	.248	.282	.144	<b>.741</b>	.068	.210	.901
	CR2	.138	.174	.176	.328	<b>.748</b>	.158	.203	
	CR3	.279	.326	.053	.227	<b>.691</b>	.198	.110	
	CR4	.194	.224	.160	.321	<b>.668</b>	.088	.303	
Affective reputation	AR1	<b>.743</b>	.200	.116	.070	.184	.112	.386	.915
	AR2	<b>.847</b>	.253	.253	.112	.110	.095	.074	
	AR3	<b>.832</b>	.290	.201	.128	.082	.086	.065	
	AR4	<b>.734</b>	.140	.154	.109	.299	.196	.094	
Customer satisfaction	CS1	.162	.383	.214	.204	.322	.143	<b>.645</b>	.869
	CS2	.312	.214	.116	.251	.296	.271	<b>.642</b>	
	CS4	.145	.330	.247	.197	.355	.001	<b>.666</b>	
Organizational attractiveness	OA1	.272	<b>.720</b>	.271	.282	.187	.121	.212	.931
	OA2	.283	<b>.768</b>	.150	.267	.161	.123	.240	
	OA3	.204	<b>.807</b>	.134	.072	.214	.184	.174	
	OA4	.238	<b>.824</b>	.106	.090	.277	.110	.099	

with  $df = 278$  and normed chi-square value of 1.74. The model fit indices,  $NFI = 0.93$ ,  $NNFI = 0.95$ ,  $CFI = 0.96$ ,  $RMR = 0.046$ , and  $RMSEA = 0.077$ , are all good. The results show that the model fits the data very well.

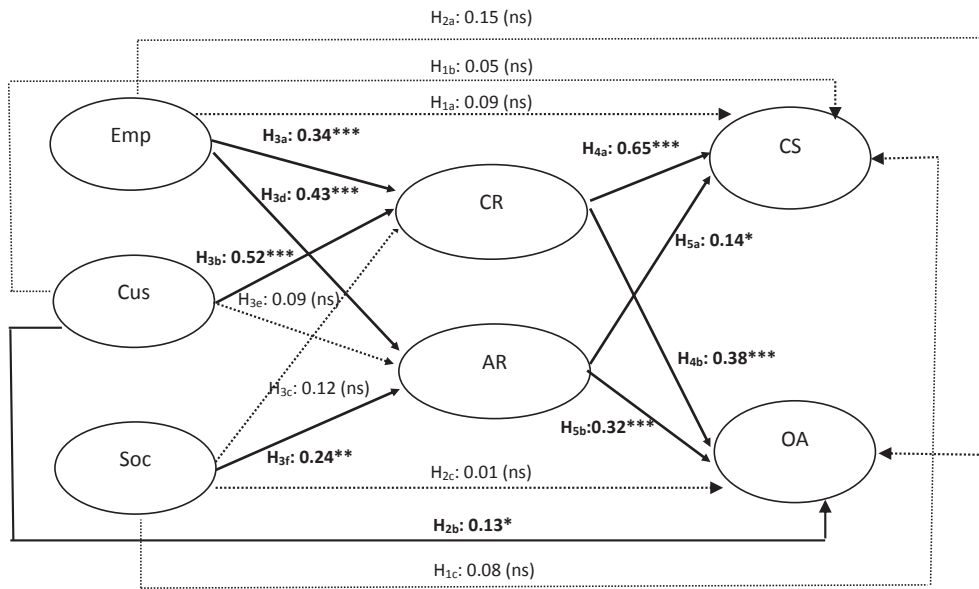
As a competing alternative model, we also add a possible path from CS to OA in Figure 2. The LISREL results show that the fit indices are similar but the path coefficient from CS to OA is not significant, indicating that organizational attractiveness does not directly depend on customer satisfaction. Based on the results shown in Figure 2, organization attractiveness depends more on how a company treats its employees, customers, and public welfare, and further improves its cognitive and affective reputation.

From our proposed model, the supported hypotheses are shown as solid arrows in Figure 2. Contrary to our predictions, the results show that the direct effects of CSR for employees, for customers, and for social public welfare on customer satisfaction and organizational attractiveness are not significant, except that the direct effect of CSR for customer on organizational attractiveness is weakly supported (path coefficient = 0.13,  $p < .10$ ). Thus, Hypotheses 1a–c

and 2a–c are not supported, and Hypothesis 2b is weakly supported. This can be attributed to the full mediating effects of corporate reputation, which shall be discussed later.

For testing Hypothesis 3a–c, we find that CSR for employees and for customers significantly affects cognitive reputation, except CSR for social public welfare. As mentioned above, people do not think highly of the social public welfare in firms. Thus, Hypothesis 3a ( $\beta = .34$ ,  $p < .01$ ) and Hypothesis 3b ( $\beta = .52$ ,  $p < .01$ ) are supported while Hypothesis 3c ( $\beta = .12$ ,  $p > .10$ ) is not. For testing Hypothesis 3d–f, CSR for employees and for social public welfare are significant with affective reputation, indicating that Hypothesis 3d ( $\beta = .43$ ,  $p < .01$ ) and Hypothesis 3f ( $\beta = .24$ ,  $p < .01$ ) are supported. Surprisingly, the effect of CSR for customers on affective reputation is not significant ( $\beta = .09$ ,  $p > .10$ ). CSR for customers has more impact on cognitive reputation than affective reputation. In other words, customers tend to evaluate a firm based on its objective performance in terms of its competitiveness and product/service quality rather than their personal preferences. This may cause Hypothesis 3e to fail.





**FIGURE 2** Results with LISREL. \*Significant at  $\alpha = .10$ ; \*\*significant at  $\alpha = .05$ ; \*\*\*significant at  $\alpha = .01$ ; ns = not significant

**TABLE 3** The mediation effect

Relationship	Mediator	Indirect effect	Total indirect effect	Direct effect	Total effect	Type of mediation
Emp → CS	CR	0.22***	0.28***	0.09 (ns)	0.37***	Full mediation
	AR	0.06**				
Emp → OA	CR	0.13***	0.27***	0.15 (ns)	0.42***	Full mediation
	AR	0.14***				
Cus → CS	CR	0.34***	0.35***	0.05 (ns)	0.40***	Full mediation
	AR	0.01 (ns)				
Cus → OA	CR	0.20***	0.23***	0.13*	0.36***	Partial mediation
	AR	0.03 (ns)				
Soc → CS	CR	0.08 (ns)	0.11*	0.08 (ns)	0.19*	Full mediation
	AR	0.03*				
Soc → OA	CR	0.02 (ns)	0.10**	0.01 (ns)	0.11*	Full mediation
	AR	0.08**				

Abbreviation: ns, not significant.

\*Significant at  $\alpha = .10$ ; \*\*Significant at  $\alpha = .05$ ; \*\*\*Significant at  $\alpha = .01$ .

As shown in Figure 2, we find that Hypothesis 4a ( $\beta = .65, p < .01$ ), Hypothesis 4b ( $\beta = .14, p < .10$ ), Hypothesis 5a ( $\beta = .38, p < .01$ ), and Hypothesis 5b ( $\beta = .32, p < .01$ ) are all significant consistent with the previous literature (Highhouse et al., 2003). Corporate reputation positively associated with customer satisfaction means that better corporate reputation helps increase the firm's product sales, which can be expressed as customer satisfaction. By comparing Hypothesis 4a ( $\beta = .65, p < .01$ ) and Hypothesis 4b ( $\beta = .14, p < .10$ ), we find that cognitive reputation plays a more important role in achieving customer satisfaction than affective reputation. Meanwhile, by comparing Hypothesis 5a ( $\beta = .38, p$

$< .01$ ) and Hypothesis 5b ( $\beta = 0.32, p < .01$ ), we find that both cognitive reputation and affective reputation contribute equally to achieving organizational attractiveness. Further, H5a and H5b show that the enterprises with higher corporate reputation may have the capability to attract more high-quality employees.

### 5.3 | Mediation

The results for the mediating effects of corporate reputation between CSR and customer satisfaction/organizational attractiveness are summarized in Table 3. All the direct effects of CSR on customer

satisfaction/organizational attractiveness are not significant, except that the direct effect of CSR for customers on organizational attractiveness is weakly supported. The total indirect effect column of Table 3 shows that CSR has significant effects at different levels on customer satisfaction/organizational attractiveness via cognitive reputation and affective reputation. In other words, the relationships between CSR and customer satisfaction/organizational attractiveness are fully mediated by corporate reputation and that the relationship between CSR for customers and organizational attractiveness is partially mediated by cognitive reputation. Generally speaking, the mediating effects of corporate reputation are supported (Hypothesis 6).

Specifically, the relationship between CSR for employees and that for customer satisfaction is mediated more by cognitive reputation (indirect path coefficient = .22) than affective reputation (indirect path coefficient = .06). This finding indicates that a firm's objective performance, such as its competitiveness, is more important than customers' subjective impressions. The relationship between CSR for employees and organizational attractiveness is mediated almost equally by cognitive reputation (indirect path coefficient = .13) and affective reputation (indirect path coefficient = .14). This result signifies that both objective and subjective evaluations improve organizational attractiveness.

The relationships between CSR for customers and customer satisfaction/organizational attractiveness are mediated by cognitive reputation (indirect path coefficients = .34 and .20, respectively) rather than affective reputation as the pathways via affective reputation are insignificant. This result indicates that a firm's social responsibility for customers, including high product/service quality and good treatment of customers, improves a firm's competitiveness, which in turn, further advances its organizational attractiveness and customer satisfaction. In contrast, affect reputation (i.e., customers' emotional support) plays no mediating role.

The relationships between CSR for social public welfare and customer satisfaction/organizational attractiveness are mediated by affective reputation (indirect path coefficients = .03/.08, respectively) rather than cognitive reputation as the pathways via cognitive reputation are insignificant. The mediation pathways via affective reputation are relatively weak. This indicates that a firm's social responsibilities, such as charity and other forms of social help, slightly enhance customers' emotional support, which in turn, further increases organizational attractiveness and customer satisfaction. This mechanism does not rely on a firm's competitiveness (i.e., cognitive reputation).

Between CSR and customer satisfaction, the CSR for customers has the greatest overall effect (total effect = .40; the other two are .37 and .19 for employees and social public welfare, respectively). This is consistent with the actual situation wherein customers become more satisfied with the firm if the latter provides better product and service. The pathway of CSR for customers on customer satisfaction via corporate reputation also has the greatest indirect effect (total indirect effect = .35; the other two are .28 and .11 for employees and social public welfare, respectively). This is because customers generally recognize and evaluate a firm through its

product and service and then a firm improves the corporate reputation, which leads to customer satisfaction.

Between CSR and organizational attractiveness, the CSR for employees shows the greatest impact between CSR and organizational attractiveness as we predicted (total effect = .42; the other two are .36 and .11 for customers and social public welfare, respectively). Better employee compensation and benefits can attract more talents. Similarly, the total indirect effect of corporate reputation is the largest between CSR for employees and organizational attractiveness (total indirect effect = .27; the other two are .23 and .10 for customers and social public welfare, respectively) because employees are more concerned about the salaries and benefits offered by a firm.

Furthermore, both customer satisfaction and organizational attractiveness have a weakest antecedent—the CSR for social public welfare. As the direct effect is not significant between CSR for social public welfare and customer satisfaction/organizational attractiveness, the relationship is fully mediated through the contribution of CSR for social public welfare to customer satisfaction and organizational attractiveness via better affective reputation. It also underscores that people are less concerned about the social public welfare of a firm when they choose a product and apply for a job.

## 6 | DISCUSSION AND IMPLICATIONS

Based on signaling theory, we have extended a theoretical framework explaining the mechanisms of how different aspects of CSR influence customer satisfaction and organizational attractiveness and how corporate reputation plays the mediating role. Using survey research with 224 responses, our findings provide support for the proposed model and explains significant variance in the dependent and mediating variables. This paper contributes to theory in manifold ways. First, drawing on signaling theory, a new perspective is used to elaborate on the effects of CSR on organizational performance. This new perspective helps in clarifying how a firm signals its unobservable quality to customers and potential employees via the observable quality of its social responsibility.

Second, CSR is a multidimensional construct, but not all the dimensions have the same impact on organizational performance. The empirical analyses reveal that all direct effects of the three components of CSR on customer satisfaction and organizational attractiveness are not supported, except for CSR for customer, which has a significant, positive, direct effect on organizational attractiveness at the level of .10. This means that better goods or services make an organization appealing for customers. The significant indirect effects of the three components of CSR confirm that corporate reputation plays the mediating role in the relationship between CSR and customer satisfaction and that between CSR and organizational attractiveness. It illustrates that a better record of CSR can improve the corporate reputation, which can lead to better customer satisfaction and higher organizational attractiveness.

Third, the finer-grained conceptualization of corporate reputation as two dimensions of cognitive and affective reputation allows

us to accurately capture the mechanisms of how CSR brings financial benefits to a firm. The impact mechanisms of the three components of CSR on customer satisfaction/organizational attractiveness vary. For CSR for employees, both cognitive and affective reputation work as mediators, with the former playing a bigger mediating role than the latter. For CSR for customers, only cognitive reputation works as a mediator, whereas for CSR for social public welfare, only affective reputation works as a mediator. In addition, out of the three components of CSR, CSR for customers has the greatest impact on customer satisfaction, whereas CSR for employees has the highest impact on organizational attractiveness.

Both customer satisfaction and organizational attractiveness have a weakest antecedent—the CSR for social public welfare. This is because the influence of CSR for social public welfare on customer satisfaction and organizational attractiveness are the lowest among the three aspects of CSR. This indicates that people may not pay much attention to CSR for social public welfare when compared to the other two aspects of CSR. These findings are consistent with the extant literature, which generally states that the impact of CSR needs to be examined on a dimension-by-dimension basis (Farooq, Farooq, & Jasimuddin, 2014; Lee, Lee, & Li, 2012). These dimensional analyses provide a refined understanding of the effects of CSR on organizational performance.

Finally, in contrast to the McKinsey survey of CFOs and investors, our study is anchored in the perspectives of customers and job seekers, thereby complementing the CSR studies from different stakeholders. Notably, stakeholders can generally be classified into two categories: internal stakeholders (e.g., employees) and external stakeholders (e.g., customers, investors, and communities) (Farooq et al., 2014). Farooq et al. (2014) and Lee et al. (2012) study the effects of CSR from the employees' perspective. Employees are one of the vital stakeholder groups as they are carriers of CSR activities and are also influenced by the firm's CSR activities (Lee et al., 2012). How to achieve justice (i.e., adherence to rules of conduct) and fairness (i.e., meeting moral and ethical expectations) in the workplace is one of the challenges facing any business, especially between family and non-family employees in a family firm (Samara & Arenas, 2017; Samara & Paul, 2018). In a similar way, our study contributes to the literature from the perspectives of both customers and potential employees.

In addition to the theoretical contributions, this study also provides several important practical implications. For instance, as CSR for employees, out of the three aspects of CSR under consideration, has a particularly important effect on organizational attractiveness, firms should pay more attention to the CSR for employees to attract more qualified employees. To enhance customer satisfaction, firms should exert more efforts in CSR activities to offer better product or services as CSR for customers has the highest impact on customer satisfaction.

Many stakeholders such as employees, customers, and communities, are increasingly concerned about CSR. In relation to this, we wanted to determine the mechanism by which firms signal their commitment to CSR. By taking social responsibilities, firms endeavor to gain a reputation eventually as a signal of underlying quality. Such signals of quality may be more easily detected by the customers and

job seekers as they are strong, visible, and costly. Managers need to adjust their signaling activity based on the feedback on the importance of CSR from different stakeholders and then measures to avoid the false signaling and leverage signal costs and penalty costs (i.e., a form of negative feedback from customers/job seekers) to differentiate themselves from less CSR minded firms.

## 7 | LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

This work is subject to several limitations that should be addressed in future research. First, as this study does not collect some demographic information, such as firm size, age, and sale revenue, these data are excluded in the analysis. Thus, future studies must consider these factors.

Second, the findings in this study might be unique to the Chinese context. The enactment of CSR is dependent on the cultural and political context, wherein a firm operates (Dhanesh, 2015; Gjølborg, 2009; McNamara et al., 2017; Zhao, Chen, & Xiong, 2016). Gjølborg (2009) discusses the impact of both global forces and the unique Scandinavian economic-political welfare systems on CSR in Nordic countries. Dhanesh (2015) identifies the unique dialectic of selflessness and selfishness as inclusive growth and the distinctive dialectic of togetherness and separateness as shared social responsibility in India. The present work has focused only on Chinese firms and Chinese customers/job seekers. This may be the reason why the CSR for social public welfare, out of the three aspects of CSR, has the lowest impact on customer satisfaction and organizational attractiveness. Different cultural and social environments may cause variations in individuals' attitudes toward CSR. It is recommended that future studies on this topic should collect data in other developing and developed countries because the results in this paper might not be extendable to other countries. The results gained from different countries could be compared in future studies.

Third, organizational structure in the digital economy has increasingly blurred the lines between insider/outsider distinction used in both signaling theory and stakeholder theory. For example, Uber has claimed that their drivers are not employees, that is, insiders and/or internal stakeholders but that they are external contractors. This type of relationship and challenge is ubiquitous in the gig economy and has implications on how a firm can signal its CSR activities, which needs further study in the future.

Finally, except for the corporate reputation, other potential mediating and moderating variables (e.g., individual differences) can be involved. Some previous research indicated that competitive advantage also plays a mediating role between CSR and firm performance.

## 8 | CONCLUSION

Many scholars and practitioners are now paying increasing attention to CSR as a part of the offerings to enhance customer satisfaction

and attract a large number of qualified employees. Although the influence of CSR on customer satisfaction and organizational attractiveness has been investigated in previous studies, empirical evidence about how corporate reputation works as a mediator is sparse. Based on signaling theory, a theoretical framework has been provided to investigate how CSR affects customer satisfaction and organizational attractiveness directly and indirectly. The new signaling perspective allows us to clearly articulate how a firm communicates its latent value and reduces asymmetric information to its customers and potential employees by initiating acts demonstrating social responsibility. From the perspectives of customers and potential employees, CSR does add strategic value to a firm. The mechanisms of how CSR brings benefits to a firm are well captured by two dimensions of corporate reputation (i.e., cognitive reputation and affective reputation).

Further, the impact of CSR has been examined on a dimension-by-dimension basis (i.e., CSR for employees, customers, and social public welfare), which shows that the relationship between CSR, customer satisfaction, and organizational attractiveness are more complex than previous studies have revealed. Along the line of research on how CSR creates value, this study uses data from China to confirm that CSR can generate value by improving firms' reputation. These insights not only help researchers better understand how CSR affects customer satisfaction and organizational attractiveness, but also provide guidelines for firms to better adjust their strategies to improve their competitive advantages. The results also provide a rationale and justification for CFOs to actively engage in CSR activities.

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## ORCID

Qingyu Zhang  <https://orcid.org/0000-0001-9739-3899>

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#### AUTHOR BIOGRAPHIES

**Qingyu Zhang** is a professor and Director of the Research Institute of Business Analytics and Supply Chain Management at Shenzhen University, China. He is a distinguished professor of Pearl River Scholar. He earned his PhD in Manufacturing Management and Engineering from the College of Business Administration at the University of Toledo, USA. He is an APICS certified fellow in production and inventory management (CFPIM). He is also a Microsoft certified MCSD, MCSE, and MCDDBA. His work was featured in the *Journal of Operations Management*, *European Journal of Operational Research*, *International Journal of Production Research*, *International Journal of Production Economics*, *International Journal of Operations and Production Management*, *Computers*

& *Operations Research*, *Computers & Industrial Engineering*, *IEEE Transactions on Cybernetics*, *Applied Soft Computing*, *PLOS One*, *Systems Engineering-Theory and Practice*, and elsewhere. He won the Jack Meredith Best Paper Award in the *Journal of Operations Management* in 2016. He serves on the Editorial Review Boards of the *Journal of Operations Management*, *Transportation Research Part E*, *International Journal of Integrated Supply Management*, *Information Resource Management Journal*, *International Journal of Data Analysis Techniques and Strategy*, and *International Journal of Information Technology Project Management*.

**Mei Cao** is a professor and Director of the School of Business & Economics at the University of Wisconsin-Superior, USA. She has published in academic journals such as *Journal of Operations Management*, *European Journal of Operational Research*, *International Journal of Production Research*, *International Journal of Production Economics*, *International Journal of Operations & Production Management*, and *Information & Management*. She won the Jack Meredith Best Paper Award in the *Journal of Operations Management* in 2016. She authored a book titled *Supply Chain Collaboration: Roles of Inter-organizational Systems, Trust, and Collaborative Culture*, published by Springer.

**Fangfang Zhang** is a graduate student in the College of Management at Shenzhen University, China.

**Jing Liu** is a graduate student in the College of Management at Shenzhen University, China.

**Xin Li** is a graduate student in the College of Management at Shenzhen University, China.

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## APPENDIX A. CONSTRUCTS AND INSTRUMENTS

Theoretical constructs		Code	Items	Sources
Corporate social responsibility	CSR for employees	Emp1	The salary and reward offered by this company is reasonable	Carroll (1979); Glavas and Kelley (2014); Nybakk and Panwar (2015)
		Emp2	Employees in this company can be treated fairly	
		Emp3	This company focuses on the health and safety of employees	
	CSR for customers	Cus1	The products/services offered by this company are of high quality	
		Cus2	This company seems to be a reliable partner for customers	
		Cus3	Customers are treated fairly	
		Cus4	This company can deal with complaint and requirement for compensation of customers effectively	
	CSR for social public welfare	Soc1	This company shows enthusiasm to charity	
		Soc2	This company would do charitable donations	
		Soc3	This company would donate part of the revenue to serve the society	
Soc4		This company pays attention to vulnerable group and offers them help		
Corporate reputation	Cognitive reputation	CR1	This company is a top competitor in its market	Formbrun et al. (2000); Manfred (2004); Saeidi et al. (2015)
		CR2	As far as I know, this company is recognized world-wide	
		CR3	I believe that this company performs at a premium level	
		CR4	This company is massive and competitive	
	Affective reputation	AR1	I regard this company as a likeable company	
		AR2	I support this company emotionally	
		AR3	I would regret more if this company didn't exist anymore than I would with other companies	
		AR4	In my opinion, this company is trustworthy	
Customer satisfaction	Customer satisfaction	CS1	I'm satisfied with the products/services offered by this company	Hart (1995); Hauman et al. (2014)
		CS2	I'm satisfied with the pre-sales and after-sales services of this company	
		CS3	I'm satisfied with the good value for money of this company's products/services	
Organizational attractiveness	Organizational attractiveness	OA1	This would be a good company to work for	Jones et al. (2014)
		OA2	I would like to work for this company	
		OA3	I find this a very attractive company	
		OA4	This company is attractive to me	