

# Integrating Market-Oriented Social Responsibility into the Mining Sector: Enhancing Stakeholder Trust, Brand Equity, and Sustainable Development

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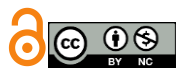
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## ABSTRACT

**Objective:** This study aims to explore the integration of market-oriented social responsibility (MOSR) within the mining sector and its impact on stakeholder trust, brand equity, and sustainable development.

**Methodology:** A mixed-methods approach was employed, utilizing data from mining stakeholders analyzed through structural equation modeling to examine how MOSR dimensions (economic, social, and environmental) contribute to stakeholder trust, loyalty, and corporate reputation.

**Findings:** MOSR significantly influences brand equity and stakeholder advocacy, with stakeholder trust acting as a critical mediating factor. Transparent communication and stakeholder engagement amplify the effects of MOSR initiatives.

**Conclusion:** Integrating MOSR into mining operations can enhance brand equity and stakeholder trust, fostering sustainable development. The study highlights the need for community-focused projects and innovative sustainability reporting. Practical recommendations include designing integrated MOSR strategies to align corporate objectives with societal and market needs.

**Keywords:** *Market-Oriented Social Responsibility, Stakeholder Trust, Brand Equity, Sustainable Development, Economic Sustainability.*

## 1 Introduction

In recent years, corporate social responsibility (CSR) has gained substantial attention across various industries due to its growing importance in building long-term brand equity and fostering sustainable development. Among industries where CSR has seen considerable integration, the mining

sector stands out. Mining companies, often critiqued for their environmental and social impacts, face increasing pressures from stakeholders to adopt more sustainable practices (Cuesta-Valiño et al., 2023; De Oliveira Santini et al., 2024; Douvis & Kyriakis, 2022). In response, many mining corporations have turned to market-oriented social responsibility (MOSR) as a strategy to align their operations

with the evolving expectations of society, regulatory bodies, and consumers. MOSR focuses on creating a synergy between economic, social, and environmental goals that not only enhances corporate performance but also contributes to societal well-being (Boudlaie et al., 2021; Jha & Rangarajan, 2020; Luo & Liu, 2020).

The relationship between CSR initiatives and brand equity has been a subject of extensive research. Brand equity, often seen as a crucial competitive advantage, can be defined as the value a brand brings to a company through recognition, loyalty, and perceived quality (Fatma et al., 2015; Ghayour et al., 2019). In industries like mining, where consumer touchpoints are limited and public trust is easily compromised, CSR can serve as a critical tool in shaping brand perceptions. While traditional CSR has typically been evaluated in terms of ethical and environmental considerations, market-oriented CSR incorporates a more strategic approach by targeting the alignment of corporate actions with consumer expectations, thereby fostering enhanced brand reputation (Ebrahim, 2020; Zollo et al., 2020). As a result, mining companies integrating MOSR have the opportunity to shift their image from polluting entities to responsible corporate citizens, improving both internal and external perceptions.

The concept of stakeholder trust is central to the success of MOSR initiatives. Stakeholder theory, which posits that organizations must manage their relationships with a diverse set of stakeholders, emphasizes the importance of building trust through transparent communication and consistent actions (Boudlaie et al., 2021). In the context of mining, trust is a critical element for companies looking to foster positive relationships with local communities, regulatory bodies, and investors. Stakeholder trust can mediate the impact of CSR on brand equity by reinforcing the perceptions of companies as socially responsible and reliable partners. Trust has been shown to enhance consumer satisfaction, loyalty, and long-term engagement, which directly contribute to increased brand equity (Fatma et al., 2015; Ghayour et al., 2019). This dynamic is particularly relevant in the mining sector, where the perception of environmental harm and social neglect often outweighs the benefits associated with corporate achievements.

The importance of sustainable development is another driving force behind the integration of MOSR in the mining sector. As the world faces increasing environmental challenges and the depletion of natural resources, sustainable mining practices have become paramount. Sustainable development in mining encompasses efforts to minimize

environmental degradation, invest in the welfare of affected communities, and adopt innovations that promote the long-term viability of resources (Batat & Khochman, 2021). The adoption of MOSR strategies within the mining industry is a response to these challenges, where companies are increasingly expected to demonstrate not only financial success but also social and environmental responsibility. This integration supports the development of sustainable mining practices that protect ecosystems and promote the social well-being of local populations, contributing to a broader agenda of sustainable economic growth (Hussain et al., 2020).

A substantial body of literature exists that connects CSR with brand equity and consumer loyalty. Studies have consistently shown that CSR activities can enhance brand equity by improving consumer perceptions of a company's ethical behavior (Karimzadeh et al., 2021). The relationship between CSR and brand loyalty is also well-documented, with CSR initiatives reinforcing consumer commitment and encouraging positive word-of-mouth (Cuesta-Valiño et al., 2023; Widyastuti et al., 2019). Specifically, in sectors like fashion and luxury, where product differentiation is subtle, CSR can be a strong differentiating factor that influences purchase decisions (Batat & Khochman, 2021). For the mining sector, however, the impacts of CSR on brand equity are still evolving. While there is a growing recognition of the role of trust in shaping brand equity (Ebrahim, 2020), there is a gap in understanding how these dynamics play out specifically in industries that face intense scrutiny for their environmental and social impact.

While MOSR aims to strengthen relationships with a variety of stakeholders, investors have become particularly important in the mining sector. Investors are increasingly looking for companies that not only provide financial returns but also demonstrate a commitment to sustainable practices. As a result, MOSR has become a crucial component of investment decision-making, with companies that integrate sustainable and socially responsible practices into their operations often receiving higher valuations and investor interest (Douvis & Kyriakis, 2022; Jha & Rangarajan, 2020). The pressure on mining companies to adopt sustainable business practices is further exacerbated by regulatory changes and increasing public awareness of environmental and social issues. As regulations become stricter, particularly around issues such as carbon emissions and waste management, the adoption of MOSR provides companies with a proactive strategy to comply with laws while simultaneously benefiting their brand reputation and long-term profitability.

The growing emphasis on transparency and sustainability reporting is another key factor influencing the integration of MOSR in mining companies. The need for companies to communicate their efforts in sustainable development and CSR has led to the development of various sustainability reporting frameworks, such as the Global Reporting Initiative (GRI) and the Integrated Reporting Framework (Abdi et al., 2019). These frameworks guide companies in disclosing their social and environmental impact, thereby helping to build trust with stakeholders. Mining companies adopting these frameworks can demonstrate their commitment to responsible practices, which can positively influence public perception and enhance brand equity (Mashayekhi et al., 2021). Furthermore, effective sustainability reporting allows companies to track their progress in implementing MOSR strategies, providing a clear roadmap for future improvements and aligning corporate goals with broader societal expectations (Miller, 2024).

Despite the increasing adoption of MOSR strategies, significant challenges remain for mining companies. One such challenge is the tension between economic growth and environmental responsibility. While mining activities are crucial to the global economy, they often come at the cost of environmental degradation, including deforestation, water pollution, and habitat destruction. As the public becomes more aware of these issues, companies face heightened scrutiny. However, the strategic integration of MOSR provides an opportunity for companies to reduce their negative impact while maximizing their contributions to social and environmental sustainability. By prioritizing community engagement and adopting responsible environmental practices, mining companies can mitigate the risks associated with negative public perception and strengthen their brand equity (Luo & Liu, 2020; Velte, 2020).

In conclusion, integrating market-oriented social responsibility (MOSR) into the mining sector holds significant potential for enhancing stakeholder trust, improving brand equity, and contributing to sustainable development. As mining companies face growing challenges related to environmental impact and social accountability, MOSR offers a pathway to align corporate actions with societal expectations, fostering positive relationships with both internal and external stakeholders. This study aims to explore the integration of market-oriented social responsibility (MOSR) within the mining sector and its impact on stakeholder trust, brand equity, and sustainable development.

## 2 Methods and Materials

### 2.1 Study Design and Participants

This study employed a mixed-methods approach to examine the integration of market-oriented social responsibility (MOSR) within the mining sector, with a focus on its impact on stakeholder trust, brand equity, and sustainable development. The research design combined both qualitative and quantitative data, ensuring a comprehensive understanding of how MOSR initiatives influence stakeholder perceptions and behaviors. The study's participants included a diverse group of stakeholders connected to mining operations, providing a well-rounded perspective on the implementation of MOSR. These participants consisted of local communities affected by mining activities, employees of mining companies, regulatory authorities, and investors interested in socially responsible mining practices. The diversity of the participant group allowed for a multifaceted analysis of MOSR, encompassing various viewpoints from individuals directly engaged with or impacted by mining activities.

### 2.2 Data Collection

Data were collected over a three-month period through multiple channels to ensure a broad and representative sample. A structured questionnaire was used as the primary data collection instrument, distributed to stakeholders across different contexts. The questionnaire included both demographic questions and items that assessed perceptions of MOSR, stakeholder trust, and brand equity. Demographic information collected from respondents included age, gender, and their role in relation to mining activities, allowing for the examination of how different groups perceive MOSR initiatives. The perceptions of MOSR were measured across three key dimensions: economic, social, and environmental, with items focusing on how these dimensions influenced stakeholder trust and brand equity. To ensure a comprehensive understanding of stakeholders' trust in mining companies, a section of the questionnaire specifically addressed levels of trust based on social responsibility efforts, while another section measured brand equity through aspects such as brand awareness, loyalty, and overall perceptions.

Data collection occurred through various methods to capture responses from different stakeholder groups. Online surveys were distributed via platforms like Google Forms and professional networks such as LinkedIn, targeting stakeholders who were digitally accessible. In addition, in-person surveys were conducted within mining-affected

communities, allowing for direct engagement with local residents who had firsthand experience with the impacts of mining operations. In-house surveys were also conducted with employees and other internal stakeholders of mining companies. A total of 450 questionnaires were distributed across these channels, with 362 completed questionnaires returned after screening for invalid or incomplete responses. The distribution channels ensured that a wide range of stakeholders were included in the sample, enhancing the validity of the findings.

### 2.3 Data Analysis

The collected data were analyzed using structural equation modeling (SEM), specifically the partial least squares (PLS) approach, to examine the relationships between MOSR dimensions, stakeholder trust, and brand equity. SEM was chosen due to its ability to handle complex models and small sample sizes, making it suitable for this study's data structure. Data analysis began with exploratory factor analysis (EFA) to identify the underlying factors associated with MOSR and brand equity. EFA was used to explore the dimensionality of the constructs and ensure that the measurement items were appropriately grouped. Following this, confirmatory factor analysis (CFA) was conducted to validate the proposed model's structure and confirm the relationships between the

latent variables. CFA allowed for the assessment of the reliability and validity of the constructs used in the study. Finally, path analysis was performed to test the hypothesized relationships between MOSR dimensions, stakeholder trust, and brand equity. The analysis was conducted using SmartPLS software, which is specifically designed to handle complex path models with small to medium sample sizes. The results of the analysis provided insights into how MOSR impacts stakeholder perceptions and behaviors, with a particular focus on the mediating role of stakeholder trust in enhancing brand equity.

## 3 Findings and Results

Among the respondents, 60% were male, and 65% were married. The age distribution was as follows: 18% were between 20 and 25 years old, 35% were between 26 and 30 years old, 32% were between 31 and 40 years old, and 15% were over 40 years old. These demographics ensured diverse representation across different age groups and life stages among the stakeholders of mining companies.

Composite Reliability (CR), convergent validity, and divergent validity criteria were used to evaluate the fitness of the measurement model. The CR cut-off was set at 0.7, and the Average Variance Extracted (AVE) threshold was set at 0.5. The results are summarized in [Table 1](#).

**Table 1**

*Convergent Validity and Composite Reliability of Research Constructs*

Symbol	Variable	CR	AVE
MOSR	Market-Oriented Social Responsibility	0.938	0.761
TRUST	Stakeholder Trust	0.912	0.728
BE	Brand Equity	0.952	0.872
DSB	Desirable Stakeholder Behaviors	0.913	0.764

The AVE values ranged from 0.728 to 0.872, exceeding the acceptable threshold of 0.5. Composite reliability scores

ranged from 0.912 to 0.952, also surpassing the minimum value of 0.7.

**Table 2**

*Divergent Validity of Constructs*

Variable	MOSR	TRUST	BE	DSB
MOSR	0.872			
TRUST	0.642	0.854		
BE	0.723	0.681	0.882	
DSB	0.689	0.712	0.765	0.874

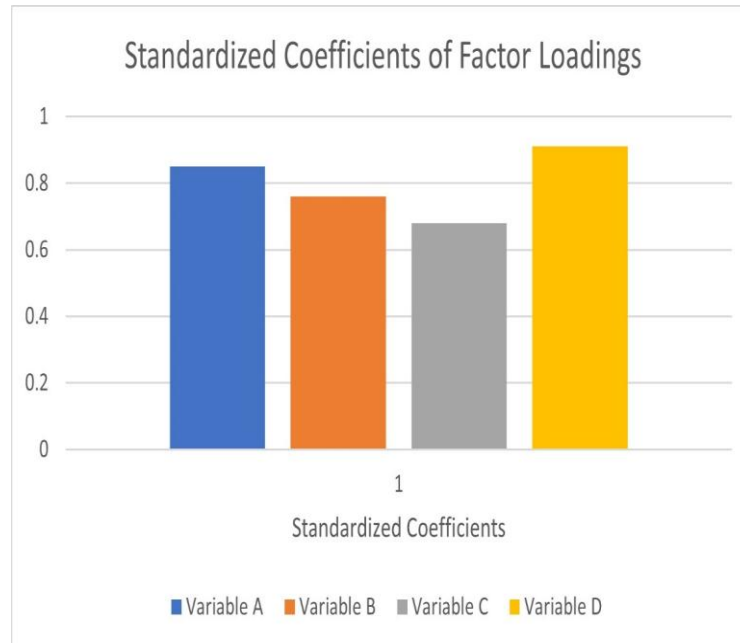
The Fornell-Larcker criterion confirmed divergent validity, with each construct showing greater variance with its observations compared to other constructs.

The structural model was evaluated using T-values and standardized coefficients. A T-value greater than 1.96 confirmed significance at the 95% confidence level. Figures

below present the standardized coefficients and structural model.

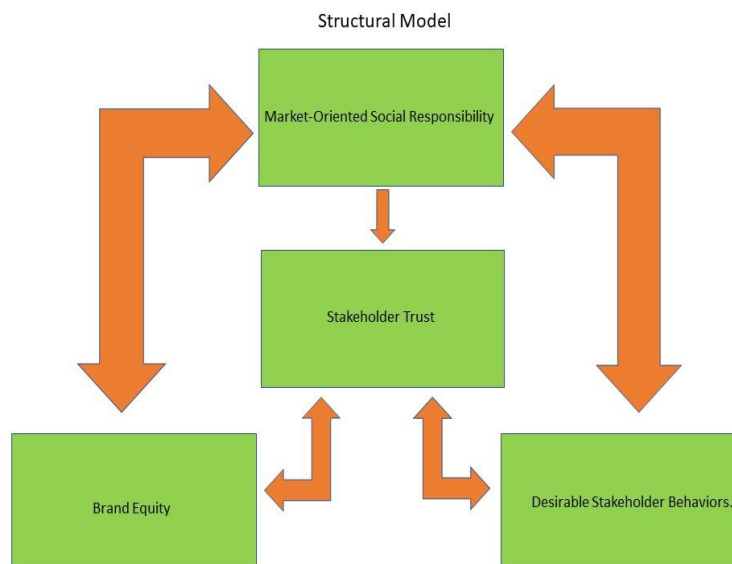
**Figure 1**

*Standardized Coefficients of Factor Loadings*



**Figure 2**

*Conceptual Structural Model of The Study*



**Table 3**

*Structural Model Results*



Path	Direct Impact	Indirect Effect	T-Value	Hypothesis Result
MOSR → Brand Equity	0.314	—	7.132	Confirmed
MOSR → Desirable Stakeholder Behaviors	0.468	—	11.289	Confirmed
MOSR → Stakeholder Trust	0.629	—	19.654	Confirmed
Stakeholder Trust → Brand Equity	0.541	—	10.834	Confirmed
Stakeholder Trust → Desirable Stakeholder Behaviors	0.392	—	9.216	Confirmed
MOSR → Stakeholder Trust → Brand Equity	—	0.378	—	Partial Mediation
MOSR → Stakeholder Trust → Desirable Stakeholder Behaviors	—	0.274	—	Partial Mediation

**Direct Effects:** Market-oriented social responsibility significantly impacts both brand equity (T-value = 7.132;  $\beta$  = 0.314) and desirable stakeholder behaviors (T-value = 11.289;  $\beta$  = 0.468).

**Mediation Effects:** Stakeholder trust mediates the relationship between MOSR and brand equity (indirect effect = 0.378) and between MOSR and desirable stakeholder behaviors (indirect effect = 0.274).

#### 4 Discussion and Conclusion

The findings of this study offer significant insights into the role of market-oriented social responsibility (MOSR) in the mining sector, especially its impact on stakeholder trust, brand equity, and sustainable development. The results indicate that MOSR significantly contributes to enhancing brand equity through fostering trust among stakeholders, which subsequently leads to more favorable stakeholder behaviors such as advocacy and loyalty. This aligns with previous research showing that CSR initiatives can positively impact brand perceptions, with trust acting as a critical mediator in this process (Fatma, Rahman, & Khan, 2015; Ebrahim, 2020). Moreover, the results suggest that while the dimensions of MOSR—economic, environmental, and social—individually contribute to enhancing trust and brand equity, the overall effect is stronger when these dimensions are integrated in a holistic and market-oriented manner.

A key finding of this study is that stakeholder trust mediates the relationship between MOSR and brand equity. This outcome supports the work of Ghayour et al. (2019) and Fatma et al. (2015), who emphasize the central role of trust in determining the effectiveness of CSR strategies in building brand equity (Fatma et al., 2015; Ghayour et al., 2019). Trust in the mining sector is particularly critical, as mining operations are often associated with negative environmental and social impacts. Previous studies have shown that, in such industries, CSR activities are essential for counteracting these negative perceptions and improving public confidence (Boudlaie et al., 2021). In this study, respondents indicated a higher level of brand trust in

companies that integrated social responsibility initiatives with market-driven strategies, demonstrating that transparent communication and active community engagement significantly influence perceptions of trustworthiness.

This finding is consistent with the work of Hussain et al. (2020), who argue that brand trust can play a pivotal role in driving consumer loyalty and improving brand equity in industries with significant public scrutiny. Trust is often seen as a foundational element in customer relationships, and when consumers or other stakeholders perceive companies as socially responsible, they are more likely to develop loyalty and positive attitudes toward the brand (Fatma et al., 2015). In the mining sector, where long-term stakeholder relationships are necessary for maintaining a “social license to operate,” the trust that emerges from MOSR initiatives can significantly enhance brand loyalty, creating a competitive advantage.

The study also found that the economic, environmental, and social dimensions of MOSR have significant and distinct impacts on stakeholder trust and brand equity. The economic dimension of MOSR, which includes factors such as fair economic returns and the responsible use of resources, was found to have the strongest impact on brand equity. This is in line with the study by Jha and Rangarajan (2020), which suggests that economic performance plays a central role in shaping brand perceptions (Jha & Rangarajan, 2020), particularly in resource-intensive industries like mining. Mining companies that demonstrate financial viability while adhering to ethical practices tend to build more resilient brand equity. This highlights the growing demand for companies in natural resource sectors to demonstrate responsible business practices, balancing profitability with social and environmental responsibilities.

The environmental dimension of MOSR, which focuses on reducing ecological footprints, was also found to have a strong impact on brand equity. Mining operations are frequently criticized for their adverse environmental consequences, such as habitat destruction and pollution (Zollo et al., 2020). Therefore, companies that actively engage in sustainable practices, such as waste management,

emission reductions, and environmental restoration, are better positioned to enhance their reputation and brand equity. This is consistent with the findings of Velte (2020), who emphasizes that environmental responsibility, especially in industries with substantial environmental footprints, contributes significantly to stakeholder perceptions and brand equity (Velte, 2020).

The social dimension of MOSR, which involves fostering positive community relations, improving employee welfare, and contributing to local development, also plays a crucial role. However, its effect on brand equity was somewhat less pronounced than that of the economic and environmental dimensions. This result aligns with the research of Boudlaie et al. (2021), which indicates that while social responsibility is important, its influence on brand equity can be overshadowed by economic and environmental concerns in industries like mining (Boudlaie et al., 2021). However, when integrated with other aspects of MOSR, the social dimension contributes to a holistic corporate image, reinforcing stakeholder trust and enhancing brand value.

The relationship between MOSR and sustainable development was another key finding in this study. The results suggest that integrating MOSR into mining companies' strategies not only enhances brand equity but also contributes to sustainable development goals. This aligns with the findings of Abdi et al. (2019), who argue that sustainability reporting is crucial for demonstrating a company's commitment to responsible resource management and social development (Abdi et al., 2019). By adopting MOSR strategies, mining companies can contribute to both economic growth and environmental stewardship, fostering long-term sustainability.

Sustainable development in mining requires a balance between exploiting natural resources and ensuring that such exploitation does not undermine the future availability of these resources. The integration of MOSR in the mining sector, particularly through transparent sustainability reporting and community engagement, allows companies to create a positive social impact while simultaneously benefiting from a stronger brand image. This finding aligns with the work of Hussain et al. (2020), who emphasize the importance of sustainable brand equity and the role of innovative marketing strategies in driving sustainable competitive advantage (Hussain et al., 2020).

While this study provides valuable insights into the impact of MOSR on stakeholder trust and brand equity in the mining sector, several limitations must be acknowledged. First, the study was cross-sectional in nature, meaning that it

only captured a snapshot of stakeholder perceptions at a single point in time. This limits the ability to draw conclusions about the long-term effects of MOSR on brand equity and stakeholder trust. Longitudinal studies would be beneficial in exploring how MOSR strategies impact brand equity over time, particularly as mining companies continue to adapt to evolving market and regulatory demands.

Second, the sample used in this study was limited to stakeholders who were already familiar with or engaged with the mining industry. This may have introduced a bias in the results, as stakeholders with direct exposure to mining operations may hold different views from the general public or those with limited knowledge of the sector. Future studies could expand the sample to include a broader range of stakeholders, including consumers who are not directly connected to the mining industry, to gain a more comprehensive understanding of the relationship between MOSR and brand equity.

Third, the study focused on a specific geographic region, which may limit the generalizability of the findings to other areas with different mining practices, regulatory environments, or stakeholder dynamics. Mining is a global industry, and the impacts of MOSR may vary significantly depending on regional factors, such as local government policies, community expectations, and environmental challenges. Comparative studies across different regions or countries would help to better understand the context-specific factors that influence the effectiveness of MOSR in enhancing brand equity and stakeholder trust.

Future research could explore the long-term effects of MOSR on brand equity by conducting longitudinal studies that track changes in stakeholder perceptions and brand reputation over time. Such studies could provide valuable insights into how MOSR initiatives evolve and their lasting impact on brand equity, particularly in industries with high levels of scrutiny like mining. Additionally, comparative studies across different sectors, such as the oil and gas industry or the fashion industry, could reveal whether the dynamics of MOSR and its impact on brand equity are similar across industries or if they differ based on sector-specific factors.

Another area for future research is the role of digital and social media in shaping the relationship between MOSR and stakeholder trust. The rapid growth of digital platforms has changed how consumers and other stakeholders engage with brands, and social media plays a pivotal role in disseminating information about corporate practices. Investigating how digital content marketing, social media

engagement, and online sustainability reporting influence stakeholder trust and brand equity in the context of MOSR could provide deeper insights into modern marketing strategies and their effectiveness in the mining sector.

Finally, future research could focus on the role of investor perceptions in shaping the integration of MOSR in mining companies. Given the increasing emphasis on sustainable finance and ESG (Environmental, Social, and Governance) criteria, it would be valuable to examine how investor attitudes towards CSR influence the implementation of MOSR strategies in the mining sector. Exploring the link between sustainable investment and MOSR could shed light on the broader economic implications of adopting socially responsible business practices in resource extraction industries.

For mining companies, this study suggests several practical recommendations to effectively integrate MOSR into their operations. First, companies should prioritize transparency and stakeholder engagement in their MOSR initiatives. Regular communication with local communities, environmental groups, and regulatory bodies can help to build trust and foster positive relationships. Additionally, mining companies should ensure that their CSR initiatives align with the values and expectations of their stakeholders, particularly with regard to environmental protection and community welfare. By doing so, they can enhance their reputation and build a stronger brand image.

Second, mining companies should focus on integrating all three dimensions of MOSR—economic, environmental, and social—into their long-term strategies. This holistic approach will not only improve brand equity but also ensure that mining operations contribute to sustainable development. For example, companies can adopt innovative technologies that reduce environmental impact while enhancing profitability. Similarly, investing in community development projects can improve social relations and support local economies, contributing to long-term social license to operate.

Finally, companies should invest in effective sustainability reporting to showcase their commitment to responsible practices. This can include both traditional forms of reporting and the use of digital platforms and social media to communicate their CSR efforts. By leveraging these tools, mining companies can strengthen their brand equity, improve stakeholder trust, and align their operations with the growing demand for sustainability in the global marketplace.

#### Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

#### Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

#### Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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#### Declaration of Interest

The authors report no conflict of interest.

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#### Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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