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The impact of CSR in building a Brand: Intermediate Mechanisms of Employee Psychology

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ABSTRACT
Organizations often prioritize marketing strategies centered on CSR activities for customer perception and brand success. However, they frequently overlook the crucial role of employees in shaping brand image. Employees, especially those in customer-facing roles, bridge the connection between the company and its customers, influencing customer satisfaction and brand perception. When employees are actively involved and in sync with the values of the brand, they become more effective brand ambassadors. Neglecting this Employee-Based Brand Equity (EBBE) can hinder overall brand growth. To enhance brand equity, it's vital to garner employee support through internal branding efforts. Understanding the relationship between internal brand knowledge, psychological ownership, and corporate social responsibility is pivotal for successful brand building in today's evolving marketing landscape. The study employed SmartPLS to find the strength of relationships between Corporate Social Responsibility, psychological ownership and employee-based brand equity with the moderation of Internal brand knowledge. Results indicate that mediation of Psychological Ownership further enhances the connection between Corporate Social responsibility and the employee-based brand equity.

Keywords: Psychological ownership, corporate social responsibility, Employee based brand equity, Internal brand knowledge

1. Introduction

Organizations focus extensively on their marketing strategies focusing on CSR activities and these efforts are often targeted only on the customers. It is common knowledge that customer perception and attitude towards a brand can directly impact its success. Thus, companies need to focus on customers using external marketing and promotional campaigns to build a robust

Customer-Based Brand Equity (CBBE). However, there is another "market" that is just as significant for building a brand but is often neglected by companies that are of the employees.

Employees, particularly those engaged in direct customer interactions, serve as the crucial connection between a company and its clientele. They are directly in charge of conveying to consumers the brand experience and values (Iglesias et al., 2011; Sirianni et al., 2013). When employees don't understand the brand or feel disengaged from it, they find it harder to convince customers and meet their expectations. Their drive to exert more effort and their dedication to the brand intensify when they have faith in the brand and its mission. Therefore, it is crucial to sell your brand to your employees before you sell it to your customers. Additionally, employees can also act as consumers of the brand (Abston & Kupritz, 2011), and contribute to shaping the brand perception by endorsing it to friends and family members via casual verbal communication.

Morhart et al. (2009) and King et al. (2012) noted that the employee attitude and behavior result in employee-based brand equity which in turn benefits the organization by improving customer-based brand equity. Despite this, many companies still neglect the impact of EBBE and do not invest enough in employee development and internal marketing. This could be due to several reasons like lack of awareness/ understanding about these concepts, short-sighted strategic focus, resistance to change, etc. Changing market trends and consumer needs warrant brand equity research from an employee perspective to re-evaluate existing brand-building and marketing strategies. The existing research has focused on impact of various variables like internal branding, employee tenure, brand knowledge, brand empowerment, etc., and the relationships between them. For this research, we studied the connection between corporate social responsibility, internal brand knowledge, psychological ownership, and employee-based brand equity. This study aims to conduct study and

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analyse the factors that influence employees to exhibit positive work–related behaviors, which consequently adds to brand equity.

Kádeková et al. (2020) state that incorporating corporate social responsibility (CSR) into a company's strategy has become increasingly significant. Therefore, this study attempts to address the gap in existing knowledge about how CSR affects employee-based brand equity.

Understanding the connections between Corporate Social Responsibility (CSR), Psychological Ownership (PO), and Employee Brand Building Equity (EBBE) is crucial for effectively constructing a brand in the current dynamic marketing environment.

The objective of our research is to determine the degree to which Employee Brand Building Equity (EBBE), Psychological Ownership (PO), and Corporate Social Responsibility (CSR) are associated with one another with the moderation of Internal Brand Knowledge (IBK).

This study focuses on first the internal aspects of the company and how they are impacting the brand-building equity rather than focusing on extensively done research on external stakeholders like customers.

This study focuses on the employer side of the marketing strategy that helps in building the employee-based brand through the interactions between the role of corporate social responsibility strategies of the company, and psychological ownership of the employee through the moderating role of the internal brand knowledge of the employee.

2. Literature Review and hypothesis development

Corporate Social Responsibility (CSR)

Corporate social responsibility according to Matten & Moon (2008) refers to "policies and practices of corporations that reflect business responsibility for some of the wider societal good". Corporate Social Responsibility (CSR), employed by enterprises to achieve their organizational objectives, has been examined across four key dimensions: economic, legal, ethical, and volunteering (Carroll, 1991). Corporate social responsibility (CSR) initiatives serve as a guiding force for businesses to self-regulate, striking a harmonious balance between addressing societal and environmental issues while ensuring profitability. Many organizations leverage CSR to cultivate positive associations with their brands, thereby enhancing consumer brand awareness and playing a pivotal role in brand evaluation. Engaging in socially responsible actions not only cultivates goodwill among consumers but also piques the interest of employees in the brand's perception. These perceptions serve as evaluations of the company's credibility, the efficacy of which hinges on its CSR endeavors, significant programs, and the brand positioning crafted through advertising efforts. Ultimately, CSR initiatives contribute to enhancing a brand's equity and reputation (Vuong & Bui, 2023). While CSR literature in the marketing domain has extensive studies regarding customer perspective, there is a dearth of research when it comes to studies on CSR in terms of employee perspective. Employees are established to be key stakeholders along with the shareholders when it comes to discussion on CSR initiation and implementation (Donaldson & Preston, 1995). Therefore, it is crucial to look at the role and relationship of CSR and other factors in building employeebased brand equity.

Employee Based Brand Equity (EBBE)

Organizations and scholars have actively started focusing on practice of brand management since their realization of how brands can be one vital and significant intangible asset for the company (Keller & Lehmann, 2006). Brands provide financial and psychological benefits for the consumer and are value generators for the business.

At first, brand equity studies focused solely on the financial and consumer aspects. Papasolomou & Vrontis (2006) suggest that the existing literature majorly defines brand equity from a consumer perspective in terms of brand loyalty, brand awareness, perceived quality, and positive brand associations. However, with the changing market scenarios inside-out marketing is getting more focus than external marketing, Organizations have realized this and now recognize their employees as "Internal Customers". Internal marketing to the employees is crucial to maintain a favourable organizational image leading to better recruitment and stronger organizational citizenship (Lievens & Slaughter, 2016). King et al. (2012) define EBBE as "the differential effect that brand knowledge has on an employee's response to internal brand management". Balmer (2001) suggests that for a brand to become differentiated and successful, complete commitment from all employees of the company is imperative. Numerous organizations are presently urging their staff to serve as brand ambassadors, recognizing their pivotal role in the brand development journey (de Chernatony et al., 2006). Through interactions with customers and service encounters, employees have been crucial in communicating and strengthening the brand positioning and value proposition over the years (Sirianni et al., 2013).

The service-profit chain, developed by Heskett (2001), demonstrates how internal support services lead to employee/ customer satisfaction and loyalty which results in better business growth and profits. This clearly shows that satisfied,

engaged and loyal employees contribute more towards organizational productivity and profit maximization. Further elaboration on this concept can help in learning how employees contribute to the development of brand equity.

Over the past decade, various definitions, frameworks and models have been presented to understand EBBE but this concept is still relatively unexplored. The study's objective was to enhance the comprehensive understanding of brand equity by expanding its scope within the company. Considering the evolving understanding of brand equity and the increasing significance of employees in shaping a brand, Employee-Based Brand Equity (EBBE) is taken as the primary variable of interest for our research.

Psychological Ownership (PO)

The term "psychological ownership" describes the sense of ownership or stake that one has in a brand or organization because of one's commitment and contribution to the company (Kumar, 2022; Chang, 2012). Psychological ownership makes individuals feel like the performance of the company reflects upon their identity as they have a personal stake in the performance (Pierce et al., 2001). It can enhance employee productivity and often arises from learning about a company while also investing effort, interest, or time in it. PO can significantly benefit the company by improving employee loyalty and motivation.

Several existing studies have explored the connection between psychological ownership and other desirable employee behaviors (Van Dyne & Pierce, 2004). Studies have also highlighted the association between PO and job satisfaction, employee productivity, organizational commitment and other employee outcomes (McLean Parks et al., 2010; Mayhew et al., 2007).

According to Pierce (2001), an individual's desire for ownership comes from 3 factors: efficacy, self-identity, security and belongingness. Elements fostering the emergence of PO include regulation, personal commitment, and deep understanding of the subject. Efficacy is associated with the desire for control and refers to the ability to change the outcome or influence a result through your actions. The feeling of self-identity also impacts PO by combining the employee's sense of self with their job or organization. When employees feel that they belong in their organization or job, they are also more likely to develop psychological ownership.

CSR and PO

Recent studies have focussed on Corporate Social Responsibility (CSR) impact on employees' psychology, along with its ramifications for employee performance and attitudes (Özcan & Elçi, 2020). These investigations have assessed how signals derived from a company's CSR activities affect its appeal to job seekers and prospective employees.

While CSR and Employee satisfaction studies have recorded and shown a positive impact, there is a lack of how it is impacted and how employee brand building is done through CSR and Psychological Ownership. Relationships between the organization and their employer can relate to the four basic psychological needs: security, self-worth, belongingness, and a purposeful life may be impacted by corporate social responsibility (Benraïss-Noailles & Viot, 2020). Viewing themselves as part of a socially responsible entity could potentially strengthen employees' sense of ownership within the organization (Korschun et al., 2014). It can be inferred that the recognition of corporate social responsibility enhances employees' sense of psychological ownership towards the organization.

H1: Corporate Social Responsibility (CSR) has positive relations with Physiological

Ownership (PO)

PO and EBBE

When employees feel a psychological ownership towards the brand, they think of it as their own and thus become more involved and connected with it (Lashley, 1999). It makes them feel that they succeed if the brand grows and so they contribute more to the organization (e.g. through volunteering) even without getting any direct monetary benefits. PO can be promoted in employees by allowing autonomy in work and decision-making (Dawkins et al., 2015). It can also be increased by formal ownership of shares/ profits in the company.

According to Patwardhan & Balasubramanian (2011), employee emotional attachment is vital for the brand equity process and a higher emotional attachment to the organization prompts an improved perception of brand equity for the employees.

H2: Psychological Ownership (PO) will positively affect Employee Based Brand Equity

(EBBE)

CSR and EBBE

Vallaster & Lindgreen (2011) suggest that employees' engagement in brand-building strategies plays an important role in a firm's success. Wang et al. (2021) suggest that through promotion of knowledge and integrity assessments can improve employees' comprehension of corporate social responsibility (CSR) efforts, which will ultimately increase their

trust in the organization. As a result, business engagement in CSR initiatives amplifies their brands' prestige, ultimately yielding superior economic outcomes. Furthermore, organizational awareness stemming from involvement in CSR programs affects both employee engagement and enterprise outcomes (Gürlek & Tuna, 2019). A higher employee engagement would result in more brand awareness and better brand image projection. They will be more open to new roles and responsibilities; increased commitment towards the brand will also improve overall employee performance. Therefore, we propose that,

H3: Corporate Social Responsibility has positive relations with Employee Based Brand

Equity (EBBE)

Mediating Role of PO on CSR and EBBE

From an employee-centric viewpoint, increased participation of employees in CSR initiatives correlates with heightened levels of organizational-based psychological ownership among them, potentially leading to increased engagement within the organization (Yan & Xiao, 2021). Engaging in CSR initiatives such as community outreach programs, volunteering services, and the planning and executing CSR activities can infuse significance into employees' roles, foster trust, and cultivate a sense of belonging within the organization. These endeavours offer employees opportunities to positively impact society, thereby contributing to the betterment of both people and communities (Grant, 2007). We learned that once the employees feel the organization is taking care of all stakeholders' interests, they associate themselves with the organization (Korschun et al., 2014). Therefore, once the perceived psychological needs are fulfilled, employees will be more dedicated to their work, more open to take new roles and responsibility (Dai et al., 2020), will try to stay longer with the organization and eventually create brand equity for the customers.

Following the preceding conversation, we outline the hypotheses for the study as follows.

H4: Psychological ownership (PO) will positively impact the role of Corporate Social

Responsibility on Employee Based Brand Equity (EBBE)

Internal Brand Knowledge (IBK)

Internal Brand Knowledge refers to how well employees grasp the distinctive brand identity, are acquainted with its values, and understand the brand's commitments to its customers (Löhndorf & Diamantopoulos, 2014). Employees need to have high brand knowledge and a good understanding of their tasks and roles. They are observed to be more motivated when the ambiguity is reduced, and they understand how to contribute to the organization (Babin & Boles, 1996). Additionally, it ensures that every employee knows the brand and product well enough to persuade consumers without making false claims or giving misleading information. Procedural or explicit knowledge can be easily passed on to employees using internal communications and marketing procedures. But apart from this, brand knowledge can also include certain subjective aspects that are relatively difficult to communicate (King, 2012). Regular internal communication through training, seminars, handbooks, employee briefings and internal marketing campaigns (much like external campaigns) can be used to improve internal brand knowledge. This should be done across both horizontal and vertical levels to incorporate inputs from various departments while designing external marketing communications.

Foster et. al. (2010) state that the core principle of internal branding is to motivate employees to stick to the brand's promises by educating them about its values. Internal branding is critical for functionalizing brand orientation and is a valuable tool for developing strong brands

(Santos-Vijande et al., 2013). A study by Bansal & Voyer (2000) found that Internal Brand Knowledge increases the employee's confidence to influence service purchase decisions by recommending their company's product. According to Matanda & Ndubisi (2013), internal branding was also found to have a positive relationship with employees' perceptions of personorganization fit and intention to stay with the company.

It ensures employees are aligned and dedicated to the company's vision and values. It engages employees and improves customer relationships at every touchpoint by providing consistent customer experience, especially during employee

interaction. IBK makes it possible for employees to comprehend their responsibilities and roles in keeping the brand promise to consumers (Biedenbach & Manzhynski, 2016; King & Grace, 2008).

Moderating Role of Internal Brand Knowledge on Corporate Social Responsibility

Understanding the firm's corporate CSR brand position through Internal Brand Knowledge can aid employees and facilitate internal brand alignment (Carlini & Grace, 2021). Recent research has underscored the significance of consistency between words and actions for incumbent employees, as stakeholders evaluate CSR communications based on sincerity (Tsarenko & Tojib, 2015) and the underlying motivation, whether it's responsibility-driven or focused on profit and reputation enhancement (Dunn & Harness, 2019). Therefore, depending on the level of internal information dissemination, employees can decide whether their association with the organization is positive or negative through the

internal and external Corporate Social Responsibility response of the organization. The CSR perception based on the internal brand knowledge will lead to positive or negative perceived psychological ownership among employees. Based on this knowledge, we propose that

H4: Internal Brand Knowledge (IBK) moderates the relationship between Corporate

Social Responsibility (CSR) and Psychological Ownership (PO)

Moderating Role of Internal Brand Knowledge on Psychological Ownership

Belk (1988) states that possessions influence people's identities and form an essential aspect of their extended selves, but Psychological Ownership can still be developed despite the lack of legal ownership (Rousseau & Shperling, 2003). Psychological ownership can help employees develop a sense of pride, optimism, and a sense of belonging towards an organization (Van Dyne & Pierce, 2004). Thus, having the internal information of the brand, be it positive or negative, can impact the kind of thinking the employee develops and associates with the brand, which can affect the employee's work attitude and retention with the organization. Internal brand knowledge helps build positive or negative brand equity among the employees. Looking at the relationship, we hypothesize that:

H5: Internal Brand Knowledge moderates the relationship between Psychological Ownership (PO) and Employee Based Brand Equity (EBBE)

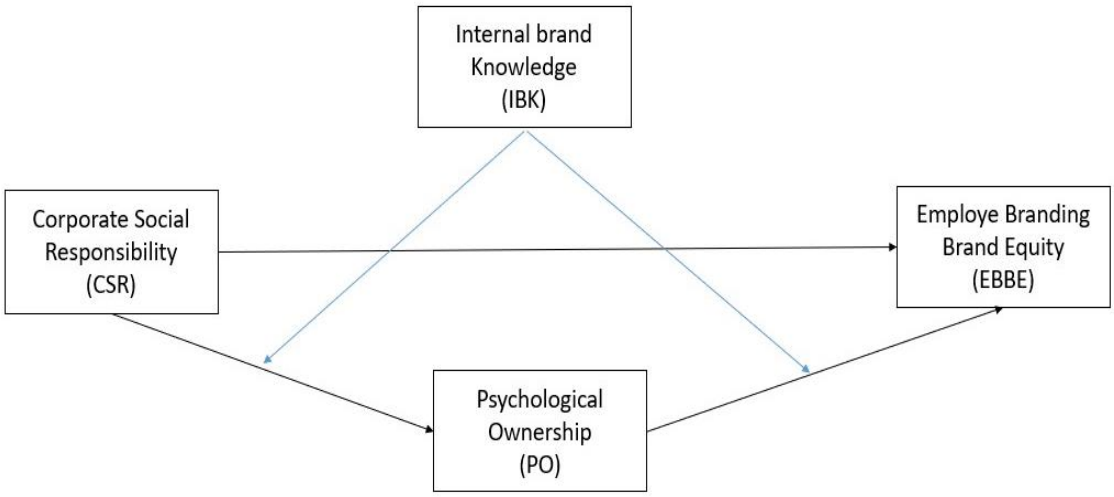

Fig. 1. Theoretical Model

3. Methodology

To test our hypothesis, we gathered primary data through online questionnaire survey to examine the factors examine the factors influencing Employee-Based Brand Equity (EBBE) in accordance with the theoretical model developed. Statistical analysis and hypothesis testing were carried out using SmartPLS software. A sample of 302 respondents, representing employees in various roles within private firms in India, was randomly selected. This choice was motivated by the prevalent negative brand perception of employees in the Indian private sector, as perceived by both customers and employees. Responses were obtained through a Likert scale (1-5) for all constructs and dimensions related to Corporate Social Responsibility (CSR), Employee-Based Brand Equity (EBBE), Psychological Ownership (PO), and Internal Brand Knowledge (IBK).

3.1 Structured Equation Modeling (SEM)

To investigate the structural links between measured variables and latent constructs, structural equation modeling, or SEM, uses a multivariate statistical analysis approach. Researchers favor this method because it can estimate multiple and interconnected dependencies within a single analysis.

3.2 Measures

Corporate Social Responsibility (CSR)

A 9-item scale was adopted from Özcan & Elçi (2020) to measure CSR. "Our company tries to contribute to organizations and projects that will contribute to society" example of the item.
Cronbach's alpha for the construct is 0.853.

Psychological Ownership (PO)

For assessing psychological ownership, a 7-item scale developed by Olckers & Du Plessis (2012) and Avery et al. (2009) was used. One sample item from the scale is "I feel that I am praised when my organization is praised" The Cronbach alpha for the construct is 0.854.

Employee Based Brand Equity (EBBE)

To measure EBBE, a 5-item scale was used (Arnette et al., 2003; Lohndorf & Diamantopoulos, 2014). "I feel that my organization has a good reputation" is an example of an item. The Cronbach alpha for the EBBE construct is 0.874.

Internal Brand knowledge

IBK is measured by Baungarth & Schmidt (2010) and Piehler et al. (2016) on a 7-item scale. "Employees are regularly informed and educated about all the activities and CSR initiatives offered by our organization" is an example of an item. Cronbach alpha reliability for this construct is 0.93.

4. Results

4.1 Measurement Model

For Average Variance Extracted (AVE), we followed Fornell and Larcker (1981), which specifies the cutoff for extracted AVE (AVE ≥ 0.50) and composite reliability (CR > 0.70). Table 1 shows that the Average Variance Extracted (AVE) of all constructs except CSR is above 0.5 while the Composite Reliability (CR) values are all above the range of 0.8. The AVE for CSR is 0.493, but the composite reliability is greater than 0.8, thus satisfying the FornellLarcker criteria. Further, all the Hetero-trait Mono-Trait ratios were less than 0.9, satisfying the discriminant validity cutoffs (Hair et al., 2018).
We considered Podsakoff et al. (2003) for checking the common method bias using Harman's Single factor analysis. 33% of the total variance was under the 50% threshold (Mattila & Enz, 2002). Thus, we concluded that our study is free from common-method bias. **Table 1.** Descriptive Statistics

Constructs	**Items**	**Mean (S.D.)**	**Cronbach's Alpha α ≥ 0.70**	**Composite Reliability C.R.**	**AVE**	**Hetero-trait Mono-Trait Ratio**		
CSR	9	4.0306 (0.5999)	0.853	0.884	0.493			
EBBE	5	3.9286 (0.8027)	0.763	0.841	0.527	0.113		
PO	7	4.2857 (0.82487)	0.854	0.896	0.576	0.145	0.043	

IBK	7	3.8878 (0.94031)	0.874	0.888	0.531	0.091	0.008	0.073

4.2 Hypotheses Testing

The standardized regression values determined by the structural model are shown in Table 2.
For accessing the upper and lower boundary, we compute the model's path coefficients using 5000 bootstrapped samples and a 95% confidence interval.

Table 2. Result of Hypothesis testing

Relations (Hypotheses)	**Standardized Estimate (SE)**	**β**	***P value***	**LLCI**	**ULCI**
Direct Effect					
CSR→ EBBE	0.281	0.081	0.001	0.114	0.432
CSR→PO	0.696	0.056	0.000	0.579	0.8
PO → EBBE	0.717	0.068	0.000	0.584	0.849
Indirect Effect					
CSR→PO → EBBE	0.499	0.06	0.000	0.395	0.632
Total Effect					
CSR → EBBE	0.78	0.053	0.000	0.659	0.87
Moderating effect					
CSR x IBK →PO	0.23		0.575		
PO x IBK → EBBE	0.09		0.638		

The results revealed that CSR positively impacts the EBBE as the (β=0.281, p=0.001) and psychological ownership PO (β=0.696, p=0.000), supporting hypothesis 1 and hypothesis 2. It can also be noted that psychological ownership positively impacts the employee brand-building equity as PO (β=0.717, p=0.000); therefore, H3 is also accepted. In the table, it can also be seen that the indirect effect of psychological ownership on EBBE through CSR is significant (β=0.499, p=0.000, LL=0.395, UL=0.632), supporting hypothesis H4.

The total effect of CSR on EBBE is (β=0.78, p=0.000, LL=0.659, UL=0.87) significant, thus supporting our hypothesis that the mediation effect of Psychological Ownership makes the effect size stronger than the indirect or direct effects. Moderation effect on Internal Brand knowledge between CSR and PO and PO and IBK was found to be insignificant (p>0.05). Thus, H5 are H6 are not supported respectively.

The standardized root mean square residual (SRMR) value should be close to zero for a perfect fit and allowed to be less than 0.08 for an acceptable fit to assess the goodness of fit of the model. Our model's SRMR value is 0.064, which suggests a good fit (Hugh & Bentler, 1998).

5. Discussion

Through this study, it can be inferred that Employee Based Brand Equity has a positive relationship with Corporate Social Responsibility and Psychological Ownership, respectively. Also, the relationship between Corporate Social responsibility and Employee-based brand equity is partially mediated by psychological ownership. Thus, a positive perception of CSR directly increases employee based brand equity and positively impacts psychological ownership, which, in turn, further increases EBBE.

Therefore, we conclude from our analysis that the perceived CSR activities help in building employee based brand equity. It can be noted that psychological ownership partially mediates the indirect link between CSR and EBBE.

5.1 Theoretical contributions

Corporate Social Responsibility (CSR), when integrated into an employer's brand, enhances the perceived sincerity of the organization, leading to anticipated pride and increased social and reputational value (Carlini et al., 2019). The heightened perception of CSR is associated with a greater sense of psychological ownership (PO) wherein PO mediates between the CSR and Employer Brand, with the indirect impact of CSR on PO being notably stronger on the Employer Brand. Employees feel a connection and consideration for an employer's brand actively involved in CSR activities, positively influencing the creation of the Employer Brand. Engaged employees who possess a robust psychological ownership of the brand and their job, and a positive perception of CSR are likelier to become brand ambassadors. According to Farooq et al. (2014), the positive effect of corporate social responsibility (CSR) on psychological ownership

suggests that CSR initiatives about environmental preservation, improving the lives of future generations, supporting non-governmental organizations in underprivileged areas, and generally pursuing societal welfare initiatives elicit positive responses from individuals who are directly involved in the organization as well as those who are connected to it indirectly.

This research builds on and strengthens the existing understanding of brand equity and corporate social responsibility (CSR), by examining the relationship between CSR and EBBE. On the basis of Social Identity theory, organizations that display more concern for the internal and external stakeholders, society, economy, environment, government and NGOs make employees feel proud and provide a sense of belongingness and loyalty towards the organization. This further supports our finding that CSR increases the EBBE through increased Psychological Ownership.

Through developing and testing mediation and moderation mechanisms, this research advances the existing literature and bridges the gap by looking for associations and analyzing the connection between CSR, PO IBK, and EBBE. In developing countries and specifically in India where CSR is mandated, it becomes vital to understand how the communication and positive perception of CSR activities can impact employee-level outcomes.

5.2 Practical Implications

This research is significant for managers; retaining and engaging employees is one of the biggest challenges that organizations face these days. Incorporating CSR initiatives in day-today activities can help engage employees and help them align with the organization's vision and values. It will also help in attracting new talents and creating employee initiatives, training, and development programs (Morgeson et al., 2013). A highly engaged employee will also be more likely to be around the company for a longer period, thus increasing the retention rate and reducing the cost of recruitment, selection, training, and development processes. The present study can help organizations shape their brand image and develop positive associations among customers. Empolyee based brand equity can also help effectively communicate brand values to the customers, creating and building trust related to the brand.

In today's world, where job migration is at its peak, creating strong psychological ownership towards the brand will make employees highly engaged, and a positive perception of CSR can further aid and direct them to become brand ambassadors of the organization. With the increase of Social Media Applications, Artificial Intelligence, and machine-generated data in seconds, getting genuine candidates for the job has become tricky. An employee's psychological ownership of the previous brand can also be a perk when it comes to selecting candidates for hiring as it implies that the person genuinely cared and worked towards the previous organization's mission and vision. Getting referrals from previous employers will be easy and the referrals will be genuine and reliable. Thus, the process of recruitment and selection can be more effective and time-saving by assessing the candidate's work ethic, conduct etc. through genuine referrals.

Through CSR activities, managers can help disengaged employees build a connection with the organization that can indirectly improve their work engagement, trust, and connection with other employees. This will help in improving employee performance and contribute to the organization's overall growth. Creating and building EBBE will also help organizations take care of the interests of all the stakeholders: internal shareholders, employees, external stakeholders, customers, government, and society. The environmental and societal benefits of this study can be looked at in terms of the economic performance and the activities done by organizations through CSR activities for the social, economic, and environmental protection and upliftment. Organizations should carry out CSR programs that align with the objectives of their employee goals. Employees must be viewed as the organization's core if the firm is to meet its social and ethical responsibilities.

6. Limitations and Future Research Direction

There are some limitations to the study despite having many theoretical and practical implications. This study used cross-sectional data for analysis, which was limited to a few companies and taken at one particular time. Longitudinal or Experimental research can provide more insight into the exact relationships and explain more about interactions between the same constructs. Secondly, more variables like employee work engagement, self-efficacy, etc. can be added to the framework, and the interactions can be studied. While this study is done in the Indian context, for the future a cross-cultural comparison between India and other developing countries can be taken to find out for more generalizability.

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