



مجلة التجارة والتمويل

[/https://caf.journals.ekb.eg](https://caf.journals.ekb.eg)

كلية التجارة – جامعة طنطا

العدد : الأول

مارس ٢٠٢٣

**“The Impact of Corporate Identity on Corporate
Social Responsibility: The Mediating Role of Green
Human Resources Management Practices**

“An empirical study on telecommunication companies in Egypt”

Mohamed Rabie Zanaty Aly

Prof. Dr. of Human resource Management- Faculty of
Commerce – Tanta University

Samar Ahmed Alaa Eldin Eltanbouly

Teaching Assistant in Business Administration – Faculty of
Commerce – Damanhur University

Reham Shawky Ebrahim

Assoc. Prof. Dr. of Business Administration – Faculty of
Commerce – Tanta University

Abstract

The current study examines the mediation effect of green human resources management between corporate identity and corporate social responsibility. The study was applied on 328 employees of multiple managerial levels working in telecommunication companies in Alexandria. A structural equation modeling was used for testing the study hypotheses. The findings confirm that green human resources management is mediating the effect of corporate identity on corporate social responsibility. In addition, the findings supported the direct positive significant effect of corporate identity on green human resources and on corporate social responsibility. Moreover, the study supported the positive effect of green human resource management on corporate social responsibility.

مستخلص الدراسة

تهدف الدراسة الحالية إلى اختبار الدور الوسيط للممارسات الخضراء لإدارة الموارد البشرية في العلاقة التأثيرية ما بين هوية المنظمة والمسئولية الاجتماعية للمنظمة. وقد تم تطبيق هذه الدراسة على ٣٢٨ موظفاً من المستويات الإدارية المختلفة الذين يعملون لدى شركات الاتصالات في الاسكندرية. ولقد تم استخدام تحليل نموذج المعادلات الهيكلية كتحليل إحصائي لاختبار فروض هذه الدراسة. ولقد توصلت الدراسة إلى وجود دور وسيط للممارسات الخضراء لإدارة الموارد البشرية في العلاقة التأثيرية ما بين هوية المنظمة والمسئولية الاجتماعية للمنظمة. كما توصلت الدراسة الحالية إلى وجود أثر إيجابي معنوي مباشر لهوية المنظمة على ممارسات إدارة الموارد البشرية الخضراء وعلى المسئولية الاجتماعية للمنظمة. ولقد أيدت الدراسة أيضاً التأثير الإيجابي للممارسات الخضراء لإدارة الموارد البشرية على المسئولية الاجتماعية للمنظمة.

Keywords

Corporate Identity, Corporate Social Responsibility, Green Human Resources Management, Structural Equation Modeling, Telecommunication companies

1. Introduction

Corporate identity (CI) is all about what the company is, what it does, how it does it, and what it is working toward becoming. CI considers internal and external stakeholders and communicate to them organizational purposes and its business performance (Abratt & Kleyn, 2012; Foroudi et al., 2019). Research considers CI to be a key issue and an exclusive trait of any company that incorporates all corporate communication, design, culture, behavior, structure, industry, and strategy. Therefore, CI plays a crucial role for any company by differentiating it among other companies and identifying it among its stakeholders (Porter & Kramer, 2006) and there is still recent support for this concept (Balmer & Podnar, 2021).

Furthermore, CSR behavior was perceived as the company's ethical obligation and responsibility toward stakeholders regarding its service, business process, and its effects on the society (Turner et al., 2019). The importance of studying the effect of CI on CSR is derived from understanding the strategic mechanism that connects corporate internal vision (resembled in corporate consistent communication of its mission and visual identity) with CSR to core business objectives and operations. This understanding is fundamental for providing more adequacy and continuity for CSR practices. Lately, academician and practitioners focus on how to apply or diversify CSR practices and initiatives for more society welfare and public support (Aguinis & Glavas, 2019; Afridi et al., 2020). Therefore, the wise linkage between CI and CSR is crucial and needs to be further investigated for both corporate and society favor (Yuan et al., 2020).

Research support that HRM plays a vital role for corporations not only in achieving CSR goals but also to expand employees' capabilities and motivations to attain sustainable results. One of recent trends in HRM is Green Human Resources Management (GHRM). GHRM refers to applying green strategies and environmental care in organizational decisions through the HRM system of companies (Mousa & Othman, 2020). Besides, researchers believe that GHRM is more effective than ordinary HRM for expanding company HR capabilities and knowledge for building CSR sustainability (Jamali et al., 2015; Yusliza et al., 2017; Freitas et al., 2020). Although GHRM improves the ability of performance of employees to participate in CSR tasks, but the relationship between GHRM and CSR still needs further investigations because it was proved to be a culturally sensitive (Freitas et al., 2020).

The current study has chosen telecommunication sector in Egypt to be the applied field study. Because telecommunication industry is one of the clean industries, which uses clean technology, clean energy with low chemical risks and low waste generation. Moreover, telecommunication industry includes multinational companies that have sound corporate identity and possess corporate social responsibility practices in Egypt.

For example, one of the telecommunication corporations in Egypt which is Vodafone corporation has established the Vodafone foundation which provides funds and volunteering its employees for Not-for-profit organizations (NPO) projects. From these projects was the nationwide program of erasing illiteracy as an attempt to erase the illiteracy of 17 million Egyptian by 2017 (Cited from Vodafone company website). Therefore, it might be essential for these companies to care about aligning corporate social responsibility activities with their corporate identity to gain trust and efficiency for these social serving activities (Al Bataineh, 2015).

As a result, the current study aims to investigate the influence of corporate identity on corporate social responsibility depending on how green human resource management is being adopted by telecommunication companies in Egypt.

2. Research Problem

Researchers and practitioner understand the vital role of CI played in the survival of today's business as a strategic company asset; however, CI literature suffers from two fundamental problems. First, the CI literature encompasses a plenty of theoretical platforms which results in diverse taxonomies and approaches. Although these conceptualization diversity helps in better structuring and understanding this concept and trends toward it, this literature overlaps and causes obfuscation and confusion for anyone who seeks interests in this area. In other words, existing frameworks for CI are too diverging and lack theoretical consensus (Kitchen et al., 2013; Tourky et al., 2019). Second, despite of the abundance of CI theoretical approaches, these approaches lacks empirical examination for better understanding the degree of applicability of these theories (Devereux et al., 2020).

Furthermore, the fundamentality of CSR has led to the existence of various theoretical advances. These theoretical efforts focused mainly on public relations and external environmental factors as the drivers in encompassing CSR, but little concern was given to organization internal drivers and empirical CSR implementation (Afridi et al., 2020). This has

serious consequences because organizations may face internal resistance from employees to commit to perform CSR as an imposed additional work (Tourky et al., 2019), and external resistance from customers suspect to believe the company good deeds behind CSR sudden implementation (Panigyrakis et al., 2020).

Despite of the numerous theoretical studies concerning the role of corporate strategy that is reflected in the corporate identity on the degree of corporate social responsibility, the relationship still vague and needs further investigation through empirical research to highlighting management role. Therefore, the current study is examining the organizational alignment between CI and GHRM to have an effective CSR practice. Also, little concern was given to GHRM as a key managerial tool that enhances the successful implementation of CSR practices; thus, achieving the company's vision (Afridi et al., 2020).

Therefore, practitioners and several researchers' interests boost in examining the link between corporate identity and corporate social responsibilities. In a sense that, the decency aspect in CI reveals who the organization really is, how the organization communicates its intentions, and how stakeholders experience this identity. Examining this link helps in designing and formulating an appropriate corporate social responsibility strategy and a good relationship with stakeholders. Since a successful CSR strategy is the one that perfectly harmonized with CI. Hence, corporations' identity should communicate how the firm wants to handle social and environmental issues through a mediating role of GHRM (David et al., 2005; Balmer et al., 2007; Jo Hatch & Mirvis, 2010; Tourky, 2013).

According to what has previously discussed, research problem can be developed in the following questions:

- What is the influence of corporate identity on corporate social responsibility in one of the telecommunication companies in Egypt?
- Does the degree of adapting green human resources management play a mediating role in the relationship between CI and CSR?

3. Research Objectives

This study aims at:

- 1- Investigating the direct impact of corporate identity on corporate social responsibility in telecommunication company in Egypt.

- 2- Investigating the impact of corporate identity on green human resource management in telecommunication company in Egypt
- 3- Investigating the impact of green human resources management on corporate social responsibility in telecommunication company in Egypt.
- 4- Examine the mediating role of green human resources management on the relationship between corporate identity and corporate social responsibility.
- 5- Come up with results and recommendations that managers of telecommunication firms can use corporate identity and green human resources management to promote and make employees value corporate social responsibility practices more and be more aware of their company efforts in this field.

4. Research Importance

This research derives its significance through the additions expected to be provided at both the scientific and practical level.

- Scientific Importance
 - This research is an attempt to fill the gap in the literature by studying the indirect impact of corporate identity on corporate social responsibility in telecommunication company through green human resource management.
 - This research is dealing with three contemporary topics in today's business, which are corporate identity, green human resources management and corporate social responsibility. This research will help in fine-tuning of these topics' literature.
- Practical Importance
 - Telecommunication sector became one of the most vital services in today's high technological communication era. Applying the study to this sector will contribute to the literature.
 - Studying the direct and indirect impact of corporate identity on corporate social responsibility will assist companies to improve their efficiency using its corporate identity to enhance their stakeholders (such as employees) awareness level of company contribution to the society.
 - Telecommunication companies should grasp the fundamental principles of corporate identity in improving the eco-climate. It is crucial for these companies to evaluate which dimension of corporate

identity that best direct their employees efficiently and to increase their environmental and social care in today's work life.

- Grasping more attention to green human resources and execution help in achieving more uniqueness corporate social responsibility performance.

5. Literature review

a. Corporate identity

In the beginning, corporate identity was understood as just a concept that reflect all corporation visual cues, that the public could use to recognize and distinguish the company by (Abratt, 1989). Later, it was widely agreed that organizational visual cues reflect only the corporate visual identity (CVI) side of CI. Therefore, CI meaning has extended to include the intrinsic characteristic that donate the company unity and coherence (Balmer, 2017; Tourky et al., 2021). Also, it was mentioned but never denied that CI reflects organizational philosophy, sense of purpose, and core values which is most properly donates internal unity and consistency for employees to act in a harmonized way (Brown et al., 2006).

Furthermore, CI is considered a multifaceted and complex construct because it mixes staff identities in forming the corporate personality, which is the cornerstone of organization's identity (Kitchen et al., 2013). In addition, CI considers external stakeholders as well and communicate to them organizational purposes and its business performance (Turner & Rivera, 2019).

Basically, CI expresses company's unique characteristics which might be initiated by the firm employees' behavior collectively (Simões & Sebastiani, 2017). Mainly, CI is all about what company is, what it does, how it does it, and what it is working toward becoming (Melewar, 2003; Foroudi et al., 2019).

Some researchers believe that CI should reflect organizational desired identity and what the company wishes to be perceived by stakeholders regardless the deviation of this desired image from the actual identity that the company is already having in the present time. Accordingly, researchers have described CI as, the "ideal self-image" (Balmer & Soenen, 1999), "what a company allows itself to be known" and where the organization is going (Melewar, 2003), and "Intended image" (Brown et al., 2006). Basically, this

view focuses on what managers' and employees' enthusiasm for the organization identity (Brown et al., 2006) and how persuasive powers the organization can have to enforce its philosophy, purposes, and core values (Simões & Sebastiani, 2017; Tourky et al., 2020) using its visual identity or symbolism, communication skills, and performance (Riel & Balmer, 1997).

Contemporary, CI is “socially constructed” that possess an evaluative nature from all company stakeholders, and these stakeholders have contradicting interests and needs toward the company (Lauro et al., 2020). For example, customers might be interested in lowering prices while managers would prefer raising prices to increase their profits as assumed by stakeholder theory. That is, CI has a “subjective, interactive, and discursive reality”, that is, every stakeholder might understand CI differently relying on their various needs, interests, interpretations, and relations (Song et al., 2019).

Besides, identity itself is extracted from social nature that is dynamically various depending on the situation and time. Basically, this mind set opens the possibility that CI might hold “multiple versions of identities”, or even “nested identities” (Balmer, 1998; Rondeaux, 2006). If this is the case, that the company is facing uncompromisable stakeholders' views, then it might be irrational for managers to force a common value and attitude. It might be more effective to deal with company's CI than speaking of it as a one identity (Balmer, 1998).

Therefore, some researchers denied this extreme rigid situation of contradicting stakeholders and recommended that organizations should have an effective negotiation power to compromise stakeholders' conflicting views. To them, CI is the communicated identity that managers use to create an integrated identity for an organization through “consistent and harmonized” marketing messages and communicate it to different stakeholders simultaneously (Stuart, 2002).

As an attempt for better CI measurement by a comprehensive and simplified instrument, Simões et al. (2005) study has blended the visual identity (symbolism) insight, the organizational studies insight (organizational identification), and the marketing (branding and integrated communications) to come up with the insight of measuring corporate identity management (CIM) that can reflect CI construct. The current research respects this view because it enables researchers to compromise among

different views, compare these views toward each other, and apply this view in the real world.

Therefore, the current study supports Simões et al. (2005) study definition that view “CI as the ideal self-image that an organization projects to its stakeholders; that is, it is what the company communicates about itself, and it represents how the company wants to be perceived.”. Th current study adapted this definition for several reasons.

First, this definition illustrates a specific guidance and actions for organizations to manage and achieve CI that the company wishes for. Second, this viewpoint of CI suitable for empirical studies because it possesses a widely accepted established scale (Arendt et al., 2010). Third, this study is applied on large and multinational organization in telecommunication area, and the nature of this business suits the consistence messages idea that Simões et al. (2005) study is assuming. Finally, and accordingly, this view serves the purpose of the study in spotting company intention using CI and those intention effect toward establishing GHRM and CSR performance.

b. Green Human Resources Management

Managing employees or human resource management (HRM) function starts from an employee first joins a particular company, engages in organizational activities, gets promoted, gains experience, and earns rewards along and under organizational development till they leave their vacancy job. And, when these original HRM practices consider and apply environmental protection and preservation policies and practices, it is called “GHRM” (Pinzone et al., 2016; Longoni et al., 2018; Shen et al., 2018; Amrutha & Geetha, 2020). Mousa and Othman (2020) has agreed with this and considered GHRM as an HRM trend that “diffuses” environmental ground rules and values within an organization.

Moreover, some researchers believe that GHRM function expands HRM ability to face irresponsible individual and collective behaviors for wasting the company resources (Tang et al., 2018; Stahl et al., 2020) and correct employees’ behaviors through applying corrective actions and plans toward more cleaner and healthier surrounding environment (Gilal et al., 2019; Kim et al., 2019; Leidner, 2019). On organizational level, Chaudhary (2019) study believe that GHRM foster efficiency, decrease costs, and creates a culture of responsibility and duty orientation through stimulating organizations to act in a sustainable way. She poked GHRM effect of turning organization into

“talent magnets”, reduces the “uncertainty” of controlling the environmental aspect of organizational social responsibility practices, and enhances employees’ outcomes.

Kim et al. (2019) study agreed on this and believed that GHRM is a tool that integrate positive organizational values to establish organizational commitments. Tang et al. (2018) study has argued that GHRM is capable for reveling firm’s environmental protection and care, reducing stakeholders’ pressure, and benefiting future generations and organization in the long run. Singh et al. (2020) study claims that GHRM practices provides firms with more environmental powers and capabilities over employees’ green behaviors. On the individual level, Gilal et al. (2019) study supported that GHRM creates a sensitivity and awareness for employees in how they could trust their abilities in enhancing the surrounding environment. These feelings could even affect employees’ personal life and consumption patterns that create green organizational culture.

Leidner (2019) study described GHRM policies as a contextual shape criterion rather than a peripheral, intermediate or embedded issue. Ogbeibu et al. (2020) study confirmed the idea and considered GHRM a set of “guidelines and initiatives” that stimulates employees to behave in an eco-friendly way but does not force them. Although Mousa and Othman (2020) study assumed that GHRM is a “phenomenon” that raises the awareness of how organizational actions and HRM could exert on environmental issues but after empirical investigation the study found that its impact on organizational economic, environmental, and social behaviors are weak and uncertain. And this might be true because the study has been applied on a developing country that suffers from political struggles, like Palestine.

Moreover, studies have confirmed that GHRM is a process that provides employees with the necessary abilities, motives, and opportunities that creates a favorable environmental long-term habit (Pham et al., 2019; Roscoe et al., 2019; Saeed et al., 2019). The notion of this viewpoint relies on considering HRM functions as a psychological technique that initiates employees’ ability through recruitment, selection, and training functions; stimulates employees’ motives through (performance appraisal and reward functions; and provides employees’ with opportunities to apply their green ideas through employees’ involvement and empowerment (Renwick et al., 2013; Roscoe et al., 2019; Singh et al., 2020; Stahl et al., 2020). Yusliza (2019) study suggested that by promoting environmental practices through increasing employees’ awareness and commitment activities are an introduction step for initiating GHRM in an

organization. Then, linking compensation and rewards with eco-friendly activities would lead employees to feel more appreciated, more recognized, and more motivated to maintain their environmental favorable practices.

Therefore, the current study is adopting the definition of Mousa and Othman (2020) that considers GHRM as a trend that relates to realizing the connection between organizational decisions that affect the environmental conditions through the impact of HRM system.”. This definition is one of the definitions that uses Renwick et al. (2013) study definition notions of GHRM which consider the “HRM aspects of environmental management” and assumes that GHRM provides employees with the necessary ability, motivation, and opportunity to act green. Besides, Mousa and Othman (2020) study has a surprising finding that is considered challenging to be empirically retested in another developing country such as Egypt.

c. Corporate social responsibility

CSR is one of the increasingly and broadly field of study for more than half century (Sardana et al., 2020). CSR was believed to be a corrective activity and a consequence for the social failure that took place during the prevalence of *laissez-faire* economy (Lee, 2008). Research prefers to assume that CSR is a volunteering activity. Carroll’ studies has considered the voluntary myth of CSR, through suggesting an ethical and the discretionary/ philanthropic responsibility dimensions for measuring CSR (Carroll, 1999).

Society regulation was assumed to play an important role in this issue. In a way that, if the country regulations are rigid, CSR becomes temporary and no need to be imposed; and if the country regulations suffer a lot of legal gaps or weakly imposed, CSR becomes a vital matter for the society and should substitute what regulations are lacking (Voegtlin & Greenwood, 2016).

On the organizational level, CSR was described as a voluntary commitment (Rim & Kim, 2016), social good different than what is forced by law or obligated to be uphold (Turner et al., 2019), and an unwritten agreement that the company feels toward the society (Halevy et al., 2020). Moreover, CSR is a broad concept that has a voluntary nature for decision makers and organizational behavior that carries only moral and ethical values (Yusliza, 2019), and that might interpret why organization have different pattern in applying CSR with various degrees (Panigyraakis et al., 2020).

On the individual level, it is better to consider CSR as volunteering behavior rather than obligatory one because individuals might resist to

commit this behavior (Aguinis & Glavas, 2019). And organizations usually succeed in CSR proactive activity when it “internalizes values” that harmonize with the society regardless of its legal requirements (Freitas et al., 2020).

Moreover, most research view CSR as a managerial activity that should be linked to the core business processes. In this view, CSR activity is assumed to be one of the organizational outcomes that should have a normative standard for organizational decisions and which server corporate stakeholders as well as all corporate performance. CSR is an associated normative remedy actions because it has resulted from harmful corporate performances (Epstein, 1987) which has to be restricted by law and ethical customs (Swanson, 1999).

However, CSR concept has been criticized of being too wide to be applied effectively and businesses are nonaccountable for the whole society. Businesses should be accountable only for what they have directly or indirectly impacted or damaged by their core business practices (Maignan et al., 2005).

This view is an upgrade in the mindset of CSR concept because it has transformed CSR concept from being just an ethical argument and a charity expenditure into being an explicit managerial outcome that is giving a chance for employee at all levels to participate in them (Lee, 2008). This employee participation has led organization to earn a favorable effect on company responsibility performance (García et al., 2021).

Although businesses have responsibility toward the society and about its business process, CSR is limited to have five main application which the companies are eager to perform them. These applications are to produce safe products, do not pollute air or water, obey the law, to adapt honesty and ethics in employees’ behavior, and to have safe workplaces and policies (Carroll, 2018). These assumed practices is what is perceived to be the company main societal obligations because it deals with recycling and eco-friendly products, social support and human rights, health care and research, and government programs from public policies and compensation (Robinson & Wood, 2018).

It has been found that CSR and employees meaningful experiences gets stronger when CSR is a core business embedded activity (Aguinis & Glavas, 2019). In this way, CSR becomes a way firms account for their business consequences (Song et al., 2019) and relate to social and environmental matters for the its operations (Srivastava & Shree, 2018; Panigyrakis et al., 2020).

Therefore, CSR should merge with core business strategies, models, operations, and culture to encourage good mind-sets and behaviors. This helps in revealing and defending the untrue or bad deeds that would be hidden behind greenwashing of unfriendly social and environmental core businesses and symbolic responsibility (Stahl et al., 2020). Since CSR is assumed to be social or politically actions orientation rather than being just an attempt to cope with stakeholders' interests, CSR would be directed more in creating goodwill within the society whether this goodwill go with or against community common interests (Turner et al., 2019). Particularly, contemporary research has found that customers resist all kind of CSR activity, except for that serves key stakeholders or belong to the core business process (Zhu et al., 2021).

Therefore, the present study chooses to refer to CSR as the company's ethical obligation and responsibility toward stakeholders regarding its services, business processes, and their effects on the society (Turner et al., 2019). This definition encompasses detailed CSR activities for measurements which suits the applied field study (telecom services). This conceptualization prioritizes the voluntary aspect which fits the nature of the Egyptian laws and culture concerning CSR performance (Kamal, 2016).

6. Hypotheses development

Corporate identity is a presentation tool through which a company introduces itself to its stakeholders and allow stakeholders to use this identity and to be known by it. The main aim for corporate identity creation is corporate's identification. Corporate identity requires consistent verbal and visual presentation (Melewar, 2003). Thus, corporate identity is presented by three dimensions: 1) mission & value dissemination, 2) consistent image implementation, and 3) visual identity implementation (Foroudi et al., 2019). Moreover, corporate identity necessitates communication and spreading of corporate goals, strategies, and activities required to achieve those goals (Tourky et al., 2020). Therefore, corporate identity was extended to be a management tool by which a company can direct activities that the company is deliberately implementing such as core business processes and outcomes, and social responsibility practices (Simões & Mason, 2012).

On the other hand, corporate social responsibility refers to the company's ethical obligation and responsibility toward stakeholders regarding its services, business processes, and their effects on the society (Turner et al., 2019). Corporate social responsibility is assumed to be one of the

organizational decisions and which serve corporate stakeholders as well as all corporate performance (Epstein, 1987). And there are theoretical recommendations for the impact of corporate identity on corporate social responsibility (Riel & Balmer, 1997; Balmer & Soenen, 1999; Melewar, 2003).

According to social identity theory, CI can keep the company in control of routinely kept widespread values, smooths behavior consistency across all organization segments for CSR practices. In other words, CI assist employees to harmonize their different tasks in various departments with CI that upshot a consolidated and an integrated view introduced to the company responsibility toward its various stakeholders (Kitchen et al., 2013; Alwi et al., 2019).

Furthermore, Fukukawa et al. (2007) study has introduced four main challenges that might hinder the alignment of CSR with CI in real world. First, CI might fail to give the appropriate motives to infuse the ethical principles that guide CSR behavior: Second, CI could find an internal force of resistance among employees to change goals and policies that favors CSR activities; Third, CI communication (how we say we are) is different from CSR behavior (what we are really doing); Fourth, it is hard for any company to handle the distinct and conflicting interest and images that stakeholders are holding for a specific company.

Although that most empirical studies that have examined CI and CSR relationship have supported this relationship (Afridi et al., 2020); However, there is a lack in application of this relationship to encompass all stakeholders' considerations. For instance, (Tourky et al., 2020) study has examined the effect of CI on CSR as a platform or an internal motivation that warranty the continuity of corporate social responsibility initiatives. However, the study has considered only managers views and neglecting other stakeholders' opinions, such as employees and customers. And considering all the company stakeholders seems to be inapplicable. Thus, this relationship needs more empirical studies to encompasses corporate identity complexity and debatable opinions. This relationship needs further investigation, while considering the opinions of the stakeholders for this relationship. Therefore, the following can be hypothesized:

H1: Corporate identity has a positive direct impact on corporate social responsibility.

Corporate identity is playing a vital role in directing the organization through communicating the company goals and strategy management with organizational internal members (employees) (Arendt et al., 2010). In addition, corporate identity reflects an organizational unique characteristic which is originated from the behavior of employees of the organization (Brown et al., 2006).

From the view point that GHRM is a contemporary direction that connects organizational decisions for environmental care in the organizational human resource management system (Mousa & Othman, 2020). Therefore, managers can exploit CI to explain new corporate notions, aims and values that the company can adapt, such as environmental care in employees' behavior or GHRM (Riel & Balmer, 1997).

According to social identity theory, CI can help GHRM to link employees' self-concept with their organizational environmental goals which acts as catalyst for developing unique and prestigious self-recognition for belonging to an organization that act for the sake of both its employees and the environment.

Besides, CI can signal its priorities for potential talents and job seekers. Through this, organization can frame the recruitment function as a way of attracting right staff for itself and developing them through investigating how candidates and job seekers exploit the company green reputation to infer firm's future intentions and work environment (Chaudhary, 2019).

There is a lack of empirical evidence to verify the influence of corporate identity on GHRM; however, theoretical (Riel & Balmer, 1997; Alessandri, 2001) and other studies (Freitas et al., 2020) have directed the attention to the role of CI on GHRM. From this point of view, CI is responsible for creating values and believes in the employees' mind to adapt or resist human resources management system that apply green or environmental care notion (Van Rekom, 1997; Balmer, 2001; Thurlow & Helms, 2009). This idea needs further investigations and empirical testing. Therefore, the following can be hypothesized:

H2: Corporate identity has a positive direct impact on green human resources management.

GHRM functions can act as a psychological technique that expands employees' ability, through recruitment, selection, and training functions, and

stimulates employees' motives, through performance appraisal and reward functions (Renwick et al., 2013).

According to AMO theory, GHRM functions expand not only employees' ability toward environmental care, but also their ability to face careless individual and collective behavior for wasting the company resources and immoral social activities (Masri & Jaaron, 2017; Tang et al., 2018; Stahl et al., 2020). On the basis that CSR refers to the company's ethical obligation and responsibility toward stakeholders regarding its services, business processes, and their effects on the society (Turner et al., 2019). From this point of view, GHRM practices adhere to CSR requirements and foster its performance.

Also, CSR was described as a voluntary commitment or a social good that is different from what is forced by law or obliged the company to do (Rim & Kim, 2016). On an employee bases, it is better for the company to adapt CSR internally as a volunteering behavior rather than obligatory one because individuals might resist to commit this behavior (Aguinis & Glavas, 2019). Therefore, GHRM plays a vital role initiating and stimulating CSR practices.

Empirically, Pinzone et al. (2016) study has support the effect of GHRM on CSR toward environment in health service institutions in England. Also, Freitas et al. (2020) study has supported the positive effect of green human resource management on corporate social responsibility practices in metallurgical, automotive, and chemical industries of Brazilian companies. However, there isn't enough evidence that these results would be same if this relationship is tested on clean industries such as telecommunication companies or in a different culture such as the Egyptian culture. Therefore, the following can be hypothesized:

H3: Green human resource management has a positive direct impact on corporate social responsibility.

On the basis that CI provides organization with internal unity and consistency (Foroudi et al., 2019), and CSR refers to the company's ethical obligation and responsibility toward stakeholders regarding its services, business processes, and their effects on the society (Turner et al., 2019). Therefore, CI can help the company to addict to routinely that spread values, smooths behavior consistency across all organization segments for CSR practices.

At the same time, CI may be responsible for shaping GHRM in a sense that GHRM is a bundle of management functions fully rooted in the company's social, political, and marketing aspects through in which all the company's stakeholders are exposed to its' claims. Thus, the alignment of GHRM with those aspects results in better performance. In other words, it can be considered that GHRM is a tool that the company can utilize to face stakeholders' pressures on

environmental issues and improving firm environmental performance (Guerci et al., 2016).

Nevertheless, GHRM is believed to foster efficiency, decrease costs, and creates a culture of responsibility and duty orientation through stimulating organization to act in a sustainable way (Chaudhary, 2019). Studies agreed on this and believed that GHRM is a tool that integrate positive organizational values to establish organizational commitments (Kim et al., 2019).

Furthermore, GHRM creates a sensitivity and awareness in how employees could trust themselves in enhancing their social and environmental surroundings (Gilal et al., 2019). Moreover, Carlini et al. (2019) study has developed a theoretical model that links CSR efforts toward employees with corporate branding and how CSR values is embedded in the company activity. This model depends on revealing the gap that takes place between CSR internal direction and the relation of CSR to the core business process. Therefore, green human resource management might be the missing link that enhance the effect of corporate identity on corporate social responsibility. Based upon this, the following can be hypothesized:

H4: Corporate identity has a positive indirect impact on corporate social responsibility through green human resources management.

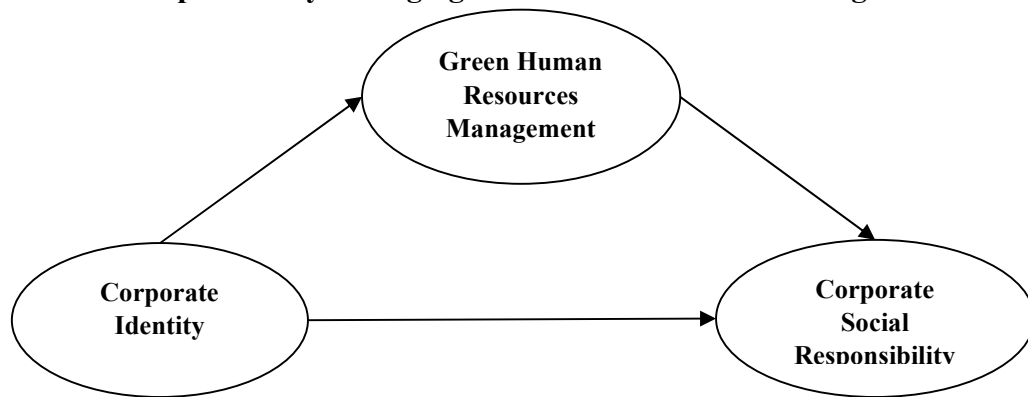


Figure (1): Proposed Research Framework

7. Methodology

The current research adapted the deductive approach which begins with theory presents in academic literature and then design an appropriate research method to test the theory. This research has utilized survey as a research strategy for data collection. This research has employed a self-administered questionnaire for the survey. The questionnaire for the current study was developed through rigorous care and consideration. One of the efforts exerted were that the measurement items were carefully extracted from articles published in specialized and highly ranked journals and then translated from English to Arabic.

In addition, researcher has exerted content validity during questionnaire development through enabling several professors and associate professors, that are specialized in human resource management from various universities in Egypt, to review them. The survey questionnaire contains structured questions where the respondents were asked to show their evaluations and opinion degree for each item on a six-point Likert scale ranges from 0 (that signals that this item does not occur) to 5 (that signals that the item always occur). This six -point scale was used because it is easy to develop and manage. It takes less time to answer than other types of Likert scale such as seven or ten-point scales. The six-point scale has no midpoint which pushes the respondents to decide whether they are accepting or rejecting the statements under investigation.

The questionnaire includes 63 items that measure all the study constructs, where 18 items for corporate identity measurement (Simões et al., 2005; Arendt et al., 2010), 14 items for green human resources management (Masri & Jaaron, 2017), and 31 items for corporate social responsibility measurement (Turker, 2009; Al Bataineh, 2015).

8. Population and Sample

The study population are the employees who are working permanently in Alexandria branches of Vodafone and Etisalat companies, the researcher has gathered some information about the Alexandria branches for these two companies. In a sense that, the number of branches and their locations were gathered from NTRA websites, employees' categories were acquired from the annual report of the Central Agency for Public Mobilization and Statistics, and employees' numerical statistics were obtained from the head branches of these companies.

Table 1: Population of employees working in Vodafone & Etisalat companies in Alexandria.

Companies	Vodafone	Etisalat	Total
Number of Branches	31	53	84
Total Employees	1550	695	2245

The current research has applied a multistage of stratified and convenience sampling for data collection. This multistage sampling technique mixes a probability sampling technique (stratified) and non-probability sampling (convenience). This combination of sampling technique was selected to decrease the statistical error of non-probability sampling and to overcome difficulty of obtaining an employees' name listing who are working in these two companies.

This sampling strategy took place in a way that: first, a stratified random sampling was used in selecting the branches from which employees were chosen, and then a non-random convenience sampling was used in selecting employees from each branch. However, the researcher was keen in including all employees' categories. The employee who refused to cooperate or those who were out of reach were excluded and substituted with others.

The research study has adopted the following equation in determining the appropriate number of employees who should answer the questionnaire questions at a confidence level of 95%.

$$n * = \frac{(Z_{\alpha/2})^2 P (1 - P) N}{E^2(N - 1) + (Z_{\alpha/2})^2 P(1 - P)}$$

Where:

$n *$: Overall sample size.

$Z_{\alpha/2}$: Critical value of the normal probability distribution at the confidence level 95% - which equals 1.96.

P : Availability percentage of the characteristics of the phenomenon under study in the population.

N : Population Size

E : Allowed estimation error

$$n * = \frac{(1.96)^2 0.5 (0.5) 2245}{0.05^2(2245) + (1.96)^2 (0.5)(0.5)}$$

$$n * = 328$$

To get a high response rate the researcher distributed 365 questionnaires, the researcher collected 349 questionnaires with a response rate equals 95.6% taken from 30 branches of the selected telecommunication companies in Alexandria. The 21 incomplete questionnaires were excluded leaving a total of 328 valid cases (with a rate of 93.9 % from the collected questionnaire). **Table 2** represents the sample characteristics according to employees' job categories.

Table 2: Sample characteristics for each company and according to employee's job categories.

Companies	Vodafone	Etisalat	Total
Number of Branches	15	15	30
Managers	46	51	97
Specialists & technicians	35	25	60
Foreman & supervisors	22	11	33
Administrators & clerks	27	15	42
Operating & technical services employees	23	12	35
Salespersons	19	21	40
Other employees	12	9	21
Total	184	144	328

9. Study results

The current study has selected certain statistical analysis techniques that are appropriately to serve in answering the research question. First, Cronbach alpha test was used to confirm the reliability of the measures of the research variables. Second, structural equation modeling (SEM) was used to investigate the relationship proposed in this researcher paper and reflected in the 176 research hypotheses.

Table 3: Reliability Analysis: Cronbach's Alpha Coefficients

Research Variable		No. of Items	Cronbach Alpha
Corporate Identity	(X)	18	0.906
Green Human Resource Management	(M)	14	0.945
Corporate Social Responsibility	(Y)	31	0.960

These results show that all factors have appropriate reliability measures. This means that all the study variables have high Cronbach Alpha values that signify their excellent internal consistency. Therefore, the result of the reliability test indicates that all scales' items are now applicable for SEM statistical analysis.

SEM results illustrated in Table 4 admit that corporate identity has a significant positive direct effect on corporate social responsibility (CR values > 1.96 and P-value < 0.05). Therefore, the study accepts H1. Nevertheless, corporate identity holds a very strong direct effect on corporate social responsibility by a coefficient value 0.715. This means that CI has raised awareness and increased employees' enthusiasm toward social responsibility.

Table 4: SEM results of the standard direct effect of corporate identity on corporate social responsibility

Independent Variable	St. Beta	CR	P (Sig)	Dependent Variable
Corporate identity	0.715	10.747	0.000	Corporate Social Responsibility

This result confirms social identity theory (SIT) in that by social organization identification, CI can influence employees' attitude toward CSR practices. Because CI explicitly communicates organizational purposes and intentions for internal and external stakeholders (Simões & Sebastiani, 2017). According to attitude theory, CI has influenced employees' cognitive and emotional perceptions to convince them of the rational drivers to be involved in CSR of their organization (Thurlow & Helms, 2009). That is, CI plays an important role in rationally persuading employees to help employees to understand the connection between CI and CSR. Furthermore, this result agrees with previous studies findings that support the positive effect of CI on CSR (Alwi et al., 2019; Song et al., 2019; Wang et al., 2019; Tourky et al., 2021).

Table 5: SEM results of the standard effect of corporate identity on green human resource management

Independent Variable	St. Beta	CR	P (Sig)	Dependent Variable
Corporate identity	0.596	9.249	0.000	Green human resources management

SEM results represented in Table 5 proves that corporate identity has a significant positive effect on green human resources management (CR values > 1.96 and P-value < 0.05). Therefore, the study supports H2. Nevertheless, corporate identity possesses a strong impact on green human resources management by a coefficient value 0.596. This finding indicates that mission and value dissemination is crucial for the enforcement of GHRM. Therefore, CI effectively communicates and raises employees' motivation toward GHRM awareness and implementation. This result is logic because organizations need to convince its employees about the benefits of applying GHRM and link this benefit to its organizational value and objectives. Through this, employees can accept greening the ordinary HR functions easily.

This result confirms social identity theory (SIT) in that by social organization identification, CI can influence employees' attitude toward GHRM additional functions. Because CI can explicitly communicates organizational purposes and intentions for internal and external stakeholders (Simões & Sebastiani, 2017). CI has influenced employees' cognitive and emotional perceptions to convince them of the rational drivers to undergo GHRM requirements imposed on them (Eagly & Kulesa, 1997; Thurlow & Helms, 2009). That is, CI has an important role in rationally persuading employees to cope with GHRM functions and decrease their resistance toward it. This result agrees with previous studies recommendations that support the positive effect of CI on GHRM (Thurlow & Helms, 2009; Pinzone et al., 2016; Yusliza et al., 2017; Song et al., 2019; Yusliza, 2019).

Table 6: SEM results of the standard effect of green human resource management on corporate social responsibility

Independent Variable	St. Beta	CR	P (Sig)	Dependent Variable
Green human resource management	0.363	5.879	0.000	Corporate Social Responsibility

As illustrated by Table 6 GHRM has a significant positive effect on CSR (t-values of 5.879, beta of 0.363, and P of 0.00). As a result, H3 is highly supported, which indicates that GHRM plays an important role in awareness and perception of employees toward CSR in telecommunication companies. This is due to GHRM ability in increasing employees' knowledge, capabilities, and motivation toward corporate ethical and social responsibilities toward its stakeholders.

This result approves Ability-Motivation-Opportunity (AMO) theory in that by a good implementation for GHRM, GHRM can increase employees' qualification concerning abilities and knowledge to perceive and even to participate in CSR activities (Renwick et al., 2013; Shen et al., 2018). Moreover, this result agrees with previous studies findings (Srivastava & Shree, 2018; Chaudhary, 2019). But it opposes Mousa and Othman (2020) study findings which has examined the effect of GHRM on CSR in Palestine and this might be because organizations working in Palestine suffer from political and economic instability.

Table 7: SEM results of the standard indirect effect of corporate identity on corporate social responsibility

Independent Variable	St. Beta	Mediator	P (Sig)	Dependent Variable
Corporate identity	0.139	Green Human Resources Management	0.002	Corporate Social Responsibility

SEM results demonstrated in Table 7 indicates that corporate identity has a significant indirect positive influence on corporate social responsibility (beta of 0.139, and P of 0.002) through green human resources management. Therefore, the study accepts H4. This statistical finding indicates that CI is an effective tool to communicate employees' cognitive and emotional understanding to raise their knowledge and ability through GHRM to perceive and participate in CSR practices. Therefore, GHRM plays a mediating role in CI effect on employees' perception toward CSR. This means that GHRM raises the organizational persuasive power and emotional empathy on its employees to engage themselves in CSR.

This result support the combination of SIT and AMO theories in that: 1) SIT suggest that social organization identification character of CI influences employees' tolerance for GHRM additional functions. Because CI can explicitly communicates organizational purposes and intentions for internal

and external stakeholders (Simões & Sebastiani, 2017). 2) AMO theory suggest that GHRM can increase employees' qualification concerning abilities, motivation, and knowledge to perceive and even to participate in CSR activities (Renwick et al., 2013; Shen et al., 2018). Moreover, this result agrees with previous studies recommendations that support the positive indirect effect of CI on CSR through GHRM (Thurlow & Helms, 2009; Melewar et al., 2017; Wang et al., 2019; Yuan et al., 2020; Tourky et al., 2021).

10. Study Implications

a. Theoretical Implications

This study added to the body of knowledge on corporate identity, green human resource management, and corporate social responsibility. Accordingly, this study achieved several theoretical and academic contributions by opening new research streams in addressing and investigating new research gaps in corporate identity, green human resource, and corporate social responsibility.

First, this research contributes to corporate identity literature by proposing that corporate identity can directly and indirectly contribute to corporate social responsibility. This study suggested that corporate identity has significant positive direct influence on corporate social responsibility, this influence is insufficiently examined by previous studies. Therefore, this study contributes to the literature of social identity theory by emphasizing how corporate identity can affect corporate social responsibility.

Second, this research revealed that corporate identity has a significant positive direct impact on green human resources management. This research examines how corporate identity can be an antecedent to green human resources management. This study contributes to the literature by illustrating how corporate identity may results in employees' acceptance of green human resources management. This theoretical implication is crucial because little is known about green human resources management antecedents. Therefore, this research adds to researcher best knowledge because it is the first attempt to unveil the impact of corporate identity on green human resources management in telecommunication sector.

Third, this research contributes to the corporate social responsibility literature by investigating the direct effect of green human resources management on employees' perception of corporate social responsibility.

This study furtherly clarifies how green human resources management is related to the valuation of corporate social responsibility. Thus, this research is one of the limited types of research that manifests the importance of green human resources management in driving corporate social responsibility practices. More specifically, the positive relationship between green human resources management and corporate social responsibility will be stronger when employees perceive a high level of green human resources management. In addition, this result contributes to AMO theory and stakeholders' theory in accordance with attitude theory when employees' ability, motivation, and environmental opportunities is raised by green human resources management, they tend to be more aware and convinced to participate in corporate social responsibility. This is also grounded in attitude theory, as employees perceive the benefits of green human resources management, they in turn will demonstrate their behavior toward corporate social responsibility.

Fourth, this researcher contributes to corporate social responsibility literature by investigating the positive indirect effect of corporate identity on corporate social responsibility. This indirect impact is mediated by green human resources management. This study theoretically developed and examined the mediating role of green human resources management in the relationship between corporate identity dimensions and corporate social responsibility. The result of the current study adds to corporate identity literature and reveals the importance of corporate identity in increasing employees' perception of corporate social responsibility through green human resources management. This study examines corporate identity and green human resources management together to jointly help to understand how these two drives influence corporate social responsibility. This study has proposed that both corporate identity and green human resources are necessary to increase employees' perception toward corporate social responsibility. No research has investigated how corporate identity and green human resources management relate to each other in encouraging employees toward corporate social responsibility. Therefore, this study is the first to explain the mediation mechanism through which corporate identity affects corporate social responsibility and confirm that green human resources management plays a cardinal mediating mechanism that enhance the positive indirect impact of corporate identity on corporate social responsibility. This mediation role shed light on what takes place in the **black box** between corporate identity and employees' responses. This crucial contribution of this

study draws a guideline for potential studies to examine this black box. This research is considered a pioneer research in discovering this black box.

b. Practical Implications

This research findings raised a series of practical implications for telecommunication service specifically, and for equivalent services in general.

First, it is important for companies to enhance its corporate identity because it is a fundamental cue for employees for valuing organizational efforts in green human resource management and corporate social responsibility practices for telecommunication companies working in Egypt. This can be done through:

- Top managers should raise employee's awareness for corporate social responsibility practices through highlighting the rational link between mission and value dissemination in corporate identity with corporate social responsibility. And employees should be convinced by this logic link to be able to help in transferring their perception to other stakeholders such as customers.
- Top managers should use consistent image implementation for its corporate identity to raise employees' awareness toward its corporate social responsibility activities.
- Top managers should strive to gain employees' empathy and passion toward corporate social responsibility through developing a good visual identity implementation for their corporate identity.

Second, it is necessary for telecommunication companies to enhance the four dimensions of green human resources management. This can be done through:

- Managers at telecommunication companies should strive to select the job candidates who are aware of environmental problem and behave in an eco-friendly way in their personal and professional life.
- Managers should account for developing employees training programs for eco-friendly behaviors.
- Managers should encourage greening and waste reduction ideas and practices for enrolling them in employees' performance appraisal system.
- Managers should recognize and reward employees' eco-friendly attitudes either by monetary ways (such as cash bonuses, premiums, or promotion)

or non-monetary ways (such as gifts, vacation, publicity, awards, or dinner)

Third, it is important for telecommunication companies to encompass most stakeholders interest when developing corporate social responsibility practices. This can be done through the following:

- Managers should account for its customers by providing the service with high quality, low prices, up to date facilities, honest advertising, full coverage, ease of use.
- Managers should account for local community problems through providing donations for charities, contributions in local community occasions, respect for the community moral standards, special offers for poor segments of the society, support for local education system and poor students, appropriate employment opportunity for individuals with special needs, solution for unemployment problems and training students, aids in cash to poor families, and support youth and sports events.
- Managers should account for their employees through providing fair salaries, incentives, and rewards as a recognition for their work, fair policies for promotion, training opportunities, social activities for them and their families such as trips and outside meetings, and its service at semi or complete free of charge for them.
- Managers should account for the environment through providing products that are eco-friendly, reducing materials used in the production process that oppose regulations of environmental policies, selecting production unities with caution to avoid harming people health, participating in increasing green areas in the country, choosing advertising types and packaging materials that has less effect on environmental pollution, and use equipment and electronics that are eco-friendly.

11. Recommendations

Based on the study findings, the current study presents some recommendations for future studies.

- 1- Future research must be directed to examine the impact of corporate identity on corporate social responsibility using or adding different mediator and moderators such as psychological variables, personal traits, employees' interests, and resistance to change for better interpretations for these findings' deviations.
- 2- Future research is needed to retest the framework, especially the green human resource management variable in industries that has pollution processes such as plastic and petroleum industries. As employees might be more aware of whether the company have greening efforts in its human resource management or not.
- 3- Future studies can consider the impact of external variables such as economic growth, culture, welfare, different political situations, and social media that are fruitful areas of inspiration and results comparison.
- 4- This study utilized a cross-sectional process, thus future studies can apply longitudinal research which can trace employees' attitudes for longer periods to reach more in-depth analysis for corporate identity effect on green human resource management and corporate social responsibility perceptions.
- 5- Future studies can empirically test other corporate identity dimensions effects on green human resource management and corporate social responsibility such as company history, organization's communication channels, corporate culture and subculture, management behavior, brand structure, and organizational structure.
- 6- Future studies can investigate green human resource management mediation role in the impact of corporate identity on corporate social responsibility in other culture rather than the Egyptian culture for generalizing the research results.

12- References

- Abratt, R. (1989). A New Approach to the Corporate Image Management Process. *Journal of Marketing Management*, 5(1), 63-76.
- Abratt, R., & Kleyn, N. (2012). Corporate Identity, Corporate Branding and Corporate Reputations: Reconciliation and Integration. *European Journal of Marketing*, 46(7/8), 1048-1063.
- Afridi, S., Afsar, B., Shahjehan, A., Khan, W., Rehman, Z., & Khan, M. (2020). Impact of corporate social responsibility attributions on employee's extra-role behaviors: Moderating role of ethical corporate identity and interpersonal trust. *Corporate Social Responsibility and Environmental Management*, 1-14.
- Aguinis, H., & Glavas, A. (2019). On Corporate Social Responsibility, Sensemaking, and the Search for Meaningfulness Through Work. *Journal of Management*, 45(3), 1057-1086.
- Al Bataineh, O. (2015). *Corporate Social Responsibility & Its Impact on Corporate Reputations in Jordan Telecom Companies*. (Master of science), Yarmouk University, Jordan.
- Alessandri, S. (2001). Modeling Corporate Identity: A Concept Explication and Theoretical Explanation. *Corporate Communications: An International Journal*, 6(4), 173-182.
- Alwi, S., Kitchen, P., Melewar, T., Tourky, M., & Shaalan, A. (2019). Investigating the Relationship between Corporate Identity and CSR : An Integrated Framework. *Journal of Business Research*.
- Amrutha, V., & Geetha, S. (2020). A Systematic Review on Green Human Resource Management: Implications for Social Sustainability. *Journal of Cleaner Production*, 247, 119131.
- Arendt, S., Lamond, D., & Brettel, M. (2010). Understanding the Influence of Corporate Social Responsibility on Corporate Identity, Image, and Firm Performance. *Management Decision*, 48(10), 1469-1492.
- Balmer, J. (1998). Corporate Identity: There is More to it than Meets the Eye. *International Studies of Management & Organization*, 28(3), 12-31.
- Balmer, J. (2001). Corporate Identity, Corporate Branding and Corporate Marketing - Seeing through the Fog. *European Journal of Marketing*, 35(3/4), 248-291.
- Balmer, J. (2017). Advances in Corporate Brand, Corporate Heritage, Corporate Identity and Corporate Marketing Scholarship. *European Journal of Marketing*, 51(9/10), 1462-1471.

- Balmer, J., & Podnar, K. (2021). Corporate Brand Orientation: Identity, Internal Images, and Corporate Identification Matters. *Journal of Business Research*, 134, 729-737.
- Balmer, J., & Soenen, G. (1999). The Acid Test of Corporate Identity Management™. *Journal of Marketing Management*, 15(1-3), 69-92.
- Balmer, J. M., Fukukawa, K., & Gray, E. R. (2007). The Nature and Management of Ethical Corporate Identity: A Commentary on Corporate Identity, Corporate Social Responsibility and Ethics. *Journal of Business Ethics*, 76(1), 7-15.
- Brown, T., Dacin, P., Pratt, M., & Whetten, D. (2006). Identity, Intended Image, Construed Image, and Reputation: An Interdisciplinary Framework and Suggested Terminology. *Journal of the Academy of Marketing Science*, 34(2), 99.
- Carlini, J., Grace, D., France, C., & Iacono, J. (2019). The Corporate Social Responsibility (CSR) Employer Brand Process: Integrative Review and Comprehensive Model. *Journal of Marketing Management*, 35(1-2), 182-205.
- Carroll, A. (1999). Corporate Social Responsibility Evolution of a Definitional Construct. *Business & Society*, 38(3), 268-295.
- Carroll, A. (2018). Corporate Social Responsibility: A Review of Current Concepts, Research, and Issues. In A. Brown Jill (Ed.), *Corporate Social Responsibility* (Vol. 2, pp. 39-69): Emerald Publishing Limited.
- Chaudhary, R. (2019). Effects of Green Human Resource Management: Testing a Moderated Mediation Model. 70(1), 201-216.
- David, P., Kline, S., & Dai, Y. (2005). Corporate Social Responsibility Practices, Corporate Identity, and Purchase Intention: A Dual-Process Model. *Journal of Public Relations Research*, 17(3), 291-313.
- Devereux, L., Melewar, T., Dinnie, K., & Lange, T. (2020). Corporate Identity Orientation and Disorientation: A Complexity Theory Perspective. *Journal of Business Research*, 109, 413-424.
- Eagly, A., & Kulesa, P. (1997). Attitudes, Attitude Structure, and Resistance to Change: Implications for Persuasion on Environmental Issues *Environment, Ethics, and Behavior: The Psychology of Environmental Valuation and Degradation*. (pp. 122-153). San Francisco, CA, US: The New Lexington Press/Jossey-Bass Publishers.
- Epstein, E. (1987). The Corporate Social Policy Process: Beyond Business Ethics, Corporate Social Responsibility, and Corporate Social Responsiveness. *California Management Review*, 29(3), 99-114.

- Foroudi, M., Balmer, J., Chen, W., & Foroudi, P. (2019). Relationship between Corporate Identity, Place Architecture and Identification: An Exploratory Case Study. *Qualitative Market Research*, 22(5), 638-668.
- Freitas, W., Oliveira, J., Teixeira, A., Stefanelli, N., & Teixeira, T. (2020). Green Human Resource Management and Corporate Social Responsibility: Evidence from Brazilian Firms. *Benchmarking: An International Journal*, 27(4), 1551-1569.
- Fukukawa, K., Balmer, J., & Gray, E. (2007). Mapping the Interface Between Corporate Identity, Ethics and Corporate Social Responsibility. *Journal of Business Ethics*, 76(1), 1-5.
- García, M., Cortés, E., Lajara, B., & Sáez, P. (2021). Corporate Social Responsibility and Firm Performance in the Hotel Industry. The Mediating Role of Green Human Resource Management and Environmental Outcomes. *Journal of Business Research*, 123, 57-69.
- Gilal, F. G., Ashraf, Z., Gilal, N., Gilal, R., & Channa, N. (2019). Promoting Environmental Performance through Green Human Resource Management Practices in Higher Education Institutions: A Moderated Mediation Model. *Corporate Social Responsibility and Environmental Management*, 26(6), 1579-1590.
- Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating Stakeholder Pressures into Environmental Performance – The Mediating Role of Green HRM Practices. *The International Journal of Human Resource Management*, 27(2), 262-289.
- Halevy, N., Jun, S., & Chou, E. (2020). Intergroup Conflict is Our Business: CEOs' Ethical Intergroup Leadership Fuels Stakeholder Support for Corporate Intergroup Responsibility. *Journal of Business Ethics*, 162(1), 229-246.
- Jamali, D., El Dirani, A., & Harwood, I. (2015). Exploring Human Resource Management Roles in Corporate Social Responsibility: the CSR-HRM Co-Creation Model. *Business Ethics: A European Review*, 24(2), 125-143.
- Jo Hatch, M., & Mirvis, P. H. (2010). Designing a Positive Image: Corporate Branding and Social Responsibility. 3, 35-55.
- Kamal, M. (2016). The Role of Corporate Social Responsibility (CSR) in the Egyptian Banking Sector. *Journal of Development and Economics Policies*, 18(1), 5-22.
- Kim, Y., Kim, W., Choi, H., & Phetvaroon, K. (2019). The Effect of Green Human Resource Management on Hotel Employees' Eco-Friendly

- Behavior and Environmental Performance. *International Journal of Hospitality Management*, 76, 83-93.
- Kitchen, P., Tourky, M., Dean, D., & Shaalan, A. (2013). Corporate Identity Antecedents and Components: Toward a Theoretical Framework. *Corporate Reputation Review*, 16(4), 263-284.
- Lauro, S., Tursunbayeva, A., Antonelli, G., & Martinez, M. (2020). *Grasping Corporate Identity from Social Media: Analysis of HR Consulting Companies*, Cham.
- Lee, M. (2008). A Review of the Theories of Corporate Social Responsibility: Its Evolutionary Path and the Road Ahead. *International Journal of Management Reviews*, 10(1), 53-73.
- Leidner, S. (2019). Green (Environmental) HRM: Aligning Ideals with Appropriate Practices. *Personnel Review*, 48(5), 1169-1185.
- Longoni, A., Luzzini, D., & Guerzi, M. (2018). Deploying Environmental Management Across Functions: The Relationship Between Green Human Resource Management and Green Supply Chain Management. *Journal of Business Ethics*, 151(4), 1081-1095.
- Maignan, I., Ferrell, O., & Ferrell, L. (2005). A Stakeholder Model for Implementing Social Responsibility in Marketing. *European Journal of Marketing*, 39(9-10), 956-977.
- Masri, H., & Jaaron, A. (2017). Assessing Green Human Resources Management Practices in Palestinian Manufacturing Context: An Empirical Study. *Journal of Cleaner Production*, 143, 474-489.
- Melewar, T. (2003). Determinants of the Corporate Identity Construct: A Review of the Literature. *Journal of Marketing Communications*, 9(4), 195-220.
- Melewar, T., Foroudi, P., Dinnie, K., & Nguyen, B. (2017). The Role of Corporate Identity Management in the Higher Education Sector: An Exploratory Case Study. *Journal of Marketing Communications*, 24(4), 337-359.
- Mousa, S., & Othman, M. (2020). The Impact of Green Human Resource Management Practices on Sustainable Performance in Healthcare Organisations: A Conceptual Framework. *Journal of Cleaner Production*, 243.
- Ogbeibu, S., Emelifeonwu, J., Senadjki, A., Gaskin, J., & Kaivo-oja, J. (2020). Technological Turbulence and Greening of Team Creativity, Product Innovation, and Human Resource Management: Implications for Sustainability. *Journal of Cleaner Production*, 244.
- Panigyrakis, G., Panopoulos, A., & Koronaki, E. (2020). Looking for Luxury CSR Practices that Make More Sense: The Role of Corporate Identity

- and Consumer Attitude. *Journal of Marketing Communications*, 26(6), 666-684.
- Pham, N., Tučková, Z., & Jabbour, C. (2019). Greening the Hospitality Industry: How do Green Human Resource Management Practices Influence Organizational Citizenship Behavior in Hotels? A Mixed-Methods Study. *Tourism Management*, 72, 386-399.
- Pinzone, M., Guerci, M., Lettieri, E., & Redman, T. (2016). Progressing in the Change Journey towards Sustainability in Healthcare: the Role of 'Green' HRM. *Journal of Cleaner Production*, 122, 201-211.
- Porter, M. E., & Kramer, M. R. (2006). The Link between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review*, 80(12), 78-92.
- Renwick, D., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda*. *International Journal of Management Reviews*, 15(1), 1-14.
- Riel, C., & Balmer, J. (1997). Corporate Identity: the Concept, its Measurement and Management. *European Journal of Marketing*, 31(5/6), 340-355.
- Rim, H., & Kim, S. (2016). Dimensions of Corporate Social Responsibility (CSR) Skepticism and their Impacts on Public Evaluations toward CSR. *Journal of Public Relations Research*, 28(5-6), 248-267.
- Robinson, S., & Wood, S. (2018). A "Good" New Brand — What Happens When New Brands Try to Stand out through Corporate Social Responsibility. *Journal of Business Research*, 92, 231-241.
- Rondeaux, G. (2006). Modernizing Public Administration: The Impact on Organisational Identities. *International Journal of Public Sector Management*, 19(6), 569-584.
- Roscoe, S., Subramanian, N., Jabbour, C., & Chong, T. (2019). Green Human Resource Management and the Enablers of Green Organisational Culture: Enhancing a Firm's Environmental Performance for Sustainable Development. *Business Strategy and the Environment*, 28(5), 737-749.
- Saeed, B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. (2019). Promoting Employee's Proenvironmental Behavior through Green Human Resource Management Practices. *Corporate Social Responsibility and Environmental Management*, 26(2), 424-438.
- Sardana, D., Gupta, N., Kumar, V., & Terziovski, M. (2020). CSR 'Sustainability' Practices and Firm Performance in an Emerging Economy. *Journal of Cleaner Production*, 258, 120766.

- Shen, J., Dumont, J., & Deng, X. (2018). Employees' Perceptions of Green HRM and Non-Green Employee Work Outcomes: The Social Identity and Stakeholder Perspectives. *Group & Organization Management*, 43(4), 594-622.
- Simões, C., Dibb, S., & Fisk, R. (2005). Managing Corporate Identity: An Internal Perspective. *Journal of the Academy of Marketing Science*, 33(2), 153-168.
- Simões, C., & Mason, K. (2012). Informing a New Business-to-Business Relationship: Corporate Identity and the Emergence of a Relationship Identity. *European Journal of Marketing*, 46(5), 684-711.
- Simões, C., & Sebastiani, R. (2017). The Nature of the Relationship between Corporate Identity and Corporate Sustainability: Evidence from the Retail Industry. *Business Ethics Quarterly*, 27(3), 423-453.
- Singh, S., Giudice, M., Chierici, R., & Graziano, D. (2020). Green Innovation and Environmental Performance: The Role of Green Transformational Leadership and Green Human Resource Management. *Technological Forecasting and Social Change*, 150.
- Song, W., Ren, S., & Yu, J. (2019). Bridging the Gap between Corporate Social Responsibility and New Green Product Success: The Role of Green Organizational Identity. *Business Strategy and the Environment*, 28(1), 88-97.
- Srivastava, A., & Shree, S. (2018). Examining the Effect of Employee Green Involvement on Perception of Corporate Social Responsibility. *Management of Environmental Quality: An International Journal*, 30(1), 197-210.
- Stahl, G., Brewster, C., Collings, D., & Hajro, A. (2020). Enhancing the Role of Human Resource Management in Corporate Sustainability and Social Responsibility: A Multi-Stakeholder, Multidimensional Approach to HRM. *Human Resource Management Review*, 30(3), 100708.
- Stuart, H. (2002). Employee Identification with the Corporate Identity Issues and Implications. *International Studies of Management & Organization*, 32(3), 28-44.
- Swanson, D. (1999). Toward an Integrative Theory of Business and Society: A Research Strategy for Corporate Social Performance. *The Academy of Management Review*, 24(3), 506-521.
- Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green Human Resource Management Practices: Scale Development and Validity. *Asia Pacific Journal of Human Resources*, 56(1), 31-55.
- Thurlow, A., & Helms, M. (2009). Change, Talk and Sensemaking. *Journal of Organizational Change Management*, 22(5), 459-479.

- Tourky, M. (2013). *Determining Corporate Identity in UK Organisations: an empirical analysis and evaluation*. (PhD), The University of Hull.
- Tourky, M., Alwi, S., Kitchen, P., Melewar, T., & Shaalan, A. (2020). New Conceptualization and Measurement of Corporate Identity: Evidence from UK Food and Beverage Industry. *Journal of Business Research*, 109, 595-606.
- Tourky, M., Foroudi, P., Gupta, S., & Shaalan, A. (2021). Conceptualizing Corporate Identity in a Dynamic Environment. *Qualitative Market Research: An International Journal*, 24(2), 113-142.
- Tourky, M., Kitchen, P., & Shaalan, A. (2019). The role of corporate identity in CSR implementation: An integrative framework. *Journal of Business Research*.
- Turker, D. (2009). Measuring Corporate Social Responsibility: A Scale Development Study. *Journal of Business Ethics*, 85(4), 411-427.
- Turner, J., & Rivera, M. (2019). A Theoretical Literature Review on the Social Identity Model of Organizational Leadership. *Advances in Developing Human Resources*, 21(3), 371-382.
- Turner, M., McIntosh, T., Reid, S., & Buckley, M. (2019). Corporate Implementation of Socially Controversial CSR Initiatives: Implications for Human Resource Management. *Human Resource Management Review*, 29(1), 125-136.
- Van Rekom, J. (1997). Deriving an operational measure of corporate identity. *European Journal of Marketing*, 31(5/6), 410-422.
- Voegtlin, C., & Greenwood, M. (2016). Corporate Social Responsibility and Human Resource Management: A Systematic Review and Conceptual Analysis. *Human Resource Management Review*, 26(3), 181-197.
- Wang, Y., Shi, S., Chen, Y., & Gursoy, D. (2019). An Examination of Market Orientation and Environmental Marketing Strategy: The Case of Chinese Firms. *Service Industries Journal*, 39(15-16), 1046-1071.
- Yuan, Y., Lu, L., Tian, G., & Yu, Y. (2020). Business Strategy and Corporate Social Responsibility. *Journal of Business Ethics*, 162(2), 359-377.
- Yusliza, M. (2019). Top Management Commitment, Corporate Social Responsibility and Green Human Resource Management. *Benchmarking: An International Journal*, 26(6), 2051-2078.
- Yusliza, M., Othman, N., & Jabbour, C. (2017). Deciphering the Implementation of Green Human Resource Management in an Emerging Economy. *Journal of Management Development*, 36(10), 1230-1246.
- Zhu, M., Yeung, A., & Zhou, H. (2021). Diversify or Concentrate: The Impact of Customer Concentration on Corporate Social Responsibility. *International Journal of Production Economics*, 240, 108214.