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ID Building Social License through CSR: An Analysis of Brand Image Architecture in the Mining Sector
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ABSTRACT

Obtaining a Social License to Operate is a crucial challenge for the sustainability of mining companies, where a positive corporate brand image serves as its foundation. This study aims to analyze the architecture of brand image by examining the strategic roles of Corporate Social Responsibility (CSR) Intensity and Perceptions of Environmental Practices. Using a quantitative approach, survey data were collected from 225 community members around the operational area and analyzed using Partial Least Squares - Structural Equation Modeling (PLS-SEM). The results show that CSR Intensity partially has a positive and significant effect on Corporate Brand Image ($\beta = 0.506$; $p < 0.001$). However, when analyzed simultaneously, the influence of CSR becomes insignificant, while Perceptions of Environmental Practices demonstrate a dominant and highly significant positive effect ($\beta = 0.958$; $p < 0.001$). This combined structural model explains 90% of the variance in Corporate Brand Image (Adjusted $R^2 = 0.900$). These findings indicate that while CSR initiatives are valued, perceptions of environmental performance are a far more fundamental and powerful predictor in shaping brand image. The strategic implication is that mining companies must prioritize superior environmental practices as the main pillar of their reputation strategy.

INTRODUCTION

Background

The sustainability of extractive industries, particularly the mining sector, faces a fundamental challenge that extends beyond mere legal compliance and formal state-issued permits. In an era of increasing information flow and social awareness, a company's operational legitimacy no longer depends solely on legal authorization but on the social permission granted by the community, widely known in the literature as the Social License to Operate (SLO). The concept of SLO refers to the level of acceptance, approval, and ongoing support from local communities and stakeholders for a company's operations. The loss of an SLO can manifest in social conflicts, demonstrations, and project delays, potentially leading to massive financial losses (Moffat et al., 2016).

Within the architecture of obtaining an SLO, a positive corporate brand image serves as an essential foundation. Brand image is not merely a perception but a form of "reputational capital" built from the cumulative interactions and experiences between a company and its stakeholders (Eberl & Schwaiger, 2006). For industries with high environmental and social impacts like mining, building this reputational capital is a strategic imperative. The question then becomes, through what mechanisms can this reputational capital be effectively built?

Traditionally, Corporate Social Responsibility (CSR) programs are often positioned as the primary instrument. Philanthropic initiatives such as educational aid, healthcare, and local economic development are theoretically expected to demonstrate the company's goodwill, thereby generating a positive image (Bhattacharya & Sen, 2011). This argument, which underpins the first hypothesis (H1) of this study, assumes that the more intensive a company's social investment, the stronger its brand image in the eyes of the community.

However, this view is facing critical challenges. Many experts argue that modern society, especially those directly affected, is increasingly skeptical of CSR that is "cosmetic" or detached from the company's core business. They place greater emphasis on performance in fundamental issues inherent to the company's operations, one of which

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is responsible environmental practice. For communities around a mine, issues of air quality, wastewater management, and land rehabilitation are not abstract concepts but daily realities that affect their quality of life. Poor environmental performance can quickly delegitimize all CSR efforts undertaken (Walker et al., 2010). This perspective forms the basis of the second hypothesis (H2), which argues that perceptions of environmental practices have a more fundamental influence on brand image.

This dynamic between philanthropic CSR and environmental performance creates a "battleground" in the formation of brand image. Do communities value visible social programs (e.g., building a school) more, or do they prioritize environmental performance that may be less visible but more fundamentally impactful?. This knowledge gap is crucial, as companies need to allocate their limited resources to the most effective initiatives. Therefore, this study not only tests both factors separately but also analyzes them simultaneously (Third Hypothesis, H3) to uncover their relative contributions and interaction. By analyzing empirical data from 225 respondents around the operational area of PT Internasional Prima Coal, this research aims to dissect the true architecture of brand image as a primary pillar of the Social License to Operate.

Problem Statement

1. Does CSR Intensity have a significant effect on Corporate Brand Image?
2. Do Perceptions of Environmental Practices have a significant effect on Corporate Brand Image?
3. How do CSR Intensity and Perceptions of Environmental Practices jointly affect Corporate Brand Image?

Research Objectives

1. To analyze the partial effect of CSR Intensity on Corporate Brand Image.
2. To analyze the partial effect of Perceptions of Environmental Practices on Corporate Brand Image.
3. To analyze the simultaneous effect of CSR Intensity and Perceptions of Environmental Practices on Corporate Brand Image to identify the dominant predictor.

LITERATURE REVIEW

Social License to Operate (SLO)

The concept of Social License to Operate (SLO) has become a central paradigm in the study of sustainability in extractive industries. Unlike formal licenses issued by governments, the SLO is an intangible asset that refers to the level of acceptance, approval, and support granted by local communities and stakeholders to a company's operations (Moffat et al., 2016). (Thomson & Boutilier, 2011) articulate the SLO as a spectrum, ranging from the lowest level (rejection) to the highest level (psychological support or co-ownership), where legitimacy and credibility are the primary currencies. In the mining sector, where operational impacts on the environment and society are direct and often unavoidable, obtaining and maintaining an SLO is not an option but a fundamental prerequisite for long-term business sustainability. Failure to manage the SLO can lead to significant operational risks, including conflict, project delays, and even the revocation of operational permits. Therefore, companies are required to proactively build trust-based relationships with communities (Moffat et al., 2016).

Corporate Brand Image Architecture

In the context of the SLO, Corporate Brand Image serves as the primary foundation of a company's reputational capital. (Eberl & Schwaiger, 2006) Define brand image as the "total perception of the company in the minds of stakeholders," formed from various signals and interactions over time. It is a multidimensional construct that includes both cognitive (what is known about the company) and affective (what is felt about the company) aspects. According to Signaling Theory, all of a company's activities—from product quality and advertising to their environmental treatment—serve as signals that will be interpreted by the audience to reduce information asymmetry and form perceptions (Fombrun & Van Riel, 1997). In the mining sector, where the primary audience is the directly impacted local community, the most credible signals are those related to the company's social commitment and operational responsibility.

CSR Intensity as a Brand Image Builder

Based on Stakeholder Theory, a company has a responsibility not only to its shareholders but also to a broader spectrum of stakeholders, including local communities (Freeman, 1984). Corporate Social Responsibility (CSR) emerges as a manifestation of this responsibility. CSR programs, especially those focused on community development (educational, health, and economic aid), are designed as positive signals of the company's commitment as a "good corporate citizen". Previous research consistently shows that authentic CSR initiatives that are perceived as beneficial by the community can enhance positive evaluations of the company, build trust, and ultimately strengthen brand image (Bhattacharya & Sen, 2011). Thus, theoretically, the more intensive and widespread the CSR programs, the more positive the corporate image formed in the minds of the community. H1: CSR Intensity has a positive and significant effect on Corporate Brand Image.

Perceptions of Environmental Practices as a Fundamental Predictor

While philanthropic CSR is important, Legitimacy Theory posits that for an organization to survive, it must operate within the framework of values and norms embraced by society. In the mining industry, the most fundamental social norm is the expectation that companies will minimize their negative environmental impact (Bansal & Clelland, 2004). Unlike CSR programs, which may be perceived as symbolic or "add-on" actions, environmental performance is a reflection of substantive performance in the company's core business. For communities, issues like air quality, water management, and land rehabilitation are visceral realities that affect their health and livelihoods (Ashforth & Gibbs, 1990). Therefore, a positive perception of a company's environmental practices tends to be a much stronger and more fundamental predictor of brand image than other social programs, as it directly addresses the primary concerns of the

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community. H2: Perceptions of Environmental Practices have a positive and significant effect on Corporate Brand Image.

Development of the Simultaneous Hypothesis

Although both factors (CSR and Environmental Practices) can theoretically build brand image, their relative contribution is a critical strategic question. Given the more substantive and fundamental nature of Environmental Practices for impacted communities, their influence may be far more dominant. When the community already holds a very positive (or negative) perception of the company's environmental performance, the impact of philanthropic CSR programs may be diminished or even become insignificant. In other words, good environmental performance can be seen as the "entry ticket" or a primary prerequisite for a positive image, which cannot be substituted by other social programs. H3: CSR Intensity and Perceptions of Environmental Practices jointly have a significant effect on Corporate Brand Image, with Perceptions of Environmental Practices being the dominant predictor.

RESEARCH METHODOLOGY

Research Design

This study adopts a quantitative approach with an explanatory research design. This design was chosen because its primary goal is to explain and analyze causal relationships between variables, namely, to test the influence of CSR Intensity and Perceptions of Environmental Practices on Corporate Brand Image. The data used is cross-sectional, where data collection was conducted at a single point in time to capture respondents' perceptions and attitudes at that moment, a common approach in survey-based studies in management and social sciences.

Population and Sample

1. Population: The target population for this study is all community members residing in the villages surrounding the operational area of PT Internasional Prima Coal, who are directly or indirectly affected by the company's operations and are the target of its CSR programs.
2. Sampling Technique: The research sample was selected using a purposive sampling technique. According to Etikan et al.(2016), this technique is highly suitable when researchers need to target a specific group of individuals who possess knowledge or specific experiences relevant to the phenomenon under investigation. In this context, the established criteria (1) residents living in the vicinity of the operational area and (2) being aware of or having benefited from the company's CSR programs were used to ensure that the data obtained came from the most informative and relevant sources.
3. Sample Size: The number of samples successfully collected and used in this analysis was 225 respondents. This sample size far exceeds the minimum standard recommended for PLS-SEM analysis. According to the "10 times rule" of thumb, the minimum sample size is 10 times the largest number of structural paths directed at a single endogenous variable (Hair Jr et al., 2017). In this model, there are 2 paths leading to Corporate Brand Image, so the minimum required sample was only 20 respondents. Thus, a sample of N=225 provides very high statistical power to detect existing effects.

Operational Definition of Variables and Measurement

All variables in this study were measured using instruments developed from existing literature, employing a 5-point Likert Scale (1 = Strongly Disagree to 5 = Strongly Agree). The use of such multi-item scales is recommended to capture complex latent constructs more accurately (Hair Jr et al., 2011).

1. CSR Intensity (X_1): Defined as the community's perception of the frequency, benefits, involvement, and reach of the social programs conducted by the company. Indicators were developed based on the CSR dimensions identified by Pérez & del Bosque (2015).
2. Perceptions of Environmental Practices (X_2): Defined as the community's perception of the company's commitment and concrete actions in managing the environmental impacts of its operational activities. Indicators were designed to capture aspects of environmental performance relevant to the community, in line with research by (Amores-Salvadó et al., 2014).
3. Corporate Brand Image (Y): Defined as the community's total perception and evaluation of the company's reputation, trustworthiness, and overall positive impact. The measurement of this variable refers to the framework developed by Eberl & Schwaiger (2006).

Data Analysis Technique

Data analysis was conducted using the Partial Least Squares - Structural Equation Modeling (PLS-SEM) method. The PLS-SEM method was chosen as the primary analysis technique for several strong strategic reasons. First, PLS-SEM is highly suitable for research aimed at predicting a dependent variable and identifying key influencing factors, which aligns with the objectives of this study. Second, PLS-SEM does not require the assumption of normal data distribution, providing greater flexibility in analyzing social data. The data analysis was conducted in two main stages as recommended by Hair Jr et al (2017):

1. Evaluation of the Measurement Model (Outer Model): This stage aims to ensure the validity and reliability of the instrument.
 - 1.1. Convergent Validity: Measured by outer loadings (> 0.70) and Average Variance Extracted (AVE) (> 0.50). This criterion ensures that the indicators measuring a single construct are highly correlated with each other.
 - 1.2. Discriminant Validity: Tested using the (Fornell & Larcker, 1981) criterion, where the square root of the AVE (\sqrt{AVE}) must be higher than the correlation between constructs.

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- 1.3. Internal Consistency Reliability: Measured by Composite Reliability and Cronbach's Alpha (> 0.70) to ensure the internal consistency of all indicators.
2. Evaluation of the Structural Model (Inner Model): This stage aims to test the hypotheses after the measurement model has been proven reliable.
 - 2.1. Coefficient of Determination (Adjusted R-squared): Used to measure the predictive power of the model.
 - 2.2. Hypothesis Testing: Conducted by examining the Path Coefficient (β) and P-values generated through a bootstrapping procedure. A hypothesis is supported if the P-value is < 0.05 (Hair Jr et al., 2017).

RESULTS AND DISCUSSION

This section presents the research findings obtained from the data analysis of 225 respondents. The discussion begins with a descriptive analysis, followed by the evaluation of the measurement model (outer model), and concludes with the evaluation of the structural model (inner model) for hypothesis testing, along with an in-depth discussion of the results.

Convergent Validity

Convergent validity indicates that the indicators measuring a construct are highly correlated. Based on the WarpPLS output, all criteria for convergent validity were met.

1. **Outer Loadings:** All loading values for each indicator on its respective variable were above the recommended standard of 0.70, with P-values < 0.05 . This indicates that each questionnaire item significantly measures its intended variable.
2. **Average Variance Extracted (AVE):** The AVE values for the three research variables far exceeded the minimum standard of 0.50:
 - 2.1. CSR Intensity (CSR) = 0.710
 - 2.2. Perceptions of Environmental Practices (PPL) = 0.683
 - 2.3. Corporate Brand Image (CMK) = 0.761

Discriminant Validity

Discriminant validity ensures that each variable is a unique construct, distinct from the others. Using the Fornell-Larcker criterion, the analysis shows that the square root of the AVE (\sqrt{AVE}) for each variable (diagonal values) is higher than its correlation with other variables (non-diagonal values), as presented in Table 1.

Table 1. Discriminant Validity Test Results (Fornell-Larcker Criterion)

Variable	CSR	PPL	CMK
CSR	0.842		
PPL	0.411	0.827	
CMK	0.488	0.723	0.872

Source: Processed Data (2025)

Internal Consistency Reliability

Internal consistency reliability indicates the consistency of all indicators in measuring a variable. The analysis shows excellent values, well above the minimum standard of 0.70:

1. Composite Reliability: CSR (0.924), PPL (0.915), and CMK (0.941).
2. Cronbach's Alpha: CSR (0.897), PPL (0.883), and CMK (0.921).

Based on all the evaluation results above, it can be concluded that the measurement model in this study is Valid and Reliable.

Structural Model Evaluation (Inner Model) and Hypothesis Testing

After the measurement model was confirmed to be reliable, the structural model was tested to examine the research hypotheses.

Partial Hypothesis Testing (H1 and H2)

Partial hypothesis testing was conducted to examine the effect of each independent variable on the dependent variable separately.

1. Hypothesis 1 (H1): The analysis shows that CSR Intensity has a positive and significant effect on Corporate Brand Image, with a path coefficient (β) of 0.506 and a P-value < 0.001 .
2. Hypothesis 2 (H2): The analysis shows that Perceptions of Environmental Practices have a positive and highly significant effect on Corporate Brand Image, with a path coefficient (β) of 0.949 and a P-value < 0.001 .

Simultaneous Hypothesis Testing (H3)

Simultaneous hypothesis testing was conducted to examine the effect of both independent variables together and to identify their relative contributions. The results are as follows:

1. Model's Predictive Power: The Adjusted R-squared value for the Corporate Brand Image variable is 0.900. This means that CSR Intensity and Perceptions of Environmental Practices together can explain 90.0% of the variance in Corporate Brand Image.
2. Simultaneous Effect: The path analysis results show:
 - 2.1. The effect of CSR Intensity (CSR) on Corporate Brand Image (CMK) becomes insignificant, with a path coefficient (β) of -0.017 and a P-value of 0.399.
 - 2.2. The effect of Perceptions of Environmental Practices (PPL) on Corporate Brand Image (CMK) remains

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highly significant and dominant, with a path coefficient (β) of 0.958 and a P-value < 0.001 .

Table 2. Summary of Hypothesis Testing Results

Hypothesis	Path	Path Coefficient (β)	P-Value	Decision
H1	CSR -> CMK (Partial)	0.506	< 0.001	Accepted
H2	PPL -> CMK (Partial)	0.949	< 0.001	Accepted
H3	CSR -> CMK (Simultaneous)	-0.017	0.399	Rejected
	PPL -> CMK (Simultaneous)	0.958	< 0.001	Accepted

Source: Data Analysis (2025)

Discussion

The findings of this study present a complex and valuable narrative regarding the architecture of brand image formation in the mining industry.

First, the acceptance of Hypothesis 1 when tested separately confirms existing literature that philanthropic CSR programs are valued by the community. Initiatives such as educational and health aid do indeed create a positive perception of the company, consistent with the findings of Pérez & del Bosque (2015). This indicates that the community fundamentally acknowledges and appreciates the company's goodwill as demonstrated through community development programs.

Second, the acceptance of Hypothesis 2 with a very high path coefficient reinforces the argument of Legitimacy Theory. Perceptions of responsible environmental practices are an extremely strong predictor in shaping brand image. For communities living alongside mining operations, environmental issues are not secondary; they are fundamental realities affecting their quality of life. This finding supports the research by Amores-Salvadó et al. (2014), which positions environmental performance as a key pillar of corporate reputation.

The most compelling finding and the main contribution of this research emerge from the testing of Hypothesis 3. When both independent variables were tested together, the positive influence of CSR Intensity disappeared and became insignificant. This phenomenon does not mean that CSR is unimportant. Rather, it indicates a hierarchy of influence in the minds of the community. Perceptions of Environmental Practices function as a fundamental and dominant predictor, whose influence "absorbs" or overshadows the effect of philanthropic CSR programs.

The community views good environmental performance as a prerequisite or an "entry ticket" to gaining a positive image. A company cannot "compensate" for a perception of poor environmental performance by increasing donations or social programs. The community will not be impressed by the construction of a school if they feel the air or water quality in their environment is compromised. In other words, responsible environmental practice is the primary foundation of legitimacy. Only after this foundation is solid can philanthropic CSR programs serve as a reinforcer or an added value. This finding empirically answers the question posed in the background regarding the "battleground" between symbolic CSR and substantive performance, where substantive performance (environmental) proves to be the absolute winner in shaping brand image in the mining sector.

CONCLUSION

This study aimed to dissect the architecture of corporate brand image formation in the mining sector by analyzing the partial and simultaneous influences of CSR Intensity and Perceptions of Environmental Practices. Based on the data analysis of 225 community members around the operational area of PT Internasional Prima Coal, the following main conclusions can be drawn:

1. Partial Effect of CSR is Accepted: Separately, CSR Intensity was proven to have a positive and significant effect on Corporate Brand Image. This confirms that the company's social initiatives, such as educational and health aid, are fundamentally appreciated and capable of creating a positive perception in the eyes of the community.
2. Partial Effect of Environmental Practices is Accepted: Separately, Perceptions of Environmental Practices were also proven to have a positive and highly significant effect on Corporate Brand Image. Its influence was even stronger than that of CSR.
3. Environmental Practice is the Dominant Predictor: When both variables were tested simultaneously, a crucial finding was revealed. Perceptions of Environmental Practices emerged as the absolute and dominant predictor, while the influence of CSR Intensity became insignificant. This phenomenon indicates a hierarchy of influence in the public's mind, where substantive environmental performance is seen as a fundamental prerequisite that cannot be replaced by philanthropic programs.
4. The research model collectively has very high predictive power, capable of explaining 90% of the variance in Corporate Brand Image.

Implications of the Research

The findings of this study offer several important implications, both theoretical and practical.

Theoretical Implications

This research contributes to the literature on strategic management and CSR by providing empirical evidence of a hierarchy of influence in brand image formation within the extractive industry. Specifically, this study reinforces Legitimacy Theory by demonstrating that performance on core and substantive issues (environmental practices) carries far greater weight in gaining social legitimacy than symbolic or philanthropic activities. The findings also add nuance

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to Stakeholder Theory, suggesting that not all initiatives aimed at stakeholders hold equal weight; meeting basic expectations (a safe and healthy environment) must be prioritized before other initiatives can be effective.

Practical/Managerial Implications

For the management of PT Internasional Prima Coal and other companies in the mining sector, these findings offer clear strategic guidance for resource allocation in efforts to build reputation and the Social License to Operate:

1. **Prioritize Environmental Performance:** The foundation of a positive brand image is superior environmental performance that can be directly perceived by the community. Investment in technology to reduce dust, transparent waste management systems, and successful land rehabilitation programs must be the top priority.
2. **Communicate Environmental Performance:** Companies must not only perform well environmentally but also proactively and transparently communicate their efforts and results to the community. This will strengthen positive public perception.
3. **Position CSR as an Enhancer, not a Substitute:** Philanthropic CSR programs remain important, but should be positioned as an "enhancer" after a solid foundation of environmental performance is established. Relying on CSR to cover up for poor environmental performance is proven to be an ineffective strategy.

Limitations of the Research

This study has several limitations that should be acknowledged. First, the data is cross-sectional, capturing perceptions at only one point in time, and cannot observe changes in perception over time. Second, the study was conducted at a single company site, so the generalization of results to other mining companies should be done with caution. Third, the independent variables were limited to CSR Intensity and Environmental Practices, while other factors, such as corporate communication or the history of company-community relations, were not included in the model.

Suggestions for Future Research

Based on these limitations, future research is recommended to:

1. Adopt a longitudinal design to observe how community perceptions of brand image change over time in response to company initiatives.
2. Conduct a comparative study involving multiple mining companies with different characteristics and community contexts to enhance the generalizability of the findings.
3. Expand the research model by including other relevant variables, such as the effectiveness of CSR communication, interpersonal trust between residents and company staff, or the role of local media in shaping perceptions.

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