





Social responsibility and green practices in organizational performance: Corporate image as mediating mechanism

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ABSTRACT

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Sustainability-related endeavors are progressively employed to cultivate a favorable business reputation that enhances consumer loyalty and, as a result, enhances organizational performance. This study is situated within a specific research issue and seeks to examine the mediating function of corporate image in the association between social and moral responsibility, green practices in the workplace, and organizational performance. The study sample consisted of 223 individuals who were employed as workers, ranging in age from 18 to 64 years. The study was operationalized using a quantitative methodology. Data were collected through four questionnaires assessing employees' perceptions of social and moral responsibility, green practices in the workplace, corporate image, and the performance of the organization where they work. The results revealed that social and moral responsibility, green practices in the workplace, and corporate image have a significant positive influence on organizational performance. It was also found that when corporate image enters the model with the status of a mediating variable, the effect of social and moral responsibility on organizational performance decreases but remains significant. These results suggest that when organizational performance is evaluated, the importance attributed to corporate image overlaps with social and moral responsibility. This research highlights the importance of cultivating a positive corporate image. It also helps to increase perceptions of the organization's social and environmental responsibility and to strengthen customer loyalty by improving its reputation and fostering higher levels of trust. These improvements can subsequently increase sales, boost profits, and expand the organization's market share.

Contribution/Originality: This research focuses on the mediating role of corporate image in the relationship between social and moral responsibility, green practices, and organizational performance. While previous studies have explored these concepts independently, this research presents a unique integration of them, exploring how they collectively impact organizational performance.

1. INTRODUCTION

The current global scenario presents significant challenges. In the aftermath of a global catastrophe triggered by the COVID-19 epidemic, Europe finds itself embroiled in a protracted conflict that lacks prospects for swift resolution. This conflict also carries significant implications on a global scale. The study was implemented using a quantitative approach. It is a time of occasion for reflection, both in the organizational context and in the academic context. Does everything that was previously studied and applied in a real context remain current? For [Silva, Dias, Pereira, Costa, and Gonçalves \(2022\)](#), research that studied, for example, the connections or perceptions of workers towards their organizations should be revisited after this global crisis experience. Many companies were able to provide support and creative working conditions seeking to maintain, with relative stability, their workers, but many others had enormous difficulties and were unable to do so. In a very short period, the changes were so many that the good and consolidated methodologies applied before the current context will no longer always be the most appropriate and may not respond positively to current needs. Especially in the case of the COVID-19 pandemic, but also in the current scenario of the war in Ukraine, the resulting actions give rise to various disruptions in the mobility of people and products, necessarily affecting global economic activity ([Zakeri et al., 2022](#)).

It is then in this exceptional context that buildings such as morals, ethics, and social responsibility gain special emphasis because, in challenging times like the ones we currently live in, both workers and all other stakeholders also tend to expect more from organizations ([Sekhon & Kathuria, 2020](#)), namely a balanced integration of a wide range of best environmental, social, and economic practices with the purpose of organizational performance always present in the business environment.

The primary aim of the current study is to examine the influence of corporate image on the association between social responsibility and ethics, environmentally-friendly practices in the workplace, and organizational success. The significance of this study lies in its ability to enhance our understanding of the actual influence of corporate image on the interplay between social responsibility and ethics, environmentally friendly practices in the workplace, and organizational performance within a distinct global context. This enables a comparative analysis with prior research conducted during periods of economic and global stability.

2. LITERATURE REVIEW

2.1. Theoretical Background

Organizations seek to combine their tangible resources (e.g., financial resources, products) and intangible resources (e.g., knowledge, skills) to develop a strategic, systematic, and dynamic vision, which allows them to continuously improve their performance ([Dias & Toni, 2018](#)). In this context, it is important to implement management techniques anchored in social and moral responsibility and green practices because sustainability has come to be seen as a requirement of the 21st century ([Muñoz-Pascual, Curado, & Galende, 2019](#)). According to [Sekhon and Kathuria \(2020\)](#), these actions improve the corporate image and contribute to increasing organizational performance, which is reflected in an increase in competitive advantage against competitors.

2.2. The Role of Moral and Social Responsibility in Organizational Performance

The absence, as in many other constructs, of one and only one definition of social responsibility that gathers broad consensus ([Agan, Acar, & Borodin, 2013](#)) in no way diminishes its relevance. However, what no one disputes is that whatever definition of social responsibility is used, the concept is becoming increasingly broad and standardized ([Chang, 2009](#)). In the absence of an incontestable definition, we will follow the concept put forward by [Greening and Turban \(2000\)](#), where social responsibility represents the set of organizational actions on social issues that represent values and norms that are predominant in a given organization. In society in general and in companies in particular, "empty" space has been noticed with an absence of morals, ethics, and social responsibility.

Thus, in the current context, the importance of corporate responsibility towards society is growing worldwide (Sekhon & Kathuria, 2020).

There are companies all over the world that practice social responsibility. The central question then is not whether it is present or not in the business context, but rather its impact on business. Should social responsibility be seen as a cost or as an investment? The answer will certainly depend on the particular vision of those seeking to answer it. Some shareholders will have to pay for it, while others will see it as an investment that creates a long-term competitive advantage that enables businesses to increase their financial performance and reap shareholder benefits (Awaysheh, Heron, Perry, & Wilson, 2020).

The practical issue of categorizing as either a cost or an investment is one of the most frequent and pressing questions concerning the adoption of socially responsible actions in companies. In the academic field, existing literature highlights that financial factors are the main obstacles affecting the adoption of such practices (Saha, Shashi, Cerchione, Singh, & Dahiya, 2020). According to Awaysheh et al. (2020), investors continue to have a reasonable amount of doubt about the connection between social responsibility and corporate performance, despite the fact that neither the companies themselves nor the market as a whole contest the benefits or relevance of social responsibility. Based on these assumptions, the first research hypothesis was formulated:

Hypothesis 1: Social and moral responsibility have a positive impact on organizational performance.

2.3. Green Practices at Work

Lee, Kim, and Choi (2012) evaluated the association between green supply chain management practices and organizational performance and concluded that both are related and contribute to improving operational efficiency and effectiveness. Sahoo and Vijayvargy (2021), in turn, explored the impact of the five dimensions of green supply chain management practices – internal environmental management, green purchasing, customer cooperation, Eco design, and investment recovery – on the environmental, economic, and operational dimensions and concluded that all green supply chain management practices have a significant impact on at least one of the performance dimensions, either directly or indirectly.

Ainin, Naqshbandi, and Dezdar (2016) report that the growing importance of sustainable development puts increasing pressure on companies to adopt greener practices. There is an impact of stakeholder opinions on green innovation practices, with a consequent impact on environmental and organizational performance, but a moderating influence on innovation orientation (Wang et al., 2021).

Green, Zelbst, Bhadauria, and Meacham (2012) found that collaborative practices and environmental monitoring between supply chain partners lead to better environmental and organizational performance. In contrast, Khan, Khan, and Ullah (2020) determine a possible negative effect of "green purchasing" on organizational performance. Given this evidence, the following research hypothesis was outlined:

Hypothesis 2: Green workplace practices positively influence organizational performance.

2.4. Corporate Image and Organizational Performance

The corporate image can be defined as the perception of the various stakeholders regarding the organization's economic activity. When this perception is positive, the organization differentiates itself from the competition and acquires greater relevance and/or market power (Lis, 2018). In this context, Hussain, Rigoni, and Orij (2018) refer to the fact that the construction of a firm and striking corporate image is a tool that increases the notoriety of the goods and services developed by the organization and its profit. Since it concerns a set of fundamental beliefs that the organization's employees learn and share to foster internal integration and adaptation to the external environment, the concept of corporate image is closely related to the culture of the organization (Davis & Cates, 2018). Therefore, Frizon, Eugénio, and Falcão (2022) add that when employees perceive that management practices

are aligned with corporate social responsibility, they make an extra effort to improve the organization's performance.

The widespread assumption that organizational activities are desirable and appropriate to a socially constructed system based on norms, values, and beliefs linked to environmental issues helps organizations attract more customers (Xie, Huo, & Zou, 2019). This "green image" affects consumer choice and increases consumer brand loyalty, as purchasing products from environmentally friendly companies is increasingly frequent. Corporate image and brand awareness significantly influence organizational performance, which is why organizational policies must match society's goals and values (Sekhon & Kathuria, 2020).

Studies conducted by Muñoz-Pascual et al. (2019) demonstrate the need to promote green practices in the workplace because when employees consider that the organization is committed to sustainability, they increase their performance. It is also found that when their needs and expectations are met, employees manifest extra effort to achieve the strategic objectives of the organization and increase their performance (Bernd & Beuren, 2021). Given the above, the following study hypothesis was formulated:

Hypothesis 3: Corporate image positively influences organizational performance.

2.5. Corporate Image as a Mediator between Moral and Social Responsibility and Organizational Performance

El-Kassar and Singh (2019) developed a holistic model that demonstrated that the combination of a green product and an innovative process that involves the reduction of energy consumption and pollution emissions, waste recycling, and sustainable use of resources helps to overcome technological challenges and influence the organization's performance and competitive advantage. Similarly, Perez-Valls, Cespedes-Lorente, and Moreno-Garcia (2016) argue that green competencies represent dynamic capabilities rooted in sustainable practices, established routines, and eco-friendly structures. These competencies enable the identification of opportunities, the maximization of their potential, and their utilization to foster organizational transformation.

Kusi, Zhao, and Sukamani (2021) examined the relationships between corporate social responsibility, perceived organizational support, green transformational leadership, and organizational performance and concluded that there is a partial relationship between corporate social responsibility and organizational performance. It is thus verified that the innovation of green products and processes has positive effects on environmental and organizational performance, particularly for companies that seek green management and innovation (Huang & Li, 2017). Based on the mentioned literature, the fourth study hypothesis was formulated:

Hypothesis 4: The mediating role of corporate image in the existing relationship between social responsibility and morals in organizational performance.

3. METHOD

3.1. Participants

The sample comprises a total of 223 individuals who are currently engaged in employment. Of these, 50.7% were women, and the participants' ages ranged from 18 to 64 years old ($M = 39.24$; $SD = 12.61$). To simplify data interpretation, age, level of education, seniority in the job, and position held were grouped into the categories shown in Table 1. Thus, it was found that 19.7% of the participants are aged 25 years or less, and more than half (61.0%) have academic qualifications equal to or higher than a university degree. As regards the position held by the respondents, 36.8% are operational and, on average, have worked in the current organization for around 10 years (Mean = 9.61, Standard-Deviation = 8.52, Minimum = 1 year, Maximum = 35 years). It was also found that 60.1% of the participants work in companies with 250 employees or more.

Table 1. Participants' sociodemographic profiles.

Sociodemographic variables	N (%)
Sex	
Male	110 (49.3%)
Female	113 (50.7%)
Age group	
25 Years old and below	44 (19.7%)
Between 26 and 34 years old	38 (17.0%)
Between 35 and 44 years old	56 (25.1%)
Between 45 and 54 years old	52 (23.2%)
55 years old and over	33 (14.8%)
Education level	
Less than a bachelor's degree	87 (39.9%)
Bachelor's degree	80 (35.9%)
Higher than a bachelor's degree	56 (25.1%)
Position performed	
Function performed	82 (36.8%)
Administrative staff	14 (6.3%)
Technician	38 (17.0%)
Intermediate management	24 (10.8%)
Managing director	25 (11.2%)
Top management	40 (17.9%)
Seniority in the organization	
Less than or equal to 1 year	39 (17.5%)
Between 2 and 4 years	61 (27.4%)
Between 5 and 9 years	34 (15.2%)
Between 10 and 19 years	37 (16.6%)
20 years or more	52 (23.3%)
Dimension of the organization	
Small organization (49 employees or less)	47 (21.1%)
Medium-sized organization (between 50 and 249 employees)	42 (18.8%)
Large organization (250 employees or more)	134 (60.1%)

3.2. Measures

Moral and social responsibility: Four items were adapted from [Agan et al. \(2019\)](#). An Example of an item: *The organization managers have respect for the environment*. The answers were given using a five-point Likert-type scale ranging from 1 = I totally disagree to 5 = I totally agree. The results are calculated by averaging the sum of all items, whereby high values suggest greater social and moral responsibility on the part of the organization.

Green practices at work: To assess participants' sustainable behavior, the five items developed by [Bangwal, Tiwari, and Chamola \(2017\)](#). Example of an item: *I influence my peers with the green behaviour I do at work*. For each statement, there are five response options, ranging from Strongly Disagree (1) to Strongly Agree (5).

Corporate image: Using the four criteria that [Chang \(2009\)](#) developed, it was possible to assess how the employees felt about the organization's image. Example of an item: *The organization where I work emphasizes the rights of customers*. Participants responded using a five-point Likert-type scale, according to their degree of agreement with each of the statements.

Organizational performance: To assess organizational performance ([Wu & Wu, 2014](#)) designed an instrument consisting of nine items that assess two distinct dimensions: financial performance (4 items; e.g., *Organization sales growth rate is increasing year by year*); and non-financial performance (5 items; e.g., *Organization can effectively use resources*). Responses to each statement were also given using a seven-point Likert-type scale (1 = Strongly Disagree to 7 = Strongly Agree).

It should be noted that the response format of all instruments was standardized because, according to [Dalmoro and Vieira \(2013\)](#), the use of scales with different categories tends to confuse the respondents and, as such, should be avoided. In this study, we chose to use a seven-point scale since the more response options there are, the higher the internal consistency indices tend to be ([Weng, 2004](#)).

3.3. Procedures

The researchers entered the questionnaires into Google Forms and sent the link to the contacts in their professional networks by email. An explanatory text about the objectives of the study and the estimated time for completion (approximately five minutes) was included. It was also ensured that all guidelines of the General Data Protection Regulation of the European Union would be respected. The data were collected between November 2022 and January 2023. Responses were analysed using version 29 of the statistical software SPSS (Statistical Package for the Social Sciences) and AMOS (Analysis of Moment Structures).

4. DATA ANALYSIS

The instruments used for data collection have a significant impact on the accuracy of the results, so it is crucial to analyze their psychometric indicators, particularly validity and reliability (Echevarría-Guanilo, Gonçalves, & Romanoski, 2019). So, construct validity was looked at using Principal Component Analysis (PCA) with varimax rotation. This let the researchers look at the instruments' internal structure and figure out the dimensions that went with them (Hair, Black, Babin, Anderson, & Tatham, 2018). The Kaiser-Meyer-Olkin (KMO) indicator and Bartlett's test of sphericity were used to check how well the factor structure fit the study sample (Hongyu, 2018).

The extraction of the components was based on the Kaiser-Guttman criterion, which states that eigenvalues must be greater than unity. The percentage of variance explained was also considered, which, according to Marôco (2021), is acceptable when it is equal to or higher than 50.0%, although it should be around 60.0%. It is important to mention that the items whose item-factor correlation was lower than 0.400 and which presented a difference in correlations between items lower than 0.200 were eliminated, as recommended by Fuller and Daniel (2020). Reliability was assessed through Cronbach's alpha coefficient, whose values should be equal to or greater than 0.70 (Furr, 2021). Next, path analysis was used to look at how social and moral responsibility and green workplace practices affect the performance of an organization through the lens of its image. Based on how these variables were found to be related, this extension of multivariate multiple linear regression was used to look into the direct and indirect effects between them. We looked at how important the regression coefficients were by using the maximum likelihood method in AMOS software (version 29) to estimate the parameters.

Mahalanobis square distance (D^2) was used to check for outliers, and the unilabiate and multivariate skewness and kurtosis coefficients were used to check if the variables were normal. All variables presented indicators that revealed the existence of a normal distribution. Two observations presented D^2 values considered outliers, so they were removed, and the analysis was performed without these observations. The significance of direct, indirect, and total effects was assessed using Sobel's test (Preacher, 2023), considering the effects as significant with $p \leq 0.05$.

5. RESULTS

5.1. Analysis of Psychometric Indicators

Similarly to the original instruments, the questionnaires that assessed Moral and Social Responsibility, Green Practices at Work, and Corporate Image presented a unifactorial structure.

Table 2. Psychometric indicators of measurement instruments.

Constructs	Items	KMO	Bartlett's sphericity test	Eigenvalue	Variance explained	Cronbach's alpha
Moral and social responsibility	4	0.847	$\chi^2(6) = 626.518, p < 0.001$	3.17	79.37%	0.91
Green practices at work	5	0.767	$\chi^2(10) = 478.502, p < 0.001$	3.07	61.50%	0.84
Corporate image	4	0.745	$\chi^2(6) = 378.069, p < 0.001$	2.68	67.16%	0.83
Organizational performance	9	0.914	$\chi^2(36) = 1481.172, p < 0.001$	5.71	63.48%	0.92

The questionnaire measuring organizational performance in its original version had a two-factor structure, but the PCA only allowed extracting one factor. Bartlett's test of sphericity significance, the KMO indicators, and the percentage of variance explained by all instruments were all in line with what the literature says should be done (Marôco, 2021).

Reliability was analysed through Cronbach's alpha coefficient, which revealed a high internal consistency for all variables under study (Table 2).

5.2. Path Analysis

The model explains 52.0% of the variability in organizational performance ($R^2 = 0.52$). All trajectories are positive and statistically significant, except for the direct effect of green practices at work on corporate image. When analyzing the model fit with the sample data, it was found that the indicators had unacceptable values [$\chi^2_{(2)} = 94.29$, $p < 0.001$, Comparative Fit Index (CFI) = 0.68, Goodness of Fit Index (GFI) = 0.70, Root Mean Square Residual (RMSR) = 0.08, Root Mean Square Error of Approximation (RMSEA) = 0.64, Lower limit of a 90% confidence interval (LO90) = 0.57, Higher limit of a 90% confidence interval (HI90) = 0.72]. We, therefore, chose to eliminate this path and redo the analysis, finding that the adjustment quality indices improved significantly (Figure 1), but still with the population discrepancy indicator showing a sufferable value [$\chi^2_{(1)} = 3.53$, $p < 0.001$, CFI = 0.92, GFI = 0.90, RMSR = 0.07, RMSEA = 0.10, LO90 = 0.17, HI90 = 0.23].

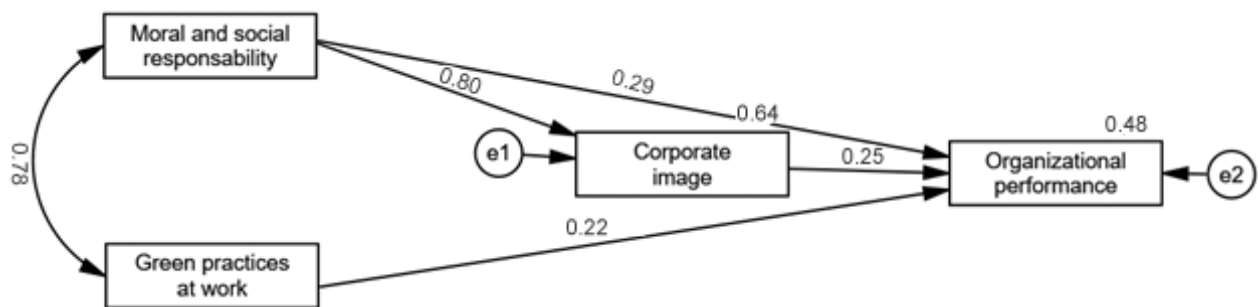


Figure 1. Mediation model.

Thus, the adjusted model decreased slightly, explaining 48.0% of the variability in organizational performance ($R^2 = 0.48$). The moral and social responsibility variable has a direct effect of 0.289 ($p = 0.010$) on organizational performance and an indirect effect, mediated by corporate image, of 0.104. The total standardized effect is equal to the sum of the direct and indirect effects ($0.289 + 0.104 = 0.396$). The indirect effect, which corporate image mediates, accounts for 26.2% ($0.104/0.396 = 0.262$) of the total effect of moral and social responsibility on organizational performance. Thus, when corporate image enters the model, the effect of moral and social responsibility on organizational performance decreases but remains significant (Sobel $Z = 4.851$, $p < 0.001$; (Preacher, 2023). These results suggest that when assessing organizational performance, the importance attributed to corporate image overlaps with the importance attributed to moral and social responsibility.

We also found that green practices at work have a significant positive impact on organizational performance ($\beta = 0.212$) and explain 27.8% of its variation. Finally, it was found that 48.2% of the variation in organizational performance is explained by moral and social responsibility, green practices at work, and corporate image.

6. DISCUSSION OF THE RESULTS

The mediating role of corporate image refers to the extent to which the perception of a company's reputation and brand affects the relationship between social and moral responsibility, green practices in the workplace, and organizational performance (Le, 2022). The findings supported the first research hypothesis, which sought to analyze the impact of social and moral responsibility on organizational performance. These results are in line with

the studies developed by Khan et al. (2020), according to which organizations that adopt a social and moral responsibility approach tend to perform better in the long run. Okafor, Adeleye, and Adusei (2021) add that organizations that care about the social and environmental impacts resulting from their activity tend to be more innovative and achieve greater loyalty from various stakeholders (e.g., employees, and customers). Consequently, they have a better reputation, which translates into attracting and retaining the most qualified professionals, which in turn allows them to achieve a competitive advantage over their competitors. Elkington (2013) goes further and states that social and moral responsibility can be a source of innovation and differentiation for organizations, as it favors the creation of new products and services that meet the needs of consumers and society in general. In the same vein, Novitasari and Agustia (2021) argue that social and moral responsibility can have a positive impact on organizational performance because, in addition to improving the company's reputation with customers and investors, it also facilitates access to more financial resources (e.g., grants, funding, and sponsorships).

Data analysis also revealed that green practices in the workplace positively influence organizational performance, which corroborates the second hypothesis. Similar findings by Lin and Ho (2019) show that adopting sustainable practices in businesses can have positive effects on the performance of the organization, including a decrease in operational costs, an increase in employee satisfaction, a boost to the brand's reputation, and a reduction in harmful environmental effects. These findings are consistent with studies by Esenyel (2020) that show that companies that adopt green practices can increase their profitability, enhance their corporate image, and retain top talent. Following this idea, Wang et al. (2021) add that investing in green practices in the workplace can have numerous financial benefits in the long run.

According to Li, Shao, Yang, and Zhang (2020), the implementation of green practices contributes to helping companies decrease energy, water, and raw material expenses, which can be reflected in a reduction of operational costs by up to 30%. On the other hand, research from recent years has shown that consumers and society as a whole tend to view businesses that adopt green practices more favorably (Esenyel, 2020). Singh, Singh, and Singh (2020) argue that levels of employee engagement, motivation, and consequent satisfaction tend to increase when they feel they work for a company that cares about the environment. The adoption of green practices and the creation of sustainable processes contribute to an increase in the efficiency of operations and production processes, which is reflected in organizational performance (Idris, Khan, & Islam, 2021).

The data analysis could support the third hypothesis, which proposes that corporate image positively influences organizational performance. Similar to what was found in this research Frizon et al. (2022), they add that when employees perceive that management practices are aligned with corporate social responsibility, they make an extra effort to improve the organization's performance. A strong and positive corporate image can increase consumer trust, enhance the company's reputation, increase loyalty, attract new customers, and improve the perception of investors and business partners, which can lead to a significant improvement in the organization's performance (Islam et al., 2021).

There are several studies (e.g., (Khan et al., 2020; Lin & Ho, 2019; Novitasari & Agustia, 2021)) that show that corporate image has a positive influence on organizational performance because, by contributing to building a strong brand, it improves its reputation and increases its visibility in the market. When a corporate image is well constructed, it can contribute to the creation of a robust and cohesive organizational culture, which is reflected in the better performance of employees and the company as a whole (Bao, Gao, & Huang, 2019). Özkan, Süer, Keser, and Kocakoç (2020), in turn, argue that corporate image has a significant effect on consumer loyalty towards the products/services produced, which in turn positively affects (re)purchase intention and consequently the company's financial performance.

Finally, it was found that corporate image mediates the existing relationship between social and moral responsibility and organizational performance, which is in line with the fourth research hypothesis and the studies of Hultman and Shaw (2019). The mediating role of the corporate image suggests that a firm's reputation can act as

an intermediary between its practices and its overall performance. Therefore, it is found that when a firm engages in socially responsible practices (e.g., supporting community projects and reducing carbon emissions), it can improve its corporate image, which in turn can lead to better organizational performance, such as higher profits and/or greater customer loyalty (Islam et al., 2021). In this regard, Lee and Yang (2022) argue that a firm's corporate image mediates the relationship between social and moral responsibility and its financial performance. These findings suggest that a firm's reputation and brand image may act as crucial factors in determining the impact of its practices on organizational outcomes.

In light of the above, it was possible to conclude that when the organization engages in socially responsible practices, it promotes a positive image that contributes to improving its overall performance and achieving its strategic goals (Afzali & Kim, 2021).

6.1. Practical Implications

The mediating role of corporate image in the relationship between social and moral responsibility, green practices in the workplace, and organizational performance has several practical implications for businesses.

Firstly, a positive corporate image can enhance the perception of the organization's social and moral responsibility and green practices, which can lead to increased customer loyalty, an improved reputation, and higher levels of trust. This, in turn, can boost the organization's sales, profits, and market share performance.

Secondly, a positive corporate image can also attract and retain high-quality employees and improve employee morale and motivation. This can lead to increased productivity, better job performance, and reduced turnover rates, which can further enhance organizational performance.

Thirdly, a positive corporate image can also strengthen relationships with stakeholders, such as investors, suppliers, and regulators. This can lead to increased access to capital, better supply chain management, and improved compliance with regulatory requirements, all of which can contribute to improved organizational performance.

In summary, the mediating role of corporate image in the relationship between social and moral responsibility, green practices in the workplace, and organizational performance highlights the importance of building and maintaining a positive image for businesses. This can lead to a range of benefits, including increased customer loyalty, improved reputation, higher employee morale, and better relationships with stakeholders, all of which can contribute to improved organizational performance.

6.2. Limitations and Directions for Future Research

The first limitation relates to the fact that the data were collected from a convenience sample, making it impossible to generalize the results to different activity sectors and regions/countries.

The fact that the questionnaires were self-evaluative may have tainted the findings because social desirability may have affected participants' perceptions of the study's variables.

The study used a cross-sectional design, which makes it difficult to establish a causal relationship, so it is suggested that future studies use a longitudinal design.

It would also be interesting to collect data using a mixed methodology because the combination of quantitative and qualitative methods could provide a more comprehensive understanding of the variables under study. Finally, comparative analyses between different industries, sectors, and countries are suggested to understand whether contextual factors influence the relationship between the variables under study.

7. CONCLUSION

This research aims to evaluate the relevance of the mediating role of corporate image in aspects of reputation and brand perception through social and moral responsibility and green practices, which can condition

organizational performance. Several hypotheses were elaborated based on the elaborated literature review, and distinct conclusions were drawn. The study's sample confirmed the analysis of how social and moral responsibility affect organizational performance. Adopting consistent social and moral responsibility policies has a positive effect on long-term organizational performance and encourages innovation and differentiation within organizations, which is important in global markets that are becoming more competitive.

In the same sense, the conclusions regarding green practices in the workplace also have a positive impact on organizational performance, particularly in the components of increased efficiency in terms of production costs, employee productivity, and environmental performance of organizations. Regarding the positive evaluation of corporate image on organizational performance, it was verified in line with what several authors have previously concluded, in particular, to build a strong brand and reputation, with greater market visibility and consumer loyalty. It was also confirmed that corporate image plays a key role in the relationship between social and moral responsibility and organizational performance. This role is very important in figuring out how social and moral responsibility affect organizational results.

In conclusion, the model developed in this study validated the relevance and positive impacts of the different variables that constitute it on organizational performance, allowing lessons to be drawn and possible organizational strategies and objectives for companies to enhance their results and financial sustainability in the long term.

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Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

Competing Interests: The authors declare that they have no competing interests.

Authors' Contributions: Definition of research problem; development of hypotheses or research questions (empirical studies); development of theoretical propositions (theoretical work); definition of methodological procedures; literature review; statistical analysis; analysis and interpretation of data; critical revision of the manuscript; manuscript writing, R.R.; definition of research problem; development of hypotheses or research questions (empirical studies); development of theoretical propositions (theoretical work); definition of methodological procedures; critical revision of the manuscript; manuscript writing, N.T. and A.L.L.; definition of research problem; development of hypotheses or research questions (empirical studies); development of theoretical propositions (theoretical work); definition of methodological procedures; data collection; literature review; critical revision of the manuscript; manuscript writing, R.S.. All authors have read and agreed to the published version of the manuscript.

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