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Building Sustainable Branding in the Hospitality & Tourism Industry: Integrating Corporate Identity, Social Responsibility, and Reputation

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Abstract

This study explores the association of corporate identity, social responsibility, and reputation in the development of successful sustainable branding in the hospitality and tourism sector of Indonesia. We used mixed methods applying quantitative analysis and collect the data in a systematic arrangement from various big cities considering the tourists. A 1,219-panel sample of small to medium-sized businesses were surveyed. Our conclusions are that many companies have successfully created an organizational identity internally through the alignment of communicated values and management's daily actions. Social and environmental obligations are demonstrated in supporting local communities, energy conservation and preservation of the culture. There are still a few that are not officially documented, but everybody knows these to be part of the company's overarching strategy. Corporate image, from a job evaluation standpoint, is supported by open communication, listening to feedback and a digital presence. The results of the path analysis support the effect of corporate identity on social action and reputational perception. And the connection between social responsibility and reputation is robust. Relationships between variables remain constant, while regional comparisons reveal diverse trends. Bali is the most advanced when it comes to identity and reputation, with Lombok and Labuan Bajo concentrating more on community engagement. Interviews and focus groups reveal that involvement of the staff in social activities also contributes to sense of ownership and pride in the workplace. The fusion of values, participation and regular behavior author the maintenance of public trust in an industry so based on perception.

Keywords:
Corporate Identity; Social Responsibility; Reputation; Hospitality Industry; Tourism.

1. INTRODUCTION

Hospitality and tourism industry are one of the most competitive sectors and it depends on overall perception which can easily generate influence. In the evolving face of the world, companies in this line of business are not only required to deliver reliable services, but create and establish brand identity. Branding strategies have been changing as a result of the growing importance of ethical values and sustainability in the minds of consumers. Three critical key factors in determining the effectiveness of a brand strategy are consistency, commitment, and depth clarity each of which is related to corporate identity clarity, social responsibility commitment, and reputation consistency. All of these components are intertwined and critical to developing the deeper perspectives. Identity represents the companies inside story, where it is going and/or the purpose, social responsibility boasts engagement in issues beyond the company's interest breath and reputation is an outcome of many collective collections of the company's actions over time. Combining these three and a company can construct a position that is much more resistant to external forces and market fads. in an ever more transparent economic environment, the success in the long run is not only determined by what is offered, as on thesellers and the. image that the company gets among the population.

Hospitality and tourism companies must constantly meet changing public needs. Given consumer's changing behavior and the online-centricity of the marketplace, online reputation has become one such factor now essential to gaining the trust of the market. Today, customers' judgment and peer review are not confined to having personal account but it has been expanded to the virtual interactions where information has been quite hypocritically spread over cyberspace (Peco- Torres et al.,2023). In this clear society, companies must be companies of clear character. Values and strategic direction are at the heart of corporate identity. As identity is developed and cohesively connected with organizational behaviour over time, the effects of identity can translate into a more stable and credible public image (Jain et al., 2016). In addition to a sense of identity, those companies that are "showing intent to help on social issues" is a competitive differentiator. Corporate social responsibility actions do not just strengthen the relationship with customers, but it also increases the level of trust and loyalty towards the stakeholders (Glaveli, 2020). This association is further enhanced when employees also perceive themselves as included, ultimately fueling positive view in the virtual forum (Yao et al., 2023). Brands aligned with social identity, issue, and digital status have a much-increased chance of surviving in a high-complexity competitive marketplace. A strategically minded approach to these three elements will assist in building a stronger business position to not only consumers but also longer-term relationships with the rest of the public.

Businesses cannot simply distinguish themselves by service or by better facilities. Strategically, companies need to show how much they "get" social and environmental issues, and commit to real action in response to them. A sustainability-oriented behaviour results in more positive attitudes and a higher level of customer loyalty, if applied repeatedly. A study by Astuti et al. (2023) in Badung Bali on hotel sustainability governance, it is proven that government based on sustainability is directly impact to operational efficiency and market response. Businesses that do adhere to this rule are able to build long-term relationships with customers and generate public trust. Concern over social and environmental effects is not just an issue for hotels in popular destinations, it is part of a broader trend around the world. Jones et al. (2017) relate hospitality industry practices to sustainable development goals (SDGs) in terms of waste reduction, renewable energy utilisation, and local community development. Commitment to these objectives improve the image of the company and further opportunities for additional collaborations. Also, the linkage between CSR and brand equity has been verified by a number of researches. Lai et al. (2010) argues that brand image and performance are shaped by the values that form basis of a company. Consumers trust is earned when they see a company walk the talk. This relationship is important because it is not just promotions but a sense of honesty and dedication that develop loyalty.

In our digital age, reputation is no longer defined by advertising or media relations alone. The way consumers relate to and judge brands today has changed with the onset of social media. Moro and Rita (2018) highlight the necessity of having a proactive as reactive strategy in online platforms. Businesses that truly embrace these avenues are capable of building the strongest relationships with their customers. But trust is more than just communicating. In-house policies need to be transparent. Companies that publicly display environmental policies on the official websites are more favorably received (Hsieh, 2012). This democratization of that data lets consumers judge a company based on its actual behavior, not just advertising copy. Sustainability as a differentiator It has been said that sustainability values can be a significant brand management lever. What you do have is a marketplace that is full of choices: that's what King (2017) says companies must tell through stories if they want to succeed. When a brand's point of difference is based on doing the right thing supporting people and planet it occupies a stronger place in the market. This is important given that many firms provide the same services. This is reinforced by Wiryawan and Arief (2023) who demonstrate that sustainable practices lead to higher brand equity in tourism. Initiatives such as green power, participating in local programs and implementing efficient waste management systems help meet consumer demands, and shore up the trust and social relevance that underpins a brand. The major issue for organizations is how they align what they say their values are and what goes on the ground. An organization's brand can evaporate as fast as the gap between what they tell you and what you experience as their customer. Accordingly, plans must be based on real habits, not just promotions.

Customers can not be won on service and price alone. In the hotel and tourism business, the image of a company is determined by several aspects, which demonstrate its morality and long-term commitment. Reputation is then built through the balance of transparent governance, dependable social communication and the faculty to keep promises. According to Nielsen & Thomsen (2018), communication about social responsibility should be conducted with great attention to not appear manipulative. Late-claims risk public disbelief when companies make too much of them without offering visible evidence. Thus, a communication plan has to be established, which is not only informative, but realistic, indicating that based on evidence every claim is true. Reporting is also an essential component of establishing this trust. Ghuslan et al. (2021) point out that RePP are dependent "upon the quality of reporting, in particular with regard to environmental and social issues (Sustain [original emphasis]) and the way in which reputation is built". If presented openly and in an organised manner, information boosts confidence in the company. On the other hand, reports that are written to satisfy reporting requirements often do not affect coporate image.

The integrated implementation of communication strategies requires strong governance. A study by Jao et al. (2022) demonstrate that a rigorous monitoring mechanism can help firms stabilize their reputations. In practice, being transparent in decision-making, involving stakeholders and adopting ethical forms of management form part of the shared responsibility that buttress sustainable relationships with the public. The more companies realize the significance of their reputation, the more they can prepare themselves to meet global challenges, such as cross-border expansion. Edi et al. (2024) demonstrate, firms with a good reputation are more likely to succeed in cross-border acquisitions, particularly when the latter are consistent with the new market's expectations. This also implies that trust developed in one territory can act as 'capital' in expanding into other territories. Reputation is especially evident in hospitality business at customer level decisions. Sandy et al. (2020) illustrate that an environmental sustainability commitment has a direct influence on the consumer perceptions of the Grand Hyatt Bali. It is actions like energy efficiency, waste reduction and consistent environmental programs that prove they really do care about what the public is concerned about.

An enhanced image also adds to the value of a company. Afifah et al. (2021) assert that corporate social responsibility practices have a direct positive impact on company value in the eyes of investors. In plain optionspeak, not only does this tactic enhance the company's public facade, but there are economic implications as well. The better the reputation, the lower the business risk and the more market properties trust in the stability of the company. Reputation is not a set and forget operation. It takes stamina, integrity and a strategy that can be measured in the long-term. A commitment to social responsibility, good governance and responsible reporting fulfils not only social expectations, but underpins long term business development and success.

2. RESEARCH METHOD

This research aims to investigate the influence of corporate identity, social responsibility and reputation on sustainable branding strategy in hospitality and tourism industry in Indonesia. In order to meet this purpose, an integrated methodology was adopted, with a mix of qualitative and quantitative investigations in seven consecutive stages. Areas of the research is various regions in Indonesia which has a higher number of touristic industries such as Bali, Yogyakarta, Bandung and Lombok. The empirical data were computed from small- and medium-sized enterprises (SMEs) in hospitality and tourism that actively engage in branding techniques and social responsibility strategies over time.

a. Preliminary Qualitative Study
   In the first stage of the study an attempt was made to assess the structure of corporate identity in relation to its role in a social and a reputation action in the hospitality and tourism business. The emphasis was on researching how internal stakeholders interpret organizational values and how they manifest through the firm's everyday practices. Seventeen interviews were performed, including face-to-face and online interviews of hotel owners, marketing managers, and operation heads from four tourism cities in Indonesia: Bali, Yogyakarta, Bandung and Lombok (Hariyanti et al., 2020). Adhering to preference and availability of the respondent, each interview had a duration of 60-75 min. Together, they were interviewed for 1,100 minutes. Seven focus group sessions were also conducted with junior and staff levels other than the individual interviews. The number of subjects in each group was 5 and the mean session duration was 115 min. The objective of these group interviews was to determine the level of employees' engagement and awareness of the company's direction, particularly in terms of branding strategies and social activities that have been assimilated into the operations. This was then followed by the analysis with NVivo app. The complete transcripts of all recordings were independently read over and in open coding and thematic clustering were examined. From this group of statement items 164 items related to corporate identity were generated. Following assessment by seven management and strategic communication experts, 140 items remained relevant and appropriate for testing in the quantitative phase.
b. Instrument Pretest
   The initial pretest of the instrument was carried out to determine the extent to which the respondents working in the hospitality and tourism sector were able to comprehend the statements presented in the instrument. Questions were to be worded in such a way that each had a one meaning and accurately reflected respondents' perceptions. There were 109 individuals that have participated in the filling of the first questionnaire from major tourist cities in Indonesia which they were Bali, Yogyakarta, Bandung, Lombok, and Jakarta. They were middle management, operation workers, and employees belonging to brand operation and corporate social responsibility. After verifying the data, 102 responses were considered valid for analysis. Data analysis Exploratory factor analysis restricted by Nuryanti et al. (2020). The findings showed that the constructed statements fit 19 stable construct groups. Since there were some questions that presented high cross-correlation and low contribution in the main construct of

the questionnaire, they were excluded in order to ensure accuracy of the model. Following screening, 82 of the items were accepted for the next phase, which was a larger scale survey. Reliability of each construct was higher than 0.83 (Cronbach's alpha), evidencing high internal consistency. This result strengthened the assumption that the instrument captures the constructs it was supposed to and can be tested with a wider range of participants in further phases.

c. National Scale Survey
Once the pretest demonstrated consistent findings, the next step was to administer the tool across different areas for greater representation. The research was carried out in five main cities characterised by the strength of the hospitality and tourism sector: Bali, Jakarta, Bandung, Yogyakarta, and Lombok. The survey was circulated via the internet, as well as paper-based, in collaboration with the operations managers, human resources managers and local business association in tourism. There were 479 questionnaires collected and the first validation process the 467 questionnaires can be valid to continuing (Murti, 2024). The selection of respondents was based on work experience and participation in organizational management to receive relevant responses which deal with corporate identity, social activities and reputation perceptions. Measurement (Structural) Model: The rest of the analysis was conducted on the measurement model (confirmatory). The RMSEA was 0.046, and the CFI and TLI were both >0.93. All the constructs had an AVE more than the cutoff value of 0.60, showing the strong relationship between the indicators to reflect the constructs under consideration. The CR values were also high (CR > 0.88) for all the constructs, as an indicator that the instrument presented acceptable internal consistency and was prepared for the structural modeling of later stages.

d. Inter-Island Regional Testing
Except the previous step, the following phase was conducted to see if the model can consistently be used in regions with different tourism properties. We concentrated on eastern and central Indonesia, such as Labuan Bajo, Makassar and Manado, where social structures and interrelations with tourists differ from those at western locations. The checks also extended to tourist cities in the Central and East Java regions such as Semarang, Surakarta, Malang and Banyuwangi. A fifth study involved 457 respondents in the central and eastern regions and the sixth contained 295 respondents in Java. All participants were directly associated with hotel operations or tourism business administration and company social activities. The instrument used was translated to local languages and plain language for the common man to be able to understand and interpret correctly. A confirmatory factor analysis demonstrated the invariance of the model across geographic areas. The RMSEA were between 0.042 and 0.045, and the CFI and TLI exceeded 0.93. The factor loadings indicated sound relationships among the items in each construct. While there was a common understanding about the effects of corporate identity and reputation across countries and regions, the effect of social responsibility on reputation varied from region to region. The most significant differences were found in the areas where the community participation in local tourism was higher. This indicates that the perception of a company's social commitment may be affected by the degree of interaction and closeness to the territory in which the company is located.

e. Combined Replication and National Validation
In this step data of all previous data collection were pooled to investigate validity and reliability of the measurement model on a national level. The final number of respondents was 1,219 from all over Indonesia of different types of businesses from hospitality and tourism industries. Second, a confirmatory analysis tested fit of the model for pooled data. The fit indices of modification results were RMSEA =0.038 and CFI =0.94 TLI =0.94. These numbers indicate that our model structure is robust under different organizational and geographic contexts. Also, there was good internal consistency among all the constructs, as well as reasonable content-related validity of the relationship among the variables.

In terms of structural relationships, corporate identity had a direct effect on social activities ($\gamma = 0.641$) and an indirect effect on reputation perceptions ($\gamma = 0.301$). Reputation was likewise correlated significantly with social responsibility ($\gamma = 0.558$), suggesting that companies that are involved in social work are more likely to have the trusts and respect of the general public. These findings show that, based on organisational identity-based appeals, with endorsed social practice as a resource, branding strategies may be used to reinforce a brand's public legitimacy. Linking values to action is what matters when it comes to building a sound and sustainable reputation in the long run.

3. RESULTS AND DISCUSSION

3.1. Results

The relationship between corporate identity, social responsibility and reputation was identified to be significant in the hospitality and tourism industry in Indonesia. The survey covers 1,219 respondents among small and medium-sized enterprises in some of the main tourist cities including in Bali, Yogyakarta, Bandung and Lombok. The great majority of respondents also had a good sense of their company's values. They manifested in both official proclamations and the unspectacular conduct of leadership and co-workers.

The mean scores for the company communication about values and whether management has followed declared values, suggests that the organisational mediation and reality of the image is in the lived practices/operational that are the enacted development and implementation of policy. As for corporate social responsibility, Overall, the most of respondents indicated that their companies were participating in activities for the well-being of the local community. Examples included initiatives to cut down on plastic waste, bring local communities into the supply chain, or support local culture through partnerships with artists or local tourism operators. Not all these activities had corresponding written reports or company documentation but were appreciated by employees the world over. Respondents felt favorable about the company's image, in particular their level of trust in the company and the public's perception of their long-term investment in the company. A lot tied a positive reputation to the way the company listens to its customers and contributes to social and environmental causes. In contrast, those companies whose public pronouncements were at odds with their behavior, were considered less trustworthy.

3.1.1. Corporate Identity

68%Participants who rated the corporate identity of their company Notes High 6. This included the level of clarity around the organization's strategic direction, the consistency of the communication and the congruence between what the company said it stood for and what people experienced at work. How about this: 84% of respondents agreed that they knew the mission, vision, and values of their company well. This result indicates that a majority of the respondents' companies have effectively inculcated a profound internal image as a slogan or communication message and as part of corporate culture (Nugroho et al., 2021). The company identity average mean score was of 6.2 on a 7 points scale. Two items received the most favorable rating: The consistency of visual and verbal communication (average=6.4), and leadership is perceived in accordance with the organization's core values (average=6.1).

These findings suggest that in addition to the external marketing, the realization and perception of the values by the employees in their everyday work are crucial to successfully transmitting brand identity. Many respondents also noted that the existence of brand guidelines, internal training, and steady communication from leadership all made it more clear that they were headed in the right direction at the company. They were more engaged with decision-making, particularly when the organisation's values guided responses to changes or challenges of operations. Uniformity equals stability, and stability on the job equals employee loyalty. With a group mind-set about who the company is and where it is going, internal systems will run more effectively and it will also impact how the company interacts with outside entities customers, business partners.

3.1.2. Corporate Social Responsibility (CSR)

The majority of companies in our study are implementing social activities that are related to the community directly or environmental preservation. 76 percent of employees say their companies have ongoing programs that support sustainable practices through environmental and social means. Mentioned most frequently are waste recycling, energy saving and the integration of local citizens into business life, for example to supply raw materials, services or to cooperate with the community. The mean score of CSR practice implementation was 5.8 based on a seven-point scale, suggesting the majority of the participants believe their companies being reasonably active in conducting programs that have positive social impact. Scores were highest for involvement in conservation of local culture (mean = 6.0) and operations that take into account the welfare of the community (mean = 5.9). These findings demonstrate that the most of the hospitality/tourism firms not just seek the profit, but they also consider their relationship with community where they operate.

Yet the reality is a chasm between CSR program implementation and that of public communication. Less than half, or 48 percent, of the respondents indicated formal communication about social activity of their firms through official medium such as annual reports, a company website, social media, or funding and performance agreement (Ernawan, 2014). Insufficient reporting may hinder transparency as well as reduce public confidence in the firm's social dedication. A few of the replies also referred to employee's involvement in social activities as something that inherently make them feel part of the business. They believed that their tasks were not merely technical activities, but represented the answer, as it were, to the company's moral values and to the healthy relationship between the business and its environment. The more frequently employees participate in social programs, the greater work motivation and social interest they have.

3.1.3. Company Reputation

The ranking of company reputation was determined by attitudes towards customers' trust in the company, the way the company is run, and how it addresses feedback, not least in the digital realm. Respondents were invited to comment on a number of associations related to the company's image in the public domain, both from their own observations and feedback from consumers and the general public. The finding shows that reputation is positively related to corporate identity and implementation of social responsibility (Rhesa Rahmayanti, 2014). Organizations with a clear sense of direction, strong values, and an involvement in society at large tended to rate higher on reputation among employees. The average reputation score was 6.1 on a seven-point scale, meaning that most respondents think their company has a good public image.

The factors that are cited the most concerning reputation are: transparency of information; clarity of operational management; and the manner in which companies relate to the external environment. Companies that give details on internal policies, delivery of social programs and corporate service plans were seen as better able to create trust. And this was reinforced by the organisation's ability to keep spaghetti-like connections on the commitment-action duct from getting in a tangle. The authors emphasized responses to online reviews. Some 63% said their business has a system to react to customer comments or posts on social networks or review sites. The perceived response time and the attitude of responding to complaints or suggestion could affect the customer image. They believed in intimate, open and cloes chat as the most effective tool in keeping the customer loyal. The desireable good name is not made up only of promotions or sober decorations. Instead, credibility builds on a consistent behavior of the organization and how the company presents itself to customers, employees, and the community. Such well-founded reputation lead to much easier relationships established in a long-term and stable manner.

3.1.4. Relationship Between Variables

The findings of the path analysis showed a significant relationship between corporate identity, social responsibility practice, and reputation. According to information from the survey results, corporate identity was observed to exert a direct and high-level effect on social activities ($\gamma = 0.641$; $t = 12.34$). Corporation Identity was also found to have a significant impact on the reputation created in the eyes of the public ($\gamma = 0.301$; $t = 6.57$). This suggests that the clearer the direction and values of the company, the more responsible it will behave in terms of the environment and society. The coefficient of the relationship between social responsibility and reputation was calculated (0.558; $t = 9.03$). This means that the social activities of companies have not only direct benefits for communities, but also the social image and public trust toward them (Imilda et al., 2025). Organizations that are visibly engaged with social issues are also more favorably regarded by customers, business partners, and other stakeholders, particularly when such actions are consistently pursued and are relevant to the local community.

Coefficients from the combined national model had uniform relations between variables that included stable coefficients at the regional level. Expand These results suggest that the patterns of relationships among the three constructs are not unique to a particular country or type of business. Similar patterns were also seen for different tourist regions in Indonesia, such as Bali, Yogyakarta, Bandung, Lombok and Labuan Bajo. The constancy of the relationships in the model further clarifies how a company's investment in the development of a corporate reputation does not only depend on promotional activities and work done to build an external reputation, but it also depends on the actual implementation of the corporate identity, and the incorporation of the willingness to assume social responsibility as part of a long-term strategy.

3.1.5. Regional Comparison

The regional variance was also dissected to understand local perceptions of corporate identity, social responsibility and reputation in places with different portraits of tourism. The five main destinations selected for comparison were Bali, Yogyakarta, Bandung, Lombok, and Labuan Bajo. These destinations were chosen due to their high tourism visits, as well as their cultural and strategic roles in the Indonesian hospitality and tourism business. According to the findings, Bali ranked highest in the two dimensions: corporate identity and reputation. The average identity score in Bali was 6.4 out of 7 and reputation 6.3. High scores may be related to the years of development of Bali tourism, which has forced companies to become more serious about their image and the connection with the international market. The existence of more mature service standards and the expectations of the global market have also aspired the companies in Bali to be consistent in managing identity and brand communication.

Meanwhile Lombok and Labuan Bajo were in the higher position in social responsibility 6.1 average both of them. It is in these regions that the more creative economic development, community training and goods and services provision partnerships are said to have the closest relationship with local communities. These arenot viewed as simply obligations however, as they are part of the long-term relationships between companies and communities in which they operate. This has served to bolster the positive perception of the firms, even if their brand exposure nationally isn't as great as in other gateway cities. Yogyakarta and Bandung also demonstrated comparable scores in all of the components studied, and there was no great disparity between one variable and another. It means that the methodology adopted in these areas is somewhat conservative, stable and does not compromise itself to external market forces or local features too much.

The scores differed by region, but the relationship among identity, social responsibility and reputation was similar in every region. Such stability implies that the model in this research can be applied generally to different tourist destinations in Indonesia taking into account cultural differences and mana gerial approaches in each region.

3.1.6. Additional Findings

Findings from interviews and focus groups enriched understanding of how employees interpret and react to the organisation's strategies, specifically around social values and reputation construction. The major number of respondents stated that when they work in an organizational setting that is not only profit-focused but socially and environmentally oriented, they feel more comfortable and motivated. Workers who participated in social activities at the company felt more appreciated. They added, takingpart in local community training, educational donations, restoration of the environment, and other such activities shaped external relationships as well has enhanced work morale and pride towards the company. This sense of belonging, showed heightened if the company was considered as having concern to all things, not just financial target (Mardiansjah & Rahayu, 2019).

A lot of the people we spoke to said that digital reputation mattered in their customer thinking. Online reputation matters and guest will think twice once they see the bad review which is posted on booking site right besides your listing. Some participants reported that not providing an open response to a criticism can result in a bad perception, even for a trivial complaint. In response, an overwhelming majority of the firms polled have developed small units or teams to track online discussions on a regular basis. As social media becomes popularised with Google reviews, TripAdvisor and much more, their job is not just to reply to customer reviews, it’s to be professional and friendly – to mirror the personality of the business. These teams usually work with the customer service or marketing department to make sure everything said to the public is consistent with and reflects the values of the company internally. Proactively responding to and managing online communication is an approach that has been found effective in maintaining customer trust and protecting the effects of reputation crises. Responsive, consistent companies become more trustworthy and better able to address a volatile market.

3.2. Discussion

The results of this research suggest that through a reinforcing corporate identity which prevails in the work place, internal trust has been strengthened and has led to consistent external identity. This aligns with Jain et al. (2016) contend that corporate identity is a strategic distintiver of the sustainable competitive advantages. When the values of a company are not just stated in a book, but are lived and experienced every day, that’s when loyalty from within is created. This is consistent with Yao et al. (2023), who posit that employees' commitment positively influences in their online reputation, that is, in this scenario positive behavior and interactions.

Exercise active social responsibility, particularly in locations with strong community participation, such as Lombok and Labuan Bajo, reflect the company’s understanding of social function. Such practices directly affect the public's trust and loyalty towards the customers (Glaveli, 2020). While reportershi p may not yet have become the norm, there is evidence of a positive impact on perceptions due to the perceived relevance and impact of the activities. Employee participation in social programmes, as close focus groups suggested, can also generate skills, helping to Confirm the findings of Astuti et al. (2023), which demonstrate the performance implications of sustainability-oriented governance.

The image of a company, especially in the digital age, depends largely on the way in which a business reacts to feedback from the public. As reported by Peco-Torres and co-workers (2023), online reputation is created through proactive presence management and digital media utilization. Organisations that respond transparently and effectively to customer feedback as the following examples illustrate are more likely to gain credibility and trust. Similarly, Moro and Rita (2018) highlights that genuine communication strategies on social media can enhance the brand place of the service sector.

Results of path analysis in this research had validated the roles of corporate identity in influencing internal corporate perception, implementation of social activities and reputation-building. This is similar to the one of Lai et al. (2010), according to which reputation is affected by ethical conduct and values that are really practiced in the business world.

On a country level, different emphases reveal the influence of culture and of local market expectations on the company’s focus (see the elements of the model discussed in Section 3), yet the relationships between identity and CSR and between identity, CSR, and reputation persist. This is an indication that a value-based approach can be practicable albeit adaptive to specific social circumstances. Ghuslan et al. A (2021) as adding to the debate of the role of social and environmental reporting in enhancing governance and reputation, so especially for sectors that are reliant on public perception, for example tourism.

These results corroborate the claim that a strong reputation is not merely a product of external communication, but it is also the outcome of values alignment, authentic behaviours, and ongoing social participation (Nielsen & Thomsen, 2018; Hsieh, 2012). Organizations that can balance this equation not only gain market trust, but also develop wider chances of cooperation and long-term competitive value (Wiryawan & Arief, 2023; King, 2017).

4. CONCLUSION

The findings suggest that strategic sustainable branding, as a business strategy in the hospitality–tourism industry, is well associated with congruence between corporate identity, social responsibility implementation, and reputation management. An identity which continues to evolve transparently and is practiced at every corner within the organization reinforces stability and improves the organisation's image perception. Staff who understand the company's values are more likely to participate in internal and social events. This relationship is exemplified by their involvement in multiple sustainability initiatives such as local cultural restoration, energy conservation and collaboration with the local community. Pragmatic activities created with the involvement of the society, not only drive a social impact but also reinforce the brand in a audiences sensitive to ethical and environmental matters.

A reputation is a function of saying and doing the same thing. If a company walks its talk year-after-year, public trust develops over time. One key to preserving a good reputation is openness to responding to feedback and the ability to adjust in the digital world. The findings from the statistical testing illustrate a consistent association between corporate identity and social responsibility, and between corporate identity, social responsibility and reputation that all are significant. This trend is found in other regions as well, where the approach varies according to the local. This demonstrates that being value-based and the social participation can be the universal method to enhance public trust and business competitiveness. Values-driven companies are more likely to be successful in an industry that's all about perception and long-term relationships.

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