










ORIGINAL

Multidimensional CSR Communication Strategies for Enhancing Financial Outcomes and Stakeholder Trust in Organizations

Estrategias multidimensionales de comunicación de RSE para mejorar los resultados financieros y la confianza de las partes interesadas en las organizaciones

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ABSTRACT

Introduction: corporate Social Responsibility (CSR) has become a crucial element of modern business strategies, with organizations increasingly expected to contribute to societal well-being alongside their financial goals.

Objective: the objective is to investigate how various CSR communication strategies, such as transparency and stakeholder engagement, affect stakeholder trust. It also aims to understand their contribution to financial performance, using data analysis to identify significant relationships between these factors.

Method: data collected through interviews with 30 CSR managers and executives, analyzing CSR reports from 15 organizations, and surveying 129 stakeholders (employees, consumers, and investors) on their perceptions of CSR communication and trust using a Likert scale (1-5). Independent variables include transparency in CSR communication, engagement with stakeholders, frequency of communication, CSR messaging strategy, and CSR focus areas. IBM SPSS 26 was used for data analysis. Multiple regression and ANOVA revealed significant positive relationships between CSR communication strategies (transparency, engagement, frequency) and stakeholder trust.

Results: descriptive statistics indicated higher trust in organizations with more frequent, transparent CSR communication and greater engagement with stakeholders.

Conclusion: the investigation concludes that transparent, frequent, and engaging CSR communication strategies are essential in building stakeholder trust. Companies that focus on strategic, honest, and consistent communication across relevant CSR areas experience stronger stakeholder relationships and improved financial outcomes.

Keywords: Corporate Social Responsibility (CSR); Organizational Performance; Communication Strategies; Stakeholder Trust.

RESUMEN

Introducción: la Responsabilidad Social Corporativa (RSC) se ha convertido en un elemento crucial de las estrategias empresariales modernas, y cada vez se espera más que las organizaciones contribuyan al bienestar social junto con sus objetivos financieros.

Objetivo: investigar cómo diversas estrategias de comunicación de la RSC, como la transparencia y la participación de los grupos de interés, afectan la confianza de estos. También se busca comprender su contribución al rendimiento financiero, mediante el análisis de datos para identificar relaciones significativas entre estos factores.

Método: datos recopilados mediante entrevistas a 30 gerentes y ejecutivos de RSC, el análisis de informes de RSC de 15 organizaciones y la encuesta a 129 grupos de interés (empleados, consumidores e inversores) sobre sus percepciones de la comunicación y la confianza en la RSC mediante una escala de Likert (1-5). Las variables independientes incluyen la transparencia en la comunicación de la RSC, la interacción con los grupos de interés, la frecuencia de la comunicación, la estrategia de comunicación de la RSC y las áreas de enfoque de la RSC. Se utilizó IBM SPSS 26 para el análisis de datos. La regresión múltiple y el ANOVA revelaron relaciones positivas significativas entre las estrategias de comunicación de la RSC (transparencia, participación, frecuencia) y la confianza de los grupos de interés. Resultados: las estadísticas descriptivas indicaron una mayor confianza en las organizaciones con una comunicación de RSE más frecuente y transparente y un mayor compromiso con las partes interesadas.

Resultados: las estadísticas descriptivas indicaron una mayor confianza en las organizaciones con una comunicación de RSE más frecuente y transparente, así como una mayor interacción con los grupos de interés.

Conclusión: la investigación concluye que las estrategias de comunicación de RSE transparentes, frecuentes y atractivas son esenciales para generar confianza entre los grupos de interés. Las empresas que se centran en una comunicación estratégica, honesta y coherente en las áreas relevantes de RSE experimentan relaciones más sólidas con los grupos de interés y mejores resultados financieros.

Palabras clave: Responsabilidad Social Corporativa (RSC); Desempeño Organizacional; Estrategias de Comunicación; Confianza de los Grupos de Interés.

INTRODUCTION

The CSR serves as a strategic framework through which businesses can mitigate potential risks and harms while reinforcing long-term sustainability and stakeholder trust. By promoting environmentally and socially responsible practices, CSR not only safeguards a company's reputation but also contributes to ethical and sustainable development.⁽¹⁾ A well-structured CSR plan outlines actionable steps for engaging with stakeholders, minimizing environmental impact, and supporting socioeconomic growth, thereby embedding sustainability into the core of business operations. The concept of CSR can be traced back to 1926, when it was first acknowledged that corporations could thrive by contributing to the well-being of society.⁽²⁾ This marked the beginning of a shift from purely profit-driven motives to a more inclusive vision of corporate responsibility that aligns with social progress. Over time, CSR evolved into a fundamental element of corporate governance, influencing strategic decisions at the board level. Today, it is imperative that socially responsible investment (SRI) principles be integrated across all levels of a company, from executive leadership to operational management, to ensure ethical consistency.⁽³⁾ In sectors like fashion, where environmental degradation and labor issues are prevalent, CSR has become a pressing concern. Fashion brands are increasingly expected to adopt sustainable strategies that reduce carbon footprints, ensure ethical labor practices, and address climate change.⁽⁴⁾ This necessitates significant transformations in supply chain operations, production techniques, and even business models—shifting from fast fashion toward slow, responsible consumption patterns. CSR encompasses a wide range of business practices that prioritize societal welfare alongside profit. It has been recognized that robust CSR initiatives can enhance brand differentiation, offering a competitive edge in crowded markets. Consumers, particularly younger demographics, are drawn to companies with clear ethical values and a commitment to positive impact.⁽⁵⁾

The suggested method aimed to increase the amount of information on the disparity between non-financial reporting and necessary sustainable business strategies.⁽⁶⁾ A counter-accounting examination of the non-financial reports of 145 Italian companies selected for the research was carried out to examine the implications of Directive 2014/95/EU. Environmental transparency is impacted by corporate governance and report features, according to the findings. The previous research's objective was to examine how CSR contributes to risk reduction.⁽⁷⁾ In terms of reporting data on risk and CSR activities like stakeholder involvement or environmental policy, the research involves content analysis of integrated reports. The research indicates a statistically major

connection between CSR actions and risk classification, even though the database of more than 120 integrated reports under analysis is not entirely homogeneous.

Analyzing the relationships between sustainability and CSR was the method used to understand the advancements in current scientific output and possible future research directions.⁽⁸⁾ The most productive journal is Sustainability Switzerland, with the most productive author being García Sanchez, and the most researched topic being Business, Accounting, and Management. The research examined stakeholders' opinions on social responsibility and eco-friendly activities in hospitality businesses.⁽⁹⁾ It involved 462 participants in the travel and hospitality industry. Results showed that employers' stakeholders pressured businesses to make ethical decisions, manage human resources responsibly, and fund eco-friendly initiatives. The research examines the factors influencing strategic CSR, using companies with three consecutive CSR reports as samples.⁽¹⁰⁾ Results show that customer awareness and corporate reputation significantly influence strategic CSR, but product market competition doesn't significantly impact it. The findings suggest that firms' motivation for CSR is to meet the implicit demands of external stakeholders rather than external competitive pressure.

Research Objective

The research explores the impact of different CSR communication strategies on stakeholder trust, focusing on messaging, frequency, participation, and openness. It also investigates their influence on financial success, with the aim of identifying CSR activities that enhance stakeholder connections.⁽¹¹⁾

Research organization

The research was divided into four phases: phase 1 covered the introduction and literature reviews. Phase 2 details the process of materials and methods. Phase 3 highlights the research findings and discussion. Phase 4 depicts the conclusion.⁽¹²⁾

HYPOTHESIS FRAMEWORK

The research examines the relationship between CSR communication tactics, stakeholder trust, and an organization's financial performance. It suggests that transparency, engagement, and communication frequency positively impact stakeholder confidence. CSR focus areas and messaging strategy also contribute to trust building. Stakeholder trust acts as a mediator between CSR communication strategies and financial results, improving financial performance. This helps businesses strengthen stakeholder bonds and convert reputational assets into cash, and their framework is shown in figure 1.

- H1: CSR transparency has a significant positive effect on stakeholder trust.
- H2: Stakeholder engagement in CSR initiatives positively influences stakeholder trust.
- H3: Frequent CSR communication enhances stakeholder trust.
- H4: The use of a strategic CSR messaging approach positively affects stakeholder trust.
- H5: The alignment of CSR focus areas with stakeholder interests increases stakeholder trust.
- H6: Increased stakeholder trust positively impacts the organization's financial performance.
- H7: Stakeholder trust mediates the relationship between CSR communication strategies and financial performance.

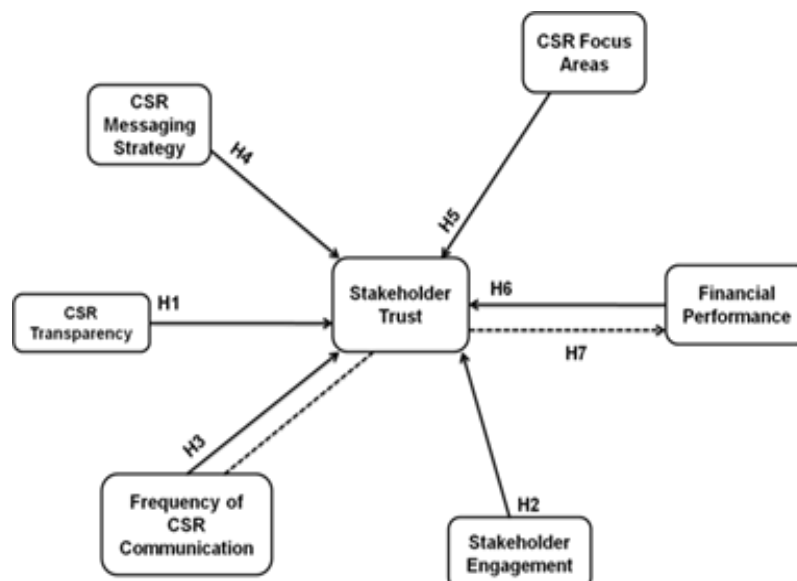


Figure 1. Hypothesis Framework for CSR Communication Research

METHOD

Using a mixed-methods approach, the research comprised surveys from 129 stakeholders, content analysis of 15 organizational CSR reports, and interviews with 30 CSR managers. A 5-point Likert scale was used to assess how people felt about CSR communication and trust. To find important associations, data were analyzed using IBM SPSS 26 using multiple regression and ANOVA.

Data Collection

The research utilized a mixed-method approach to gather data on CSR communication strategies. Semi-structured interviews with 30 CSR executives and managers from various industries were conducted to understand their internal structure and evaluation. Transparency, communication frequency, messaging approach, and target areas were derived from 15 organizations' CSR reports. A survey with 129 stakeholders was conducted to understand their perception of CSR communication and trust. A standardized questionnaire was created using a 5-point Likert scale for reliable and cross-checked results.

Questionnaire

Stakeholder trust, perceived financial outcomes, and CSR communication characteristics were quantitatively evaluated using a standardized questionnaire. A single, targeted item that was intended to reduce survey fatigue and ensure clarity as well as respondent involvement was used to measure each dimension. Each sentence was given a rating on a 5-point Likert scale, with 1 indicating "strongly disagree" and 5 indicating "strongly agree." The same questionnaire is described as follows.

- CSR Transparency: Does your organization share complete and accurate CSR info?
- Stakeholder Engagement: Are stakeholders actively involved in CSR activities?
- Frequency of Communication: How often are CSR updates shared?
- CSR Messaging Strategy: Are CSR messages tailored for different stakeholders?
- CSR Focus Areas: Do CSR efforts address key social and environmental issues?
- Stakeholder Trust: Do you trust your organization to act responsibly in CSR?
- Financial Performance: Has CSR positively impacted the organization's finances?

Statistical Analysis

The research used IBM SPSS Version 26 to analyze stakeholder perceptions and used multiple regression and descriptive analyses to examine the connection between stakeholder trust and CSR communication techniques. The research also analyzed the effect of stakeholder trust on perceived financial performance using a second regression model. ANOVA was used to evaluate variations in CSR strategies at different levels. The outcomes were considered statistically significant at $p < 0,05$, ensuring strong and reliable conclusions.

RESULTS AND DISCUSSION

Data from surveys and interviews revealed that communication frequency, transparency, and stakeholder participation all greatly improve stakeholder confidence. Financial performance perceptions are also favorably impacted by these CSR communication tactics. According to the results, stakeholder connections are strengthened by genuine and consistent CSR messaging. Overall, fostering trust and promoting corporate success rely heavily on intended CSR communication.⁽¹³⁾

Demographic Table

CSR managers, corporate CSR reports, and a stakeholder group that included investors, customers, and employees made up the research sample. Participants came from a range of geographic locations, including urban, semi-urban, and rural areas, and represented a variety of industries, including manufacturing, technology, finance, and retail. Students' educational backgrounds included everything from high school to graduate school. Table 1 illustrate how this varied demographic composition guaranteed a thorough grasp of CSR practices and stakeholder views across sectors and locations.^(14,15)

Table 1. Demographic Characteristics of CSR Managers, CSR Reports, and Stakeholders				
Category	Subcategory	CSR Managers (n = 30)	CSR Reports (n = 15)	Stakeholders (n = 129)
Gender	Male	17 (56,7 %)	-	68 (52,7 %)
	Female	13 (43,3 %)	-	61 (47,3 %)
Age Group (years)	18-29	3 (10,0 %)	-	36 (27,9 %)
	30-44	18 (60,0 %)	-	58 (45,0 %)
	45-60	8 (26,7 %)	-	30 (23,3 %)

	60+	1 (3,3 %)	-	5 (3,9 %)
Industry Sector	Manufacturing	8 (26,7 %)	5 (33,3 %)	30 (23,3 %)
	Technology	7 (23,3 %)	4 (26,7 %)	25 (19,4 %)
	Finance	6 (20,0 %)	3 (20,0 %)	20 (15,5 %)
	Retail	5 (16,7 %)	2 (13,3 %)	24 (18,6 %)
	Other Services	4 (13,3 %)	1 (6,7 %)	30 (23,3 %)
Region	Urban	21 (70,0 %)	10 (66,7 %)	96 (74,4 %)
	Semi-urban	6 (20,0 %)	3 (20,0 %)	23 (17,8 %)
	Rural	3 (10,0 %)	2 (13,3 %)	10 (7,8 %)
Education Level	High School	3 (10,0 %)	-	23 (17,8 %)
	Bachelor's Degree	14 (46,7 %)	-	67 (51,9 %)
	Postgraduate Degree	13 (43,3 %)	-	39 (30,2 %)
Stakeholder Type	Employees	-	-	45 (34,9 %)
	Consumers	-	-	52 (40,3 %)
	Investors	-	-	32 (24,8 %)

Descriptive Statistics

The central patterns and variability of data are described by descriptive statistics, which are summary measurements. They served as a summary of the comments provided by stakeholders in the research about financial performance, trust, and CSR communication tactics. The research demonstrated the consistency of stakeholders' replies and the degree to which they gave each factor a positive rating by presenting the mean, minimum, maximum, and standard deviation in table 2. This paved the way for additional analysis, such as regression and ANOVA, to examine the connections between these factors and helped determine which CSR strategies were most valued.^(16,17)

Table 2. Descriptive Statistics Table: Variable Measurement				
Variable	Mean (M)	Minimum	Maximum	Standard Deviation (SD)
CSR Transparency	4,21	2,00	5,00	0,67
Stakeholder Engagement	4,05	1,00	5,00	0,72
Frequency of Communication	3,88	1,00	5,00	0,81
CSR Messaging Strategy	4,09	2,00	5,00	0,69
CSR Focus Areas	4,12	2,00	5,00	0,63
Stakeholder Trust	4,25	2,00	5,00	0,58
Financial Performance	3,97	1,00	5,00	0,75

Multiple Regression Analysis

Stakeholder trust and CSR transparency have a large and favorable effect on financial performance, based on the findings of the multiple regression analysis demonstrated in table 3. While engagement, communication frequency, messaging strategy, and focus areas were not statistically significant on their own, stakeholder trust had the most impact. Building trust among stakeholders and implementing transparent CSR policies are important factors that influence an organization's financial results, as the model was able to explain 46,8 % of the variance in financial performance.^(18,19)

Table 3. Multiple Regression Analysis Table					
Predictor	Unstandardized Coefficient (B)	Standard Error (SE B)	Standardized Beta (B)	t	p-value
CSR Transparency	0,172	0,077	0,163	2,234	0,027*
Stakeholder Engagement	0,145	0,083	0,131	1,747	0,083
Frequency of Communication	0,101	0,070	0,093	1,443	0,152
CSR Messaging Strategy	0,086	0,067	0,082	1,284	0,202
CSR Focus Areas	0,077	0,069	0,068	1,116	0,267
Stakeholder Trust	0,301	0,065	0,316	4,631	0,000

Analysis of Variance (ANOVA)

The three groups' disparities in financial performance were analyzed using the ANOVA method. The findings indicated a statistically significant difference ($p = 0,011$, $F = 4,672$). Differences between groups account for an important portion of the overall variance (38,028), as evidenced by the significantly higher between-group mean square (1,342) than the within-group mean square (0,280). This implies that group distinctions, like stakeholder categories or degrees of CSR communication strategy, have a major impact on financial performance, as shown in table 4.^(20,21)

Table 4. ANOVA evaluation differences Stakeholder Trust based on Communication					
Source	SS	df	MS	F	Sig.
Between	2,684	2	1,342	4,672	0,011*
Within	35,344	126	0,280		
Total	38,028	128			

Path Analysis

According to the path analysis, stakeholder trust is significantly strengthened by CSR transparency, stakeholder engagement, and the frequency of CSR communication. Financial performance is then significantly and favorably impacted by stakeholder trust. Trust was not significantly impacted directly by CSR focus areas or CSR messaging strategy. Furthermore, by improving stakeholder trust, communication frequency indirectly enhanced financial performance, as presented in table 5. In general, stakeholder trust is mostly fueled by open, interesting, and regular CSR communication tactics, which ultimately lead to better financial results.^(22,23,24)

Table 5. Pathway Estimation of the Hypothesis						
Hypothesis	Pathway	B	SE	t-value	p-value	Support
H1	CSR Transparency→ Stakeholder Trust ST	0,302	0,068	4,632	0,000***	Supported
H2	Stakeholder Engagement →Stakeholder Trust ST	0,249	0,074	3,703	0,000***	Supported
H3	Frequency of CSR Communication →Stakeholder Trust ST	0,189	0,061	3,246	0,002**	Supported
H4	CSR Messaging Strategy→Stakeholder Trust ST	0,108	0,058	1,914	0,058	Not Supported
H5	CSR Focus Areas→Stakeholder Trust ST	0,079	0,064	1,328	0,187	Not Supported
H6	ST→Financial Performance	0,412	0,068	5,781	0,000***	Supported
H7	Frequency of CSR Communication →Stakeholder Trust ST→Financial Performance	0,078	0,026	3,000	0,000***	Supported (Indirect)

The research emphasizes the significance of CSR communication strategies in boosting stakeholder trust. It emphasizes transparency, engagement, and communication frequency as key factors for organizations. The research also links CSR communication to financial performance, offering practical insights for integrating CSR into business strategy. The mixed-methods approach, including interviews, CSR report analysis, and stakeholder surveys, provides a comprehensive understanding of trust building across diverse audiences.^(25,26)

CONCLUSION

The research examines how CSR communication tactics affect stakeholder trust and financial performance, using a mixed-methods approach that included surveys of 129 stakeholders, content analysis of 15 organizational CSR reports, and interviews with 30 CSR managers and executives. Transparency, stakeholder involvement, and communication frequency all significantly improve confidence and have a positive relationship with financial results, according to data analysis utilizing multiple regression and ANOVA. The research is limited, though, by its narrow emphasis on particular businesses and rather small sample size, which could limit how broadly the results can be applied. Further research can examine the long-term impacts of CSR communication on corporate reputation and brand loyalty, as well as expand the sample to cover a variety of industries.

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CONFLICT OF INTEREST

None.

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