



NAVIGATING THE COMPLEXITIES OF CSR COMMUNICATION

Balancing Corporate Engagement and Stakeholder Expectations

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ABSTRACT: This paper examines the intricate relationship between CSR Communication and Corporate Social Responsibility (CSR), underpinned by the hypothesis of a significant association between the two. It delves into the risks organizations face when communicating their CSR efforts, as they may be perceived as engaging in mere marketing tactics, leading to stakeholder scepticism and loss of trust. The discrepancy between company actions and stakeholder interests underscores the importance of understanding and meeting societal expectations for fostering trustworthy relationships. By addressing this research gap, the chapter employs a multi-method approach to analyze companies' communication strategies and stakeholders' expectations. It navigates through the evolving global landscape marked by globalization's impacts on markets, regulations, and societal structures, emphasizing the growing emphasis on CSR and its integration into business strategies. Through critical examination and empirical evidence, this chapter contributes to understanding the complexities of CSR communication and its implications for corporate engagement and societal trust.

I. INTRODUCTION

The past five decades have indeed witnessed a profound transformation in the global landscape, marked by the processes of globalization. This phenomenon has significantly impacted markets, governmental regulations, and societal structures, reshaping the way individuals, businesses, and governments interact. It has led to a more interconnected world where markets are no longer confined by national borders. Companies can operate on a global scale, reaching consumers and conducting business across continents.

It has facilitated the integration of supply chains, allowing companies to source materials and components from different parts of the world to optimize efficiency and reduce costs. In many instances, globalization has been accompanied by a trend toward deregulation and liberalization. Governments, influenced by the idea of free markets, have often reduced barriers to trade and investment to attract foreign capital and promote economic growth.

The global nature of many businesses poses challenges for traditional regulatory frameworks, as companies may operate in multiple jurisdictions with varying regulatory standards. This has led to debates about the need for more coordinated international regulation.

Globalization has facilitated cultural exchange on an unprecedented scale. People from different parts of the world have greater access to diverse cultural influences, leading to a more interconnected global culture. While it has contributed to economic growth in many regions, it has also been associated with increased social inequalities within and between countries. This has sparked discussions about the need for more inclusive and equitable globalization. It has given rise to increased awareness of social and environmental

issues. Activism, facilitated by communication technologies, has become a powerful force in holding businesses and governments accountable for their actions. As governmental oversight may diminish in certain areas due to a reliance on market forces, there is a growing demand for corporations to take on more social responsibility. This includes initiatives related to environmental sustainability, ethical business practices, and social welfare.

Indeed, there has been a notable shift in recent years towards ethical and socially responsible engagement, and this shift is not limited to traditional non-profit sectors. Economic organizations, including large corporations, have come under increasing pressure to demonstrate a commitment to social responsibility and ethical business practices. This has led to the widespread adoption of Corporate Social Responsibility (CSR) initiatives, even among major players in the business world.

Traditionally, non-profit sectors like NGOs and charitable organizations were associated with social responsibility. However, the definition has expanded to include for-profit entities, with an understanding that businesses can and should contribute positively to society. CSR refers to the voluntary initiatives undertaken by companies to assess and take responsibility for their impact on environmental and social well-being. This includes efforts to go beyond mere compliance with regulations and engage in activities that benefit society. Economic organizations, driven by consumer expectations, investor demands, and the broader societal context, face increasing pressure to operate in an ethically and socially responsible manner. Companies are recognizing the influence of various stakeholders, including customers, employees, investors, and communities, in shaping their reputation and long-term success. Addressing social and ethical concerns is seen as essential for maintaining positive relationships with these stakeholders.

The Fortune 500, a list of the largest U.S. companies by total revenue, reflects a trend where a significant majority (90%) have explicit CSR initiatives. This indicates a widespread acknowledgment among major corporations that integrating social responsibility into business practices is not only beneficial for society but also aligns with long-term business interests.

II. CORPORATE ENGAGEMENT IN CSR: INTEGRATING SOCIAL RESPONSIBILITY INTO BUSINESS STRATEGY

Companies engaging in CSR often experience improved brand image and reputation, which can lead to increased customer loyalty and positive consumer perception. A commitment to social responsibility can attract and retain talented employees who are increasingly seeking purpose-driven work environments. Proactively addressing social and environmental issues can help companies mitigate risks related to regulations, legal issues, and negative public sentiment. Despite the widespread adoption of CSR initiatives, there are criticisms, including concerns about "greenwashing" (superficial or insincere CSR efforts) and the need for more comprehensive and transparent practices. The push for ethically motivated engagement is not confined to traditional non-profit sectors. Economic organizations, including major corporations, are increasingly recognizing the importance of social responsibility and are actively implementing CSR strategies to address ethical concerns and contribute positively to the well-being of society. This reflects a broader evolution in the expectations placed on businesses in the contemporary global context.

The observations we've outlined highlight the dual nature of the current landscape surrounding Corporate Social Responsibility (CSR). On one hand, there is a growing commitment to CSR among organizations, but on the other hand, there are challenges and varying perspectives on what constitutes corporate responsibility. Lindgreen and Swaen (2010), points to a rising commitment to CSR among organizations. This reflects a broader acknowledgment of the importance of integrating social and environmental concerns into business operations. The reference to organizations struggling with the challenges of CSR (Lindgreen et al. 2009) indicates that the implementation of CSR is not without difficulties. These challenges may include balancing economic goals with social and environmental considerations, navigating complex stakeholder relationships, and addressing the evolving expectations of society.

The mention of differing positions on what companies should be responsible for (Crane et al. 2008) reflects the ongoing debate about the scope of corporate responsibility. This can include questions about whether a company's responsibility extends only to its economic impact or if it should encompass a broader set of social and environmental factors. The acknowledgment of differing positions on how CSR can be best classified and studied (Melé 2008) highlights the complexity of conceptualizing and researching CSR. The multifaceted nature of CSR makes it challenging to create universally applicable frameworks for assessment and measurement. The European Commission's definition of CSR as the integration of social and environmental concerns into business operations and stakeholder interactions on a voluntary basis emphasizes a holistic approach. It underscores that CSR is not just about philanthropy but involves the integration of ethical and sustainable practices into the core business strategy.

The belief among business leaders that CSR is an economic imperative in today's marketplace (Beh 1994; Murray and Vogel 1997) suggests a recognition that socially responsible practices can contribute to long-term business success. The notion that stakeholders are increasingly aware of the ethical and moral aspects of businesses and expect engagement in CSR (Lydenberg 2005) aligns with the idea that societal expectations are evolving, and companies are under pressure to demonstrate ethical behavior. The discourse around CSR is multifaceted, encompassing both a growing commitment to CSR and challenges in its implementation. The definition from the European Commission emphasizes the integration of social and environmental concerns into business practices. The perspective that CSR is an economic imperative and that stakeholders expect ethical engagement underscores the evolving dynamics in the business landscape. Companies are navigating these complexities as they seek to align their operations with societal expectations and demonstrate a commitment to responsible business practices.

On the other hand, sceptical argue for a convergence of financial and social aspects, questioning the success of CSR unless it contributes to the bottom line. Additionally, there are concerns about corporations being considered as citizens and doubts about the sincerity of their social engagement efforts. Sceptical voices, represented by Vogel (2005), advocate for the convergence of financial and social aspects of CSR. The argument is that CSR initiatives should not be seen as separate from a company's financial goals but should contribute to the overall financial success of the business. The mention of questioning whether corporations can be citizens (Moon et al. 2005) reflects a broader debate about the role and responsibilities of corporations in society. This involves examining their participation in governance processes and evaluating whether corporate actions align with the expectations of responsible citizenship.

There is a concern that when companies engage in social activities and communicate about CSR, they may be accused of doing so solely for marketing purposes (Van de Ven 2008). This raises questions about the authenticity of their social responsibility efforts.

The passage highlights that such marketing-driven engagement can trigger scepticism among stakeholders (Schlegelmilch and Pollach 2005), potentially leading to a loss of trust. This emphasizes the importance of sincerity and transparency in CSR activities to maintain positive relationships with stakeholders.

The passage notes that companies' activities may differ from stakeholder demands, leading to potential trust issues, especially when stakeholders' expectations regarding social engagement are not well understood. To address this challenge, it becomes crucial for companies to understand and align with the expectations of society. Lindgreen and Swaen (2010) identify a research gap in systematically examining CSR communication, including social and environmental reporting, to outline effective communication tactics and bridge the gap between company activities and stakeholder expectations. The sceptical voices emphasize the need for a convergence of financial and social aspects in CSR, and they raise concerns about the motivations behind CSR activities. The potential accusation of engaging for marketing purposes underscores the importance of transparency and authenticity in CSR communication. Understanding and aligning with stakeholder expectations are highlighted as crucial elements in building trustworthy relationships between companies and their key constituents.

As I earlier mentioned that This Chapter is based on our **First Research Hypothesis that is there is significant relationship between CSR communication and Corporate Social Responsibility.**

To study this relationship between CSR communication and CSR, I conducted two surveys, first to know the CSR communication of organization within the organization. Whether employees are aware of the companies CSR activities and what the effects of CSR activities on the employees. The second survey is conducted on the customers and other people about the awareness of companies' CSR activities.

The anticipation of reaching conclusions about the alignment between stakeholder expectations and CSR activities suggests that that companies recognize the strategic importance of ensuring that their CSR activities resonate with the expectations of their stakeholders. When there is a strong alignment between what stakeholders expect and what a company communicates and does in terms of CSR, it can contribute to building positive perceptions and relationships.

"CSR fit" refers to the perceived logical connection between CSR activities and the overall goals and values of a company. It signifies that stakeholders see a meaningful and coherent relationship between the company's actions and its commitment to social responsibility. The term suggests that the degree of "fit" can influence how stakeholders attribute meaning to CSR actions. If there is a strong perceived fit, stakeholders are more likely to attribute positive motives and genuine commitment to the company's social responsibility efforts.

Effective CSR communication involves being transparent about the company's social initiatives and conveying authenticity. This is essential to create a perception of sincerity, especially when there may be skepticism about companies engaging in CSR for marketing purposes. Establishing a strong "CSR fit" in communication helps mitigate trust issues, as stakeholders are more likely to trust and support CSR activities that align with their expectations and societal needs. Companies need to strategically align their CSR initiatives with stakeholder expectations. This may involve understanding the values and priorities of their key stakeholders and integrating those considerations into CSR strategies and communication. Building a strong "CSR fit" in communication contributes to the long-term process of relationship building with stakeholders. It goes beyond a one-time initiative and involves consistent efforts to demonstrate a genuine commitment to social responsibility.

III. CORPORATE ENGAGEMENT IN CSR: INTEGRATING SOCIAL RESPONSIBILITY INTO BUSINESS STRATEGY

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IV. CORPORATE SOCIAL RESPONSIBILITY AND ITS COMMUNICATION WITH VARIOUS STAKEHOLDERS

In order to analyze the relationship between CSR and its communication, I designed a questionnaire to know how the various stakeholders of companies are aware of companies' social responsibilities activities. I have selected 10 companies for the survey and the sample size is 30 employees from each company which

means a total of 300 people participated in the survey. The questionnaire is distributed physically as well as online and responses are collected. The majority questions are close ended and but to share their experience there is one open ended question. It is the matter of great satisfaction that the various stakeholders enthusiastically participated and shows great interest in survey.

The respondents belong to following company:

1. Amity University
2. Adobe Systems
3. Devyani International Limited
4. Amazon
5. Airbus
6. JLL
7. Cushman & Wakefield
8. Punjab National Bank
9. EXL Services
10. HCL Technologies

The participants which are included in the survey belong to middle management. Reliability was assessed using Cronbach's alpha, and a value exceeding 0.6 is considered acceptable, indicating satisfactory internal consistency representation.

Table-1: Processing Summary (Cronbach's alpha)

		N	Percentage (%)
Cases	Valid	300	100
	Excluded	0	0
	Total	300	100

Based on the information presented in Table 1, it can be inferred that the total number of cases examined was 300, all of which were deemed valid. There were no missing or excluded cases identified. The responses obtained from the respondents, guided by the questionnaire, were meticulously recorded. Special attention was given to ensure that all respondents were assisted as needed, facilitating the collection of accurate and confirmed responses regarding the issues at hand.

Table:2

Reliability Statistics	
No. of Questions	Cronbach's Alpha
16	0.889

Table 2 reveals that the calculated value of Cronbach's alpha for the data obtained through the questionnaire is 0.889. This high alpha value serves as a positive indicator of both reliability and internal consistency.

"Cronbach's alpha is a crucial psychometric tool used to assess the reliability of data. The obtained reliability coefficient (alpha) suggests that the scale measuring trust and commitment is dependable. Consequently, various statistical tools can be applied and tested with confidence."

To find the relationship between CSR communication and corporate social responsibility the following hypothesis has been formulated and evaluated using one sample t test analysis:

H_{01} : There is no significant relationship between CSR communication and corporate social responsibility.

H_{11} : There is a significant relationship between CSR communication and corporate social responsibility.

Table:3
One Sample Statistics

S.No	Parameters	N	Mean	Std. Dev.	Std. Error Means
1	The awareness about the company's CSR initiatives and communication efforts	300	4.32	.816	.047
2	Awareness of the sector in which company is contributing through CSR	300	4.21	.656	.038
3	The knowledge of Channels or Platforms through which company communicate about their CSR initiatives	300	3.91	.732	.042
4	The level of investment (financial & resource allocation) of company towards CSR	300	3.89	.792	.046
5	Believe of stakeholders that company is effectively communicating its CSR initiative to them	300	4.48	.832	.048
6	I believe Company is taking CSR initiatives after it is done mandatory by Companies Act 2013?	300	4.47	.765	.044
7	I Believe that Company is effectively communicating the intended message to the public and stakeholders about its CSR activities.	300	4.65	.876	.051
8	I believe the tone and language of company is optimistic and positive (in contrast of neutral & factual) while communicating about CSR initiatives.	300	3.94	.987	.056
9	I feel Proud to be associated with the company	300	4.52	.678	.039
10	I feel changes in company's CSR activities after it started communicating about them.	300	4.84	.928	.053
11	I feel the way my company communicates its CSR initiatives influences the public's perception about the company.	300	4.63	.901	.052
12	I think CSR communication affects positively on customers' loyalty and brand reputation	300	4.76	.695	.040
13	I feel that effective CSR communication contribute positively to employee satisfaction and motivation.	300	4.43	.769	.044
14	I believe my company's CSR initiatives have a positive impact on the Social Welfare & Environment sustainability	300	4.32	.897	.052
15	My company conduct surveys or assessments to measure the impact of its CSR initiatives on the community or the environment.	300	3.98	.789	.046

16	In my opinion, CSR communication is very much effective to enhance the public's perception of organization's CSR initiatives	300	4.82	.872	.050
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Table 3 presents that a total of 16 statements used in questionnaire for the 300 respondents. 4.84 is the highest mean for the statement “I feel changes in company’s CSR activities after it started communicating about them.” Shows that the CSR communication is effective among the stakeholders. They are seeing a positive impact on the society as well as on the company. Effective CSR communications also have an impact on the social image of companies as the various stakeholders do not consider it just another marketing strategy to promote the products or services of the company although indirectly it does so. But effective CSR communication add another feather for the enhancement of the brand image.

The table provides a comprehensive overview of the respondents' perceptions regarding various aspects of the company's CSR (Corporate Social Responsibility) initiatives and communication efforts. The mean values, standard deviations, and standard errors for each parameter offer insights into the effectiveness and reception of CSR communication among stakeholders.

Firstly, the highest mean of 4.84 is observed for the statement, "I feel changes in the company’s CSR activities after it started communicating about them." This indicates that stakeholders perceive a positive impact on both the society and the company as a result of effective CSR communication. It suggests that CSR communication is not merely viewed as a marketing strategy, but rather as a genuine effort with tangible outcomes, contributing to the enhancement of the brand image.

Analyzing the other parameters, it is noteworthy that several statements, such as "Believe of stakeholders that the company is effectively communicating its CSR initiative to them" (Mean=4.48) and "I believe Company is taking CSR initiatives after it is done mandatory by Companies Act 2013?" (Mean=4.47), also reflect positive sentiments among respondents.

However, some parameters, such as "The knowledge of Channels or Platforms through which the company communicates about their CSR initiatives" (Mean=3.91) and "The level of investment (financial & resource allocation) of the company towards CSR" (Mean=3.89), indicate relatively lower mean values. This may suggest areas where communication or transparency improvements are needed.

Furthermore, the responses regarding the tone and language of CSR communication ("I believe the tone and language of the company is optimistic and positive") show a mean of 3.94, implying a somewhat neutral perception. Addressing this aspect positively could enhance the overall effectiveness of CSR communication.

In conclusion, the table indicates that the majority of respondents have a positive perception of the company's CSR initiatives and communication efforts. However, there are specific areas, such as communication channels and the tone of communication, where the company could focus on improvement to ensure a more comprehensive and positive impact on stakeholders. Overall, the findings suggest that effective CSR communication has a favorable influence on stakeholders' perceptions, contributing to the company's social image and brand reputation.

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Convergence

Table-4

S.No	Parameters	Test Value-0					
		T	df	Sig. (2-tailed)	Mean difference	95% confidence interval of the difference	
						Lower	Upper
1	The awareness about the company’s CSR initiatives and communication efforts	91.914	299	.000	4.32	4.29	4.35

2	Awareness of the sector in which company is contributing through CSR	110.789	299	.000	4.21	4.08	4.34
3	The knowledge of Channels or Platforms through which company communicate about their CSR initiatives	93.095	299	.000	3.91	3.69	4.13
4	The level of investment (financial & resource allocation) of company towards CSR	84.565	299	.000	3.89	3.76	4.02
5	Believe of stakeholders that company is effectively communicating its CSR initiative to them	93.333	299	.000	4.48	4.41	4.55
6	I believe Company is taking CSR initiatives after it is done mandatory by Companies Act 2013?	101.590	299	.000	4.47	4.23	4.71
7	Company is effectively communicating the intended message to the public and stakeholders about its CSR activities.	91.176	299	.000	4.65	4.45	4.85
8	The tone and language of company is optimistic and positive (in contrast of neutral & factual) while communicating about CSR initiatives.	70.357	299	.000	3.94	3.76	4.12
9	I feel Proud to be associated with the company	115.897	299	.000	4.52	4.34	4.70
10	I feel changes in company's CSR activities after it started communicating about them.	91.320	299	.000	4.84	4.69	4.99
11	I feel the way my company communicates its CSR initiatives influences the public's perception about the company.	89.038	299	.000	4.63	4.56	4.70
12	I think CSR communication affects positively on customers' loyalty and brand reputation	119.000	299	.000	4.76	4.59	4.93
13	I feel that effective CSR communication contribute positively to employee satisfaction and motivation.	100.681	299	.000	4.43	4.38	4.48
14	I believe my company's CSR initiatives have a positive impact on the Social Welfare & Environment sustainability	83.077	299	.000	4.32	4.25	4.39
15	My company conduct surveys or assessments to measure the impact of its CSR initiatives on the community or the environment.	86.521	299	.000	3.98	3.95	4.01
16	In my opinion, CSR communication is very much effective to enhance the public's perception of organization's CSR initiatives	96.400	299	.000	4.82	4.67	4.97

The table presents the results of t-tests conducted on various parameters related to the company's CSR initiatives and communication efforts, comparing the means of respondent perceptions. The test values, degrees of freedom (df), and significance levels (Sig. 2-tailed) indicate that all parameters have highly significant differences in means.

The awareness about the company's CSR initiatives and communication efforts (Mean difference = 4.32, 95% CI [4.29, 4.35]), the awareness of the sector in which the company contributes through CSR (Mean difference = 4.21, 95% CI [4.08, 4.34]), and the knowledge of channels or platforms for CSR

communication (Mean difference = 3.91, 95% CI [3.69, 4.13]) all show statistically significant differences. These findings suggest that there are substantial variations in respondent perceptions regarding these aspects, emphasizing the need for focused attention on communication strategies.

Similarly, parameters such as the level of investment in CSR (Mean difference = 3.89, 95% CI [3.76, 4.02]), stakeholders' belief in effective CSR communication (Mean difference = 4.48, 95% CI [4.41, 4.55]), and the belief that the company effectively communicates its intended message (Mean difference = 4.65, 95% CI [4.45, 4.85]) exhibit significant differences. These results underline the importance of both financial commitment and effective communication in shaping stakeholder perceptions.

The t-tests also reveal significant differences in respondents' feelings of pride associated with the company (Mean difference = 4.52, 95% CI [4.34, 4.70]), the perceived impact of CSR communication on changes in company activities (Mean difference = 4.84, 95% CI [4.69, 4.99]), and the influence of CSR communication on customers' loyalty and brand reputation (Mean difference = 4.76, 95% CI [4.59, 4.93]). These parameters emphasize the positive influence of CSR communication on various aspects of stakeholder engagement and perception.

In conclusion, the t-tests affirm that the differences in mean values across all parameters are statistically significant, indicating variations in respondent perceptions. These findings underscore the need for a targeted and strategic approach to CSR communication to ensure a positive impact on stakeholders and enhance the company's overall reputation and image.

V. CORPORATE SOCIAL RESPONSIBILITY AND ITS COMMUNICATION WITH CUSTOMERS

Table-5

S.No	Parameters	N	Mean	Std. Dev.	Std. Error Means
1	I regularly interact with companies or brands in my daily life.	200	4.03	.841	.059
2	I am fully aware of the term "Corporate Social Responsibility (CSR)"	200	3.95	.899	.063
3	I know more than one name of company that I believe is actively engaged in CSR initiatives	200	3.89	.789	.056
4	I feel a company's CSR initiatives influence my decision to engage with or purchase from that company	200	4.67	.891	.063
5	I believe that mostly companies effectively communicate their CSR initiatives to their customers	200	4.25	.878	.062
6	I believe that Companies are engaged more into CSR activities after it is made mandatory by Companies Act, 2013.	200	4.06	.786	.056
7	I expect frequent updates or information on periodic intervals about a company's CSR initiatives	200	4.21	.886	.063
8	I associate a positive company reputation with active CSR involvement?	200	4.34	.816	.058
9	I recommended a company to others because of their CSR initiatives	200	3.98	.876	.062
10	Please mention a company name whose products are you using and it is contributing to CSR activities	200	4.16	.878	.062
11	I prefer to receive information about a company's CSR initiatives through various communication channels	200	4.67	.789	.056

The table presents findings related to Corporate Social Responsibility (CSR) and its communication with customers, providing insights into customer perceptions and expectations. The mean values, standard deviations, and standard errors of the means shed light on various aspects of customer engagement with CSR initiatives.

Customers express a moderate to high level of interaction with companies in their daily lives (Mean=4.03), and a majority are familiar with the term "Corporate Social Responsibility" (Mean=3.95). However, the mean value for knowing more than one company actively engaged in CSR initiatives is relatively lower

(Mean=3.89), suggesting that there might be room for improvement in customer awareness of specific companies involved in CSR.

Importantly, customers strongly believe that a company's CSR initiatives influence their decision to engage with or purchase from that company (Mean=4.67). This underscores the significant impact CSR activities can have on customer behavior and choices, emphasizing the importance of effective CSR communication. Furthermore, customers generally hold positive perceptions regarding CSR communication, with high mean values for believing that companies effectively communicate their CSR initiatives (Mean=4.25) and associating a positive company reputation with active CSR involvement (Mean=4.34). This positive sentiment extends to customers recommending companies to others based on their CSR initiatives (Mean=3.98), highlighting the potential for CSR to serve as a positive driver for word-of-mouth recommendations.

Interestingly, the expectation for frequent updates on a company's CSR initiatives is also relatively high (Mean=4.21), suggesting that customers value ongoing communication and transparency regarding CSR efforts.

Additionally, customers express a preference for receiving information about a company's CSR initiatives through various communication channels (Mean=4.67), indicating a desire for diverse and accessible communication methods.

In conclusion, the table reveals that customers value and are influenced by CSR initiatives in their interactions with companies. Effective CSR communication is pivotal, and customers expect transparency and updates on CSR activities. The positive correlation between CSR involvement and customer perceptions highlights the potential for companies to strengthen their customer relationships through well-executed CSR initiatives and communication strategies.

Table 6

S. No	Parameters	Test Value=0					
		T	df	Sig. (2-tailed)	Mean difference	95% confidence interval of the difference	
						Lower	Upper
1	I regularly interact with companies or brands in my daily life.	68.305	199	.000	4.03	3.98	4.08
2	I am fully aware of the term "Corporate Social Responsibility (CSR)"	62.698	199	.000	3.95	3.78	4.12
3	I know more than one name of company that I believe is actively engaged in CSR initiatives	69.464	199	.000	3.89	3.70	4.08
4	I feel a company's CSR initiatives influence my decision to engage with or purchase from that company	74.127	199	.000	4.67	4.48	4.86
5	I believe that mostly companies effectively communicate their CSR initiatives to their customers	68.548	199	.000	4.25	4.15	4.35
6	I believe that Companies are engaged more into CSR activities after it is made mandatory by Companies Act, 2013.	72.500	299	.000	4.06	3.98	4.14
7	I expect frequent updates or information on periodic intervals about a company's CSR initiatives	66.825	199	.000	4.21	4.09	4.33
8	I associate a positive company reputation with active CSR involvement?	74.827	199	.000	4.34	4.02	4.66
9	I recommended a company to others because of their CSR initiatives	64.196	199	.000	3.98	3.75	4.21

10	Please mention a company name whose products are you using and it is contributing to CSR activities	67.09 7	199	.000	4.16	3.98	4.34
11	I prefer to receive information about a company's CSR initiatives through various communication channels	83.39 3	199	.000	4.67	4.56	4.78

The table presents the results of t-tests conducted on various parameters related to Corporate Social Responsibility (CSR) and its communication with customers. The test values, degrees of freedom (df), and significance levels (Sig. 2-tailed) indicate highly significant differences in means for all parameters, reinforcing the importance of these aspects in customer perceptions.

Customers consistently demonstrate a strong inclination towards CSR-related interactions. The means for parameters such as regular interaction with companies in daily life (Mean difference = 4.03, 95% CI [3.98, 4.08]), being fully aware of the term "Corporate Social Responsibility" (Mean difference = 3.95, 95% CI [3.78, 4.12]), and knowing multiple companies actively engaged in CSR initiatives (Mean difference = 3.89, 95% CI [3.70, 4.08]) all show statistically significant differences. These findings underscore the substantial impact of CSR awareness on customer engagement.

Of particular note is the parameter regarding the influence of a company's CSR initiatives on customer decisions to engage or purchase, which exhibits a notably high mean difference of 4.67 (95% CI [4.48, 4.86]). This suggests that customers strongly believe in the positive influence of CSR activities on their choices, emphasizing the strategic importance of CSR in shaping customer perceptions and behaviours.

Customers also express high confidence in companies' effectiveness in communicating their CSR initiatives, as evidenced by the mean difference of 4.25 (95% CI [4.15, 4.35]). This highlights the significance of transparent and impactful CSR communication in maintaining positive customer perceptions.

The expectation for frequent updates on a company's CSR initiatives (Mean difference = 4.21, 95% CI [4.09, 4.33]) and the association of a positive company reputation with active CSR involvement (Mean difference = 4.34, 95% CI [4.02, 4.66]) further emphasize the value customers place on ongoing communication and CSR engagement.

In conclusion, the t-test results underscore the critical role of CSR and its effective communication in influencing customer perceptions and behaviors. Companies that actively engage in CSR activities and communicate them transparently are likely to benefit from enhanced customer trust, positive reputation, and increased customer loyalty. The findings emphasize the strategic imperative for businesses to integrate CSR practices and robust communication strategies into their overall customer engagement approach.

VI. SUMMARIZATION OF ABOVE MENTIONED TABLES

The summary drawn from the provided text highlight a common theme across various discussions on Corporate Social Responsibility (CSR) and its communication.

In the first case, the table reveals a generally positive perception of the company's CSR initiatives and communication efforts among respondents. However, there are identified areas, such as communication channels and tone, where improvements are recommended for a more comprehensive and positive impact on stakeholders. Overall, effective CSR communication is seen as having a favourable influence on stakeholders' perceptions, contributing to the company's social image and brand reputation.

In the second scenario, t-tests affirm that there are statistically significant differences in mean values across various parameters related to CSR perceptions. These differences underscore the importance of a targeted and strategic approach to CSR communication. A positive impact on stakeholders is crucial for enhancing the company's overall reputation and image.

The third case emphasizes that customers value and are influenced by CSR initiatives in their interactions with companies. Transparency and updates on CSR activities are considered pivotal, and a positive correlation between CSR involvement and customer perceptions suggests an opportunity for companies to strengthen customer relationships through well-executed CSR initiatives and communication strategies.

Lastly, the t-test results in the fourth case underscore the critical role of CSR and its effective communication in influencing customer perceptions and behaviours. Companies actively engaged in CSR activities and transparent communications are likely to benefit from enhanced customer trust, a positive reputation, and increased customer loyalty. This underscores the strategic imperative for businesses to integrate CSR practices and robust communication strategies into their overall customer engagement approach.

The summary highlights key themes across discussions on Corporate Social Responsibility (CSR) and its communication in different scenarios:

- i. **Positive Perception with Improvement Opportunities:** Respondents generally perceive a company's CSR initiatives positively, but there are areas for improvement, such as communication channels and tone. Effective CSR communication is crucial for positively influencing stakeholder perceptions and enhancing the company's social image and brand reputation.
- ii. **Significant Differences in CSR Perceptions:** T-tests reveal statistically significant differences in CSR perceptions, emphasizing the need for a targeted and strategic approach to communication. This suggests that a nuanced communication strategy is essential for positively impacting stakeholders and improving the overall reputation and image of the company.
- iii. **Customer Value and CSR Influence:** Customers value and are influenced by CSR initiatives. Transparency and regular updates on CSR activities are crucial, presenting an opportunity for companies to strengthen customer relationships through well-executed CSR initiatives and communication strategies.
- iv. **Critical Role of CSR in Customer Trust and Loyalty:** T-test results highlight the critical role of CSR and effective communication in influencing customer perceptions and behaviours. Companies actively engaged in CSR, with transparent communication, are likely to gain enhanced customer trust, a positive reputation, and increased loyalty. This underscores the strategic importance of integrating CSR practices and robust communication into overall customer engagement approaches.

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