

Theoretical Framework of Integrated Social Responsibility Campaigns: Dimensions and Components of Effectiveness

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ABSTRACT

This study aims to develop a theoretical framework that identifies and explains the key dimensions and components of effectiveness in integrated social responsibility campaigns, focusing on how strategic alignment, stakeholder engagement, ethical adaptation, and impact evaluation collectively determine campaign success. The research employed a qualitative design based on semi-structured interviews with 18 experts in corporate social responsibility, communication, and marketing, selected through purposive sampling. The interviews were conducted between 2020 and 2025 and analyzed until theoretical saturation was achieved. NVivo 14 software was used to manage and code the data through open, axial, and selective coding stages. In addition to interview data, 18 peer-reviewed articles published during the same period were analyzed to triangulate findings and reinforce theoretical validity. Thematic analysis guided the identification of major themes and subthemes, providing an interpretive understanding of CSR campaign effectiveness. The analysis revealed four overarching dimensions that determine the effectiveness of integrated social responsibility campaigns: (1) strategic integration and alignment, ensuring coherence between CSR and organizational mission; (2) stakeholder engagement and communication, highlighting two-way dialogue, transparency, and emotional resonance; (3) impact measurement and evaluation, emphasizing accountability, adaptive learning, and feedback mechanisms; and (4) ethical, cultural, and contextual adaptation, focusing on authenticity, cultural sensitivity, and ethical governance. These dimensions interact dynamically, forming a systemic model in which ethical integrity informs strategy, strategy enhances communication, and evaluation reinforces ongoing improvement. The findings suggest that CSR effectiveness emerges from holistic integration rather than isolated initiatives.

Keywords: *Corporate Social Responsibility; Integrated Campaigns; Stakeholder Engagement; Strategic Alignment; Ethical Leadership; CSR Effectiveness*

1. Introduction

The increasing prominence of corporate social responsibility (CSR) in the global business environment reflects a significant shift from peripheral philanthropy to an essential dimension of corporate strategy and identity (Altwaijri, 2025). Over the past two decades, CSR has evolved into a multidimensional construct that integrates ethical, economic, and communicative responsibilities, shaping how organizations engage with society. The growing emphasis on sustainability, stakeholder dialogue, and transparency has compelled firms to align their social objectives with business imperatives in order to maintain competitiveness and legitimacy in dynamic markets (He & Harris, 2020). In this evolving landscape, integrated social responsibility campaigns—those that unify strategy, communication, ethics, and context—have emerged as critical vehicles for demonstrating corporate purpose and generating both social and economic value. Yet, despite their increasing prevalence, the theoretical understanding of what constitutes an effective integrated CSR campaign remains fragmented and underdeveloped.

Corporate social responsibility is now widely recognized as an approach that combines moral accountability with strategic value creation (Palazzo et al., 2020). It serves as a mechanism through which corporations contribute to sustainable development while reinforcing stakeholder trust and brand reputation. Earlier research indicates that CSR should not be viewed as a discrete philanthropic activity but rather as a strategic investment that strengthens organizational legitimacy and ensures long-term resilience (Li et al., 2020). The global crisis brought about by the COVID-19 pandemic accelerated this transformation, revealing the centrality of empathy, transparency, and solidarity in business–society relations (He & Harris, 2020). Organizations that maintained their social commitments during times of uncertainty were not only better able to preserve their reputation but also to strengthen consumer and community loyalty. These experiences have underscored that CSR campaigns function as dynamic systems shaped by changing societal expectations and that their effectiveness depends on the degree of integration within broader corporate strategies.

Empirical findings show that CSR plays a crucial role in shaping strategic marketing performance when it is systematically aligned with organizational goals (Altwaijri, 2025). Such integration demands that social initiatives

complement business objectives and become embedded in the corporate mission, culture, and communication processes. Firms that treat CSR as a coherent part of their strategic framework achieve greater authenticity and competitive differentiation. For example, research on CSR communication in the banking industry demonstrates that the alignment of social disclosures with stakeholder expectations enhances customer loyalty and trust (De Oliveira Santini et al., 2024). Similarly, studies on corporate website communication indicate that strategic coherence between social values and brand messaging transforms reputational assets into long-term stakeholder engagement (Kiliç, 2024). The consistent message across these findings is that CSR integration is not only about social commitment but also about strategic synergy, where internal coordination among departments such as marketing, governance, and human resources ensures sustainable performance (Thottoli, 2023).

The digital transformation of communication has profoundly altered the way organizations practice and convey CSR. Interactive media now allows stakeholders to co-create and share CSR content, transforming passive audiences into active participants (Lee et al., 2021). Through social networks, blogs, and digital storytelling, consumers no longer merely receive corporate messages but engage in dialogue that strengthens psychological empowerment and identification with the brand. This dialogic communication increases loyalty and advocacy, turning CSR from a managerial practice into a participatory social process. However, digitalization also heightens scrutiny, exposing discrepancies between stated commitments and actual behaviors (Trofimova, 2024). Transparency in online CSR disclosure has thus become a decisive factor in shaping stakeholder perception. In financial institutions, for instance, digital CSR reports reinforce credibility and investor confidence (Luo & Liu, 2020). The convergence of interactivity, transparency, and ethical consistency defines the communicative foundation of integrated social responsibility campaigns, revealing that effectiveness depends as much on authenticity as on technological innovation.

CSR has also proven to be a powerful determinant of consumer behavior and brand engagement. In industries characterized by high emotional and symbolic involvement, such as fashion retail, socially responsible behavior directly influences brand attachment and purchase intention (Cuesta-Valiño et al., 2023). Consumers are more willing to support brands that authentically integrate social concerns into their

core mission, perceiving these companies as ethical partners rather than profit-driven entities (Gong et al., 2023). Similarly, CSR contributes to brand reputation and customer satisfaction through mediators such as awareness, perceived trust, and credibility (Karimzadeh et al., 2021). This relationship illustrates that CSR serves not only as a reputational safeguard but also as a critical source of relational capital. In the context of small and medium-sized enterprises, responsible practices improve corporate image and customer loyalty, ultimately enhancing financial performance (Le, 2022, 2023). The link between social responsibility and consumer psychology underscores the importance of integrated campaigns that merge emotional storytelling with tangible action, transforming ethical commitment into measurable outcomes.

The effectiveness of CSR initiatives also depends on robust governance structures and transparent disclosure mechanisms. Well-designed governance systems strengthen accountability and mitigate agency conflicts by clarifying managerial responsibilities (Ebaid, 2022). Firms with effective governance are more likely to disclose comprehensive CSR information, thereby improving stakeholder confidence and reducing information asymmetry. Empirical evidence from emerging markets confirms that such transparency not only enhances legitimacy but also increases firm value (Ebaid, 2022; Luo & Liu, 2020). Moreover, the role of institutional investors in promoting responsible behavior has gained importance, as they exert significant influence on firms to adopt environmental and social standards (Xiong et al., 2022). The presence of foreign ownership further strengthens CSR practices, particularly in developing economies where regulatory enforcement may be limited (Tokas & Yadav, 2023). These findings highlight that effective CSR implementation is inseparable from governance, as both internal oversight and external accountability ensure the credibility and sustainability of social commitments.

Parallel to governance considerations, digital innovation—especially financial technology—has reshaped the scope and execution of CSR. The emergence of FinTech organizations demonstrates that CSR can be embedded directly into digital financial ecosystems, promoting transparency, accessibility, and inclusion (Li et al., 2024). FinTech platforms that integrate CSR principles enhance investor trust and attract socially conscious consumers. Yet, they also face ethical challenges concerning data privacy and algorithmic fairness, which demand a balance between technological advancement and moral responsibility. The

digitization of CSR has therefore created both opportunities and risks: while it enables real-time reporting and participatory engagement, it also requires heightened ethical vigilance (Trofimova, 2024). These developments illustrate the growing intersection between CSR and technological governance, reaffirming that digital transformation must serve human and societal well-being to sustain legitimacy.

The internal dimension of CSR is equally vital. Socially responsible practices influence employee behavior, satisfaction, and organizational commitment. Firms that cultivate a responsible internal culture through fair treatment, open communication, and shared values experience lower turnover and higher morale (Boudlaie et al., 2021). Employees who identify with their organization's social mission act as ambassadors of its ethical image, amplifying the authenticity of external CSR communication. The relationship between internal marketing and CSR effectiveness suggests that the success of integrated campaigns depends on harmony between inward and outward responsibility (Thottoli, 2023). When organizational ethics resonate with employee values, CSR becomes an intrinsic element of the corporate identity rather than an external obligation.

CSR dynamics in emerging and transitional economies reveal additional complexities. In markets characterized by institutional fragility and cultural diversity, CSR effectiveness hinges on contextual adaptation. Research in Vietnam shows that CSR moderates the relationship between related-party transactions and firm value, highlighting that ethical transparency can mitigate governance risks (Nguyen Vinh et al., 2023). Similarly, evidence from China and Turkey demonstrates that both managerial professionalism and social attention shape CSR disclosure quality in the banking sector (Kiliç, 2024; Luo & Liu, 2020). However, in many developing contexts, CSR remains largely symbolic—emphasizing compliance and image over substance (Tokas & Yadav, 2023). The challenge for integrated campaigns in such environments lies in translating symbolic communication into genuine social performance that aligns global CSR standards with local values and institutional realities.

Crisis conditions have further illuminated the adaptive potential of CSR. The COVID-19 pandemic, economic instability, and political disruptions have tested the resilience of organizations and their ethical commitments. Companies that continued their CSR efforts during crises demonstrated stronger stakeholder trust and post-crisis recovery (He & Harris, 2020). CSR initiatives provided

frameworks for collective support and solidarity, strengthening the moral bond between corporations and society. Moreover, research shows that socially responsible firms face fewer negative market repercussions following adverse events, as CSR acts as a reputational buffer (Wans, 2020). These insights position CSR not only as a moral imperative but also as a strategic risk-management mechanism that sustains organizational legitimacy under pressure.

Sectoral contexts add yet another dimension to understanding CSR effectiveness. In the sports industry, CSR and governance practices influence both legitimacy and stakeholder engagement (Douvis & Kyriakis, 2022). In the banking sector, socially responsible behavior enhances trust, reinforcing the role of ethics in sustaining financial stability (De Oliveira Santini et al., 2024; Kiliç, 2024). The significance of institutional investors in enforcing CSR compliance highlights how cross-sectoral pressures contribute to more standardized global expectations (Xiong et al., 2022). Taken together, these studies suggest that effective CSR strategies are contingent upon the industry's structural conditions and stakeholder expectations, requiring campaigns to be both context-sensitive and strategically coherent.

At a broader level, CSR effectiveness is closely tied to institutional legitimacy. Transparency in corporate disclosure and the perceived congruence between declared values and observed behaviors shape public trust (Luo & Liu, 2020). When organizations act consistently with their ethical claims, they transform CSR from symbolic rhetoric into substantive practice (Li et al., 2020). Conversely, when firms engage in superficial or opportunistic CSR—often termed “greenwashing”—they risk eroding their social license to operate. The evolution from symbolic to authentic CSR represents a shift toward integrated responsibility, in which ethical leadership, cross-sector collaboration, and measurable impact reinforce one another. This holistic perspective underscores that CSR effectiveness arises from systemic integration rather than isolated action.

Although the literature provides ample evidence of CSR's contributions to organizational success, theoretical coherence remains lacking. Many studies examine separate aspects—communication, governance, stakeholder engagement, or innovation—without offering a unified explanation of how these dimensions interact (De Oliveira Santini et al., 2024). Existing models tend to conceptualize CSR as a linear process, overlooking its complex feedback loops and contextual interdependencies (Trofimova, 2024).

As global digitalization, environmental pressures, and stakeholder activism intensify, there is a pressing need for integrative frameworks that explain how organizations design, implement, and evaluate socially responsible campaigns holistically. CSR effectiveness today must be assessed not only through financial or reputational outcomes but also through relational, ethical, and cultural indicators that reflect deeper societal value creation. Addressing these conceptual and practical gaps requires a theoretical model that synthesizes the strategic, communicative, ethical, and contextual dimensions of CSR into a coherent system.

This study aims to develop a theoretical framework of integrated social responsibility campaigns, identifying and explaining the key dimensions and components of effectiveness that enable organizations to achieve strategic alignment, stakeholder engagement, ethical legitimacy, and sustainable social impact.

2. Methods and Materials

This study employed a qualitative research design based on an interpretive paradigm aimed at exploring the dimensions and components of effectiveness in integrated social responsibility campaigns. The qualitative approach was chosen to gain a deep understanding of the perceptions, strategies, and contextual factors that shape the success of these campaigns within diverse organizational and social contexts.

Participants were selected through purposive sampling, focusing on individuals with substantial experience in designing, implementing, or evaluating social responsibility campaigns in public, private, and nonprofit sectors. The inclusion criteria required participants to have at least three years of direct involvement in corporate or social campaign management. The final sample consisted of 18 expert informants, including corporate communication managers, social marketing specialists, NGO coordinators, and academic researchers. The number of interviews was determined by theoretical saturation, which was achieved when no new codes, dimensions, or conceptual categories emerged from the data.

Data were collected through semi-structured, in-depth interviews, allowing participants to express their perspectives freely while enabling the researcher to probe for clarification and elaboration when necessary. The interview protocol included open-ended questions about the perceived elements of campaign effectiveness, integration strategies,

stakeholder engagement, evaluation criteria, and the contextual challenges influencing success.

Interviews were conducted between 2020 and 2025, with each session lasting approximately 45 to 75 minutes. All interviews were conducted either face-to-face or via secure online platforms, depending on the participants' availability and geographical location. With participants' consent, all interviews were audio-recorded and later transcribed verbatim for analysis. Additionally, 18 peer-reviewed articles published between 2020 and 2025 on integrated social responsibility campaigns were selected as secondary qualitative data sources to support triangulation and theoretical enrichment.

Data were analyzed using thematic analysis, following Braun and Clarke's (2006) six-phase approach: familiarization, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the report. All textual data—including interview transcripts and the 18 selected articles—were coded and analyzed using NVivo 14 software, which facilitated systematic categorization, theme clustering, and visualization of conceptual relationships.

The coding process began with open coding to identify initial concepts, followed by axial coding to establish relationships between categories, and finally selective coding to integrate the findings into a coherent theoretical framework. Analytical rigor was ensured through member checking, peer debriefing, and constant comparison across

data sources. The final themes and subthemes were validated against the research objectives and the conceptual foundations of social responsibility and communication effectiveness, forming the theoretical framework proposed in the findings section.

3. Findings and Results

The qualitative analysis of the semi-structured interviews, complemented by the review of 18 peer-reviewed articles published between 2020 and 2025, yielded a rich and multi-layered understanding of the factors contributing to the effectiveness of integrated social responsibility campaigns. Using NVivo 14 software, data were systematically coded and categorized through open, axial, and selective coding, allowing the emergence of coherent thematic structures. The process continued until theoretical saturation was achieved—when no new categories or subthemes appeared in subsequent interviews. The analysis resulted in the identification of four overarching themes: (1) Strategic Integration and Alignment, (2) Stakeholder Engagement and Communication, (3) Impact Measurement and Evaluation, and (4) Ethical, Cultural, and Contextual Adaptation. Each theme comprises several subcategories and underlying concepts that collectively form a theoretical framework for understanding how organizations design, implement, and sustain effective social responsibility campaigns.

Table 1

Extracted Categories, Subcategories, and Concepts

Main Categories (Themes)	Subcategories	Concepts (Open Codes)
1. Strategic Integration and Alignment	1.1 Alignment with Organizational Mission	Shared purpose; CSR embedded in corporate vision; leadership endorsement; mission-driven strategy; sustainability as a core value
	1.2 Cross-sector Collaboration	Public-private partnerships; NGO involvement; multi-stakeholder dialogue; community alliances; co-creation of social initiatives
	1.3 Resource Synergy and Optimization	Shared funding pools; knowledge transfer; leveraging human capital; technology-driven coordination; efficiency in resource use
	1.4 Policy and Regulatory Compliance	Ethical standards; adherence to CSR policies; transparency in reporting; legal conformity
	1.5 Strategic Consistency Across Platforms	Unified messaging; consistent brand tone; thematic coherence; alignment between online and offline communication
2. Stakeholder Engagement and Communication	2.1 Audience Segmentation and Targeting	Behavioral profiling; needs assessment; segmentation by demographics and values; empathy mapping
	2.2 Interactive and Dialogic Communication	Two-way communication; storytelling; feedback loops; user-generated content; participatory platforms; community storytelling
	2.3 Transparency and Trust Building	Honest disclosure; credibility cues; authenticity; public reporting; open data sharing
	2.4 Emotional and Narrative Appeal	Cause-related storytelling; emotional resonance; symbolic imagery; cultural framing; affective persuasion; local contextualization
	2.5 Digital and Social Media Strategies	Multi-channel campaigns; influencer partnerships; algorithmic optimization; digital storytelling; real-time responsiveness

3. Impact Measurement and Evaluation	2.6 Stakeholder Empowerment	Volunteering engagement; participatory governance; shared decision-making; empowerment through action
	3.1 Quantitative Performance Indicators	Key performance metrics; ROI analysis; social impact index; benchmarking; CSR scorecards
	3.2 Qualitative Outcome Assessment	Narrative impact reports; perception studies; community testimonials; case study evaluation; ethnographic reflection
	3.3 Feedback and Learning Mechanisms	Continuous monitoring; post-campaign review; adaptive learning; lessons learned; reflective practice
4. Ethical, Cultural, and Contextual Adaptation	3.4 Accountability and Reporting Systems	Public CSR reports; external audits; stakeholder validation; accountability frameworks
	4.1 Ethical Integrity and Authenticity	Avoiding greenwashing; moral responsibility; integrity-driven messaging; value congruence; honesty in representation
	4.2 Cultural Sensitivity and Localization	Respect for local norms; adapting visuals and language; inclusivity in messaging; indigenous knowledge integration
	4.3 Socio-political Context Awareness	Policy environment; social justice orientation; political neutrality; responsiveness to crises; risk awareness
	4.4 Long-term Social Sustainability	Legacy planning; continuity of programs; community capacity-building; social capital reinforcement
	4.5 Public Perception and Legitimacy	Reputation management; media framing; public trust; symbolic legitimacy; visibility and recognition
	4.6 Ethical Leadership and Governance	Leadership commitment; responsible decision-making; transparent governance; ethical culture cultivation; role modeling

1. Strategic Integration and Alignment

The first major theme, *strategic integration and alignment*, emphasized that the effectiveness of social responsibility campaigns depends on their deep coherence with the organization's overall mission, strategic goals, and ethical orientation. Participants consistently highlighted the need for campaigns to be “*anchored in the organization's purpose rather than treated as temporary PR efforts.*” This alignment ensures that social objectives reinforce business strategies, creating long-term sustainability. Within this theme, subcategories such as alignment with organizational mission, cross-sector collaboration, resource synergy, policy compliance, and strategic consistency emerged. Open codes like *shared purpose*, *leadership endorsement*, *co-creation*, *resource efficiency*, and *transparency in reporting* reflected the operational mechanisms of this integration. One expert from a non-governmental organization stated, “*When companies embed CSR into their business DNA and collaborate across sectors, the results are transformative, not performative.*” This integration framework revealed that synergy across actors and consistent strategic communication reinforce the legitimacy and sustainability of social responsibility initiatives.

2. Stakeholder Engagement and Communication

The second theme, *stakeholder engagement and communication*, captured the dynamic, dialogic, and participatory nature of modern social responsibility campaigns. Participants emphasized that *effective engagement requires moving from one-way messaging to meaningful dialogue and co-creation with the audience.* Subcategories such as audience segmentation, interactive

communication, transparency and trust, emotional appeal, digital media strategies, and stakeholder empowerment illustrated the multidimensional nature of communication in CSR campaigns. The most frequent open codes—*storytelling*, *feedback loops*, *participatory platforms*, *emotional resonance*, and *authenticity*—highlighted how trust and identification are constructed. As one communication manager expressed, “*People no longer want to be spoken to; they want to be part of the conversation, to feel that their voice matters.*” Similarly, another interviewee remarked, “*Authentic stories and transparent actions are the currency of public trust.*” The findings indicate that digital interactivity and narrative persuasion are critical tools in mobilizing stakeholders and sustaining engagement around social causes.

3. Impact Measurement and Evaluation

The third main category, *impact measurement and evaluation*, focused on the systematic assessment of CSR campaign effectiveness through both quantitative and qualitative approaches. Participants emphasized that “*measuring social impact is not only about numbers but about learning what truly changes people's lives.*” Subcategories included quantitative performance indicators, qualitative outcome assessment, feedback and learning mechanisms, and accountability systems. The open codes such as *key performance metrics*, *perception studies*, *reflective practice*, and *public CSR reports* illustrated how organizations attempt to institutionalize evidence-based CSR management. One corporate respondent commented, “*Our evaluation framework mixes data analytics with human stories because figures without narratives don't*

capture the full social value.” These insights suggest that evaluation in integrated CSR campaigns functions as a continuous learning process rather than a post-hoc verification, allowing adaptive improvements and deeper accountability to stakeholders.

4. Ethical, Cultural, and Contextual Adaptation

The fourth theme, *ethical, cultural, and contextual adaptation*, underscored the necessity of embedding CSR efforts within the socio-cultural and moral fabric of the communities they serve. Participants recurrently noted that *“no campaign can be effective if it ignores the local culture or values of the people it addresses.”* The subcategories identified included ethical integrity, cultural sensitivity, socio-political context awareness, long-term social sustainability, public perception, and ethical leadership. Associated open codes—*avoiding greenwashing, value congruence, inclusivity in messaging, political neutrality, and ethical governance*—captured the nuances of contextual responsiveness. As one senior CSR officer explained, *“Our campaign gained traction only after we localized the message and involved community elders—it was about respect, not just visibility.”* Another participant emphasized, *“Ethical leadership is the backbone of credible responsibility; people can sense when intentions are genuine.”* The findings from this category demonstrate that ethical authenticity and cultural resonance not only enhance acceptance but also foster long-term legitimacy and trust in social responsibility initiatives.

4. Discussion and Conclusion

The findings of this study revealed a multidimensional framework for understanding the effectiveness of integrated social responsibility campaigns, encompassing four major dimensions: strategic integration and alignment, stakeholder engagement and communication, impact measurement and evaluation, and ethical, cultural, and contextual adaptation. The qualitative data, collected through semi-structured interviews and content analysis of eighteen scholarly articles, underscored that CSR campaign effectiveness is not derived from isolated initiatives but from a coherent integration of ethical values, strategic direction, stakeholder dialogue, and transparent governance. These results reaffirm the conceptual movement toward the unification of social, communicative, and strategic elements in corporate responsibility, thereby expanding existing CSR theories from linear cause-effect models to systems-based

frameworks emphasizing interconnectedness and adaptive learning.

The first dimension—strategic integration and alignment—emerged as a foundational component of CSR effectiveness. Participants consistently emphasized that CSR must be embedded into the organization’s mission and strategic planning processes to generate genuine impact. This finding is strongly aligned with previous literature demonstrating that CSR achieves maximum effectiveness when it complements corporate purpose and competitive strategy rather than operating as a peripheral marketing function (Altwaijri, 2025). Prior studies confirm that CSR-aligned marketing strengthens organizational legitimacy, promotes customer trust, and enhances long-term profitability, particularly when top management integrates ethical and social objectives into business planning (Palazzo et al., 2020). Similar patterns were found in research on the banking sector, where alignment between CSR policies and corporate identity increased perceived brand authenticity and customer loyalty (De Oliveira Santini et al., 2024). The present study extends these insights by illustrating that such alignment requires cross-sector collaboration, resource synergy, and internal consistency across all communication channels. These results are further supported by evidence showing that CSR integration across departments enhances overall strategic coherence and prevents fragmentation of corporate purpose (Thottoli, 2023). Collectively, these findings suggest that effective CSR integration is both a managerial and moral endeavor, demanding deliberate coordination between social values and organizational objectives.

The second key dimension—stakeholder engagement and communication—highlighted the central role of interactive, transparent, and emotionally resonant communication in building trust and mobilizing participation. Interview data indicated that successful CSR campaigns employ storytelling, participatory mechanisms, and two-way dialogue to co-create social meaning with stakeholders. This conclusion corresponds closely to previous research showing that interactivity enhances psychological empowerment and consumer identification with socially responsible brands (Lee et al., 2021). When audiences participate in the construction of CSR narratives, they become active contributors rather than passive recipients of information. Digital communication technologies have further intensified this dynamic by facilitating real-time interaction and stakeholder-driven content creation. Prior studies affirm that CSR messages communicated through

digital and social media achieve higher engagement when they convey authenticity, transparency, and emotional depth (Cuesta-Valiño et al., 2023). Likewise, integrating emotional appeal with factual disclosure strengthens the credibility of CSR campaigns and transforms awareness into behavioral intention (Gong et al., 2023).

The qualitative findings also revealed that trust and transparency are decisive for sustaining stakeholder engagement. Participants noted that stakeholders can easily detect inconsistencies between declared CSR commitments and actual corporate behavior, echoing evidence that transparency in CSR disclosure serves as a crucial determinant of reputation and loyalty (Kiliç, 2024). This is consistent with research indicating that digital CSR communication must balance promotional and informational content to maintain authenticity and avoid stakeholder cynicism (Luo & Liu, 2020). Moreover, stakeholder empowerment through participatory programs—such as volunteering initiatives and collaborative decision-making—was identified as a key driver of long-term engagement. This aligns with studies showing that stakeholder inclusion transforms CSR from a managerial obligation into a shared social project (Douvis & Kyriakis, 2022). The current findings thus reaffirm that the success of integrated CSR campaigns depends on communicative symmetry, emotional connection, and transparent responsiveness, all of which convert awareness into enduring relational capital.

The third major dimension—impact measurement and evaluation—underscored the importance of accountability and continuous learning in CSR effectiveness. Respondents emphasized that organizations must assess both quantitative outcomes and qualitative impacts to ensure that campaigns generate real social value rather than symbolic visibility. This perspective aligns with existing literature stressing that CSR evaluation should integrate both performance metrics and stakeholder perceptions to capture the full spectrum of value creation (Ebaid, 2022). Prior studies have found that transparent CSR reporting enhances organizational accountability and mitigates information asymmetry between firms and stakeholders, particularly in emerging markets (Xiong et al., 2022). The current study extends these findings by demonstrating that evaluation mechanisms also serve a developmental function, enabling organizations to refine strategies based on feedback and experiential learning. Participants highlighted the importance of adaptive feedback loops, which are consistent with the argument that CSR is an evolving process requiring constant recalibration (Tokas &

Yadav, 2023). Furthermore, integrating both internal audits and external validation procedures ensures that CSR outcomes are both credible and verifiable, thereby enhancing public confidence and investor trust.

The fourth dimension—ethical, cultural, and contextual adaptation—emerged as a critical determinant of CSR effectiveness, reflecting the participants' consensus that CSR campaigns must resonate with local norms, ethical expectations, and cultural sensibilities. The results demonstrated that cultural contextualization ensures message relevance and prevents the perception of CSR as a foreign or imposed concept. This observation aligns with research showing that culturally attuned CSR communication improves authenticity and acceptance among diverse audiences (Trofimova, 2024). Ethical leadership was identified as an essential component of contextual adaptation, as leaders who model integrity foster credibility and moral coherence within organizations. This finding is reinforced by evidence that ethical leadership enhances employee engagement, reduces turnover intentions, and strengthens internal alignment with social values (Boudlaie et al., 2021). Similarly, in contexts where governance structures are weak, CSR effectiveness depends on internal ethical commitment and self-regulation to compensate for external institutional deficiencies (Nguyen Vinh et al., 2023).

The qualitative data also highlighted that CSR effectiveness in emerging markets is often constrained by structural and institutional factors, such as limited regulation, inconsistent enforcement, and socio-political volatility. This finding parallels previous studies emphasizing that CSR in such environments requires localized strategies balancing global standards with indigenous norms (Le, 2022, 2023). Moreover, research demonstrates that integrating CSR with financial and technological innovation enhances accessibility and transparency, particularly in FinTech industries where digital ethics play an expanding role (Li et al., 2024). These observations correspond with the current study's conclusion that CSR effectiveness increasingly relies on technological mediation—digital tools facilitate stakeholder interaction, real-time monitoring, and ethical oversight. In this regard, digital transformation functions as both an enabler and a challenge, amplifying visibility while demanding greater consistency between message and action.

A notable theoretical implication of this study is the confirmation that integration—both horizontal (across departments) and vertical (across governance levels)—is the

structural backbone of CSR effectiveness. Evidence from interviews indicates that fragmented CSR systems, even when well-intentioned, fail to produce coherent outcomes. This aligns with earlier scholarship asserting that strategic coherence is essential for translating CSR rhetoric into measurable results (Karimzadeh et al., 2021). Similarly, the study reinforces the view that CSR effectiveness extends beyond corporate philanthropy to encompass governance transparency, stakeholder inclusivity, and long-term social sustainability. In this context, financial accountability and CSR disclosure are not only mechanisms of compliance but also instruments of moral communication that strengthen institutional trust (Li et al., 2020).

In addition to reinforcing existing evidence, the present findings contribute new insights into how these dimensions interact dynamically. The data suggest that ethical authenticity provides the normative foundation, strategic integration ensures organizational coherence, stakeholder engagement drives communication, and impact measurement guarantees accountability. This interconnected structure supports previous arguments that CSR must be conceptualized as a living system rather than a set of static policies (He & Harris, 2020). The integration of these dimensions creates a cyclical model in which ethical commitment informs strategy, strategy enables engagement, engagement generates measurable outcomes, and evaluation reinforces ethical learning. Such feedback cycles produce a self-sustaining mechanism for continuous CSR improvement, offering a refined lens through which future researchers can analyze social responsibility effectiveness.

Finally, the study's findings have significant implications for theory and practice. From a theoretical standpoint, the four identified dimensions collectively provide an integrative model that bridges previously disconnected strands of CSR literature—marketing communication, stakeholder theory, corporate governance, and ethical management. The results confirm earlier assertions that CSR should be treated as a cross-disciplinary construct encompassing strategic, communicative, and moral domains (De Oliveira Santini et al., 2024). Moreover, by validating these dimensions through empirical data, the study addresses the long-standing call for a comprehensive framework that captures the complexity of modern CSR systems (Trofimova, 2024). These insights contribute to refining the conceptual understanding of CSR effectiveness and open new avenues for empirical testing across industries and cultures.

Despite its contributions, this study is subject to several limitations. First, the qualitative design, while offering rich and nuanced insights, restricts the generalizability of findings to broader contexts. The sample size was limited to eighteen participants, which may not fully capture the diversity of CSR practices across different sectors and regions. Second, the reliance on self-reported data introduces the potential for social desirability bias, as participants may have portrayed their organizations' CSR efforts more positively than reality. Third, the study's temporal focus on the period between 2020 and 2025 may limit its applicability in the rapidly evolving digital landscape of CSR communication. Additionally, the inclusion of only English-language and peer-reviewed sources in the supporting document analysis may have excluded valuable regional and non-academic perspectives.

Future research should expand on these findings by employing mixed-method or quantitative approaches to validate the identified dimensions statistically and explore causal relationships among them. Cross-cultural comparative studies could deepen understanding of how contextual and cultural variables mediate CSR effectiveness. Longitudinal designs would be valuable for examining how integrated CSR frameworks evolve over time and adapt to external shocks, such as political change or technological disruption. Furthermore, future studies might investigate the role of artificial intelligence, big data analytics, and blockchain in monitoring and verifying CSR performance, potentially enhancing transparency and reducing bias. Integrating perspectives from behavioral economics and social psychology could also enrich the theoretical model by elucidating the cognitive and emotional mechanisms underlying stakeholder engagement.

Practitioners can derive several actionable implications from this study. Organizations should prioritize embedding CSR principles within their core strategic frameworks to ensure coherence and authenticity. Managers are encouraged to adopt participatory communication methods that invite stakeholder collaboration and foster shared ownership of social initiatives. Investment in transparent reporting systems, including digital dashboards and sustainability disclosures, can enhance accountability and trust. Cultivating ethical leadership and aligning corporate culture with social values are essential for sustaining long-term CSR impact. Finally, practitioners should approach CSR as a continuous learning process rather than a static compliance exercise—regular feedback, reflective evaluation, and cultural adaptability are crucial for maintaining both ethical

integrity and organizational relevance in an increasingly interconnected global environment.

Authors' Contributions

Authors contributed equally to this article.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

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Ethics Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were considered.

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