

Corporate social responsibility, social responsiveness, and social performance: Basis for corporate citizenship framework

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ISSN: 2243-7770
Online ISSN: 2243-7789

Received: 5 July 2024

Revised: 6 August 2024

Accepted: 8 August 2024

OPEN ACCESS

Available Online: 15 August 2024

DOI: 10.5861/ijrsm.2024.1225

Abstract

In the evolving landscape of higher education, public universities in China are increasingly called upon to demonstrate their commitment to social good. This dissertation explored the critical roles of Corporate Social Responsibility (CSR), Social Responsiveness, and Social Performance in establishing a robust Corporate Citizenship Framework for these institutions. By examining these concepts and their interconnectedness, the research aimed to provide a comprehensive foundation for universities to navigate their social obligations and build a more responsible and impactful presence within their communities. The study used a quantitative research design and a survey questionnaire was used to collect data from 400 administrators, teachers, and staff of one public university in Huinan, China. The data were analyzed using descriptive statistics, correlation analysis. The findings revealed that the practice of corporate social responsibility of the selected universities in China in terms of economic, legal and ethical are moderately agreed by the stakeholder; there is moderate agreement of the corporate social responsiveness in terms of community engagement, stakeholders' satisfaction and employee's involvement. Stakeholders have moderate agreement on the corporate social performance in view of environmental, social and corporate governance. There is a highly significant relationship between corporate social responsibility, corporate social responsiveness, and corporate social performance. This dissertation paper is a valuable tool for public universities in China as they strive to become more responsible and impactful social actors within their communities.

Keywords: corporate social responsibility, social responsiveness, social performance, corporate citizenship

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1. Introduction

Universities are increasingly expected to be not only centers of knowledge but also responsible members of society. This necessitates a shift towards embracing corporate social responsibility (CSR) principles, demonstrating social responsiveness, and achieving strong social performance. In the context of China, where rapid economic development coincides with social and environmental challenges, understanding these concepts and their application within universities holds significant importance. In today's world, businesses are expected to do more than just generate profit. Corporate Social Responsibility (CSR) has emerged as a crucial concept, demanding that companies consider their broader impact on society and the environment. CSR goes beyond legal requirements and voluntary contributions, advocating for a proactive and integrated approach to responsible business practices. Education transcends the mere acquisition of knowledge and skills. It shapes individuals' values, attitudes, and behaviors, ultimately impacting the future of society. In this context, Corporate Social Responsibility (CSR) within educational institutions holds immense potential. By integrating CSR principles into their operations and curricula, schools and universities can nurture responsible citizens equipped to address the challenges of a complex world. Traditionally, education has focused on academic achievement and career preparation. However, the 21st century demands a broader approach. CSR encourages educational institutions to consider their impact on the social and environmental spheres. This includes promoting ethical practices in procurement and resource management, fostering diversity and inclusion within the student body and faculty, and engaging in community partnerships that address local needs. Please review the Manual of APA style of citations and correct your in-text citations.

According to the study of Zhang et al. (2023), universities in China are increasingly recognizing the importance of CSR, but implementation varies significantly across institutions. Main CSR areas include environmental protection, community engagement, ethical governance, and talent development. Universities are adopting various strategies to promote CSR, such as establishing CSR centers, incorporating CSR into the curriculum, and partnering with corporations and communities. CSR goes beyond institutional practices. It permeates the learning environment, providing students with opportunities to develop critical thinking, empathy, and a sense of social justice. This can be achieved by integrating service-learning projects, social entrepreneurship initiatives, and ethical business case studies into the curriculum. By actively engaging in social and environmental issues, students acquire not only knowledge but also the skills and values needed to become responsible change makers. The environmental impact of educational institutions is significant. Implementing sustainable practices such as energy conservation, waste reduction, and responsible sourcing sets an example for students and the wider community. Moreover, educational institutions can play a crucial role in promoting environmental awareness and encouraging responsible consumption habits among future generations. Integrating CSR into education presents several challenges, limited resources, lack of awareness, and unclear evaluation metrics. Resource constraints, competing priorities, and lack of awareness can hinder implementation Zhang et al. (2023). However, these challenges are not insurmountable. Partnerships between educational institutions, corporations, and community organizations can leverage resources and expertise. Additionally, incorporating CSR into teacher training programs can ensure educators are equipped to effectively integrate these concepts into their teaching.

In recent years, the concept of corporate social responsibility (CSR) has gained increasing traction within Chinese universities. While traditionally focused on education and research, universities are now recognizing their broader impact on society and the need to act responsibly. This introduction delves into the CSR landscape of Chinese universities, examining it through three key lenses: its Economic Responsibility, like transparency in

their financial dealings and using their resources efficiently, responsible allocation of tuition fees and research funding. Contribution to the local and national economy and Ethical procurement and labor practices. Legal Responsibility: universities adhere to national and local laws governing education, labor, environmental protection, and other relevant areas. Uphold intellectual property rights and conduct research ethically, ensuring informed consent and responsible data management. Universities create an inclusive environment free from discrimination and provide equal opportunities for all students, faculty, and staff. Ethical Responsibility. Universities promote academic integrity, allow free intellectual discourse, and foster critical thinking within their communities, create an inclusive environment that respects different cultures, backgrounds, and viewpoints and actively engage with local communities, addressing social needs and contributing to positive societal change.

The concept of corporate social responsiveness (CSR) encourages businesses to act responsibly towards their stakeholders, communities, and the environment. Companies are increasingly recognizing the importance of actively engaging with the communities where they operate. This can take various forms, such as: Investing in local infrastructure and development projects: Building schools, clinics, or community centers can contribute to the well-being of residents. Supporting local businesses and entrepreneurs: Providing opportunities for local suppliers and creating jobs can stimulate the local economy. Partnering with NGOs and community organizations: Joint initiatives can address social issues like poverty, education, or healthcare. CSR goes beyond pleasing shareholders; it considers the needs and expectations of all stakeholders, including: Employees: Fair wages, safe working conditions, and opportunities for professional development contribute to employee satisfaction and loyalty. Customers: Ethical sourcing, environmental sustainability, and responsible marketing practices resonate with consumers who value responsible businesses. Investors: Companies with strong CSR initiatives are often considered more sustainable and less risky, attracting investment. Suppliers and partners: Fair business practices and responsible sourcing create mutually beneficial relationships. Empowering employees to contribute to CSR initiatives can have significant benefits: Increased employee engagement and motivation: Feeling connected to a purpose beyond profit can boost employee morale and commitment. Enhanced company culture: Collaborative efforts around CSR create a sense of shared responsibility and community within the organization. Development of leadership and skills: Employee involvement in CSR initiatives provides opportunities for skill development and leadership training.

Agle et al. (1999) examined the relationship between stakeholders, corporate social responsibility (CSR), and managerial decision-making. It challenges the traditional view of CSR as simply maximizing shareholder value and proposes a more nuanced framework based on four key attributes of stakeholders: 1. Power. The ability to influence the company's decisions and actions. 2. Legitimacy. The perceived right to be involved in the company's affairs. 3. Urgency. The need for the company to attend to the stakeholder's claims immediately. 4. Salience. The degree to which the stakeholder is known to and understood by the company. The study argued that these attributes determine which stakeholders matter to managers and ultimately influence the scope and nature of CSR initiatives. They found that while powerful stakeholders (e.g., investors) often have high salience, less powerful stakeholders (e.g., local communities) can gain salience by building legitimacy and urgency around their claims.

In today's increasingly interconnected world, corporations are judged not just by their financial performance, but also by their impact on the environment, their employees, and society at large. This broader perspective, known as corporate social performance (CSP), has become a critical factor for businesses seeking to thrive in a sustainable and responsible manner. At the heart of CSP lies the environmental, social, and governance (ESG) framework. This framework acts as a compass, guiding companies towards responsible practices across three key dimensions: Environmental. This encompasses a company's impact on the natural world, including its resource consumption, emissions, waste management, and commitment to sustainability practices. Social: This considers the impact on employees, communities, and stakeholders, including labor practices, human rights, diversity and inclusion, and community engagement. Governance: This focuses on the internal structures and processes that ensure ethical decision making, transparency, accountability, and responsible risk management.

While environmental compliance is a legal requirement, true corporate social responsibility extends beyond mere adherence to regulations. It involves actively minimizing environmental impact, adopting sustainable practices, and collaborating with stakeholders to address broader environmental challenges. This proactive approach, often referred to as corporate environmentalism or corporate environmental responsibility, is experiencing rapid growth as stakeholders increasingly demand responsible business practices. Voluntary environmental reporting initiatives like the Global Reporting Initiative (GRI) launched in 1997 encourage corporations to go beyond mere compliance with regulations and actively engage in corporate environmentalism (Sheehy, 2019). This proactive approach not only enhances firm reputation and brand but also brings several tangible benefits. Consumers and investors increasingly seek businesses aligned with their values. Demonstrating environmental commitment through transparent reporting attracts these stakeholders, potentially leading to increased market share and investment (Maxwell, et al., 2000). By exceeding legal requirements, companies can minimize the risk of stricter regulations and associated penalties in the future. This strategic self-regulation can be cost-effective in the long run. Firms with strong environmental records are less likely to face legal repercussions due to environmental violations, such as fines or cleanup costs associated with oil spills or gas leaks. This translates to reduced legal and financing costs (Sheehy, 2019).

CSR has a positive impact on firm financial performance. This relationship is stronger for firms with high ESG disclosure compared to those with low disclosure. ESG disclosure mediates the relationship between CSR and financial performance. This means that by disclosing their environmental, social, and governance practices in a transparent and comprehensive manner, companies can amplify the positive effects of CSR on their financial bottom line. The specific types of ESG disclosure matter. Disclosure related to environmental and social responsibility practices has a stronger mediating effect than governance disclosure (Luo et al., 2020). High ESG disclosure builds trust and confidence among investors and stakeholders, leading to increased willingness to invest and improved market access. Comprehensive ESG disclosure helps manage environmental and social risks, potentially reducing costs and improving operational efficiency. Strong ESG practices and transparent disclosure contribute to a positive brand image, attracting customers and investors who value responsible businesses. By transparently communicating their ESG practices, companies can enhance stakeholder trust, attract investment, and ultimately improve their bottom line.

This research may contribute to the advancement of knowledge on CSR and social responsibility in the higher education sector, specifically within the Chinese context. It may provide insights for universities to enhance their social impact and become more responsible citizens, ultimately contributing to positive societal change.

Objectives of the Study - This study determined the relationship between CSR, social responsiveness, and social performance within the context of Chinese universities. It investigated how these concepts can be effectively integrated to build a comprehensive **corporate citizenship framework** for higher education institutions in China. Specifically, it sought to Assess the corporate social responsibility of the selected universities in China in terms of economic, legal and ethical; Describe the corporate social responsiveness in term of community engagement, stakeholders' satisfaction and employee's involvement; Determine the corporate social performance in view of environmental, social and corporate governance; Test the significant relationship among corporate social responsibility, corporate social responsiveness, and corporate social performance; and develop corporate citizenship framework that can be used in universities in China.

2. Methods

Research Design - This study employed a dual-pronged approach combining normative analysis and empirical investigation to explore the research question. First, a thorough literature review established the theoretical foundation and research framework. This review identified relevant concepts, definitions, and existing knowledge in the field, building a solid base for further analysis. Following the theoretical grounding, data collection utilizes a questionnaire survey administered via the online platform "Questionnaire

Star". This method ensured efficient and standardized data collection from a targeted audience. The analysis stage involves a three-step process, Descriptive analysis. Describing the key characteristics of the collected data, providing an overview of the sample and variables. Correlation analysis: Examining potential relationships between variables, exploring whether variables tend to move together. Regression analysis. Quantifying the strength and direction of relationships between variables, identifying which factors significantly influence the phenomenon under study. This comprehensive approach ensured the research was grounded on existing knowledge while leveraging empirical evidence to answer the research question in a robust and insightful manner.

Participants of the Study - The researcher gathered 400 questionnaires from the university stakeholders from the top five university in Guangdong, China. Stratified purposive sampling were used to ensure representation of different stakeholder groups within each university.

Instrument of the Study - This study employed a self-administered questionnaire designed to measure perceptions of corporate social responsibility (CSR), responsiveness, and performance. The questionnaire consisted of three sections: Corporate Social Responsibility (CSR): This section assessed three key dimensions: Economic responsibility: Practices aimed at financial sustainability and long-term growth while contributing to the broader economy. Legal responsibility: Adherence to laws and regulations, promoting ethical business conduct. Ethical responsibility: Acting beyond legal requirements, upholding ethical values in stakeholder interactions and decision-making. Corporate Social Responsiveness: This section examined the company's engagement with stakeholders: Community engagement: Level of involvement in local communities, addressing their needs and concerns. Stakeholder satisfaction: Extent to which the company meets the expectations and needs of its various stakeholder groups. Employee engagement: Degree to which employees feel motivated, valued, and connected to the organization. Corporate Social Performance (CSP): This section evaluated the company's overall impact on its environment and society: Environmental performance: Measures related to resource use, emissions, and waste management. Social performance: Contributions to social well-being and development in areas like education, health, and human rights. Governance performance: Effectiveness of the company's leadership, transparency, and accountability practices. To ensure the questionnaire's reliability and validity, a pre-test was conducted with 20 experts, leading to improvements in structure and language clarity. The pre-test results also confirmed good internal consistency with Cronbach's α and CR values exceeding 0.7 for each variable. Subsequently, a letter of intent was prepared to request data collection from participants.

Table 1

Corporate social responsibility, social responsiveness and social performance

Variable	Cronbach's Alpha	Remarks
1A. Corporate Social Responsibility	0.899	Good
1B. Legal Responsibility	0.865	Good
1C. Ethical Responsibility	0.903	Excellent
2A. Environmental	0.937	Excellent
2B. Social	0.889	Good
2C. Corporate Governance	0.896	Good
3A. Community Engagement	0.919	Excellent
3B. Stakeholder's Satisfaction	0.929	Excellent
3C. Employee Involvement	0.831	Good

Legend: George and Mallery (2003) provided the ff rule of thumb: ≥ 0.90 = Excellent; ≥ 0.80 = Good; ≥ 0.70 = Acceptable; ≥ 0.60 = Questionable; ≥ 0.50 = Poor; < 0.50 = Unacceptable

Data Analysis - This study employed various statistical methods to analyze the collected data regarding universities' corporate responsibility (CR): Weighted Mean and Rank: This method will be used to aggregate and compare respondents' perceptions across the three dimensions of economic, legal, and ethical responsibility under corporate social responsibility (CSR). Descriptive Statistics: This will provide summaries of respondents' perspectives on community involvement, stakeholder satisfaction, and employee engagement,

falling under the umbrella of corporate social responsiveness (CSR). Weighted Mean and Rank. This tool was used to summarize respondents' perceptions regarding the university's overall performance in environmental, social, and governance (ESG) aspects. Spearman's Rank Correlation: This non-parametric test was used to explore potential significant relationships between various assessed aspects of CR, such as the connection between economic responsibility and stakeholder satisfaction. SPSS version 28: This statistical software was used to conduct all analyses mentioned above.

Ethical Considerations - This research prioritized ethical conduct throughout the study to ensure the quality and integrity of the data and protect participant rights. The online platform ensured anonymity by not collecting participants' names or any other identifying information. Collected data were stored securely and confidentially, adhering to relevant data privacy regulations. Participants were provided with clear information about the research purpose, procedures, and potential risks and benefits before they decide to participate. Participation was entirely voluntary, and participants have the right to withdraw at any time without consequences. Collected data were used solely for the research purposes outlined in the participant information sheet and were not shared with third parties without their consent. Measures were taken to ensure the accuracy and completeness of the collected data. The research findings were reported transparently and accurately, adhering to ethical research standards.

1. RESULTS AND DISCUSSION

Table 2

Summary Table on Corporate Social Responsibility

Key Result Areas	Composite Mean	VI	Rank
Economic Responsibility	3.06	Agree	2.5
Legal Responsibility	3.06	Agree	2.5
Ethical Responsibility	3.12	Agree	1
Grand Composite Mean	3.08	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 2 shows the summary table on corporate social responsibility. with grand composite mean of 3.08, corresponding to verbal interpretation Agree. This suggests that the universities understand the importance of practicing corporate social responsibility. The dimension that obtain the highest weighted mean was ethical responsibility with a composite mean of 3.12, Agreed. A high weight on ethical considerations could indicate a prioritization of values, fairness, and positive relationships with stakeholders. This might translate into practices like promoting diversity and inclusion, fostering a respectful work environment, and acting with integrity in research and academic activities. The weighted mean of 3.06 for both economic and legal responsibility indicated Agreement. Although these aspects are critical to the practice of corporate social responsibility, they appear to lack consensus or validity for these two-dimension based on the data provided.

Table 3

Summary Table on Corporate Social Performance

Key Result Areas	Composite Mean	VI	Rank
Environmental	3.17	Agree	1
Social	3.10	Agree	3
Corporate Governance	3.14	Agree	2
Grand Composite Mean	3.14	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 3 shows summary of corporate social performance of universities. It shows that all the domains in assessing corporate performance are agreed with the grand composite mean of 3.14. All items were assessed by the respondents and among the indicators the environmental aspect got the highest composite mean of 3.17. This ranking suggests the university prioritizes environmental sustainability within its governance practices. This could be due to a strong commitment to environmental stewardship, increasing regulations, or pressure from

stakeholders.

Traditional university governance structures may not adequately address environmental challenges. The paper proposed "green university governance" as a framework that integrates environmental responsibility into all aspects of university decision-making and operations. The authors proposed a theoretical framework for green university governance with four key elements Environmental mission and vision. A clear commitment to environmental sustainability is embedded in the university's mission and vision statements. Green governance structure. Governance structures that facilitate environmental decision-making and hold leadership accountable for environmental performance. Environmental management practices: Implementing specific practices for reducing environmental impact, such as energy conservation, waste management, and green campus infrastructure. Stakeholder engagement. Engaging students, faculty, staff, and the broader community in promoting environmental responsibility within the university. Overall, the study highlights the importance of green university governance as a way for universities in China to contribute to environmental sustainability. It provides a theoretical framework and practical examples to guide universities in implementing these practices. First, Stakeholder Pressure. This refers to the pressure exerted by groups with an interest in the university, such as students, staff, or the community, to adopt environmentally friendly practices, and second Environmental Regulations. These are government-mandated rules that universities must comply with regarding environmental impact. The researchers examined how these factors influence environmental performance and whether that influence is affected by the university's green human resource management (HRM) practices. Green HRM practices are those that promote environmentally responsible behavior within the university. The study suggests that stakeholder pressure and environmental regulations both have a positive effect on a university's environmental performance. Interestingly, the researchers also proposed that universities with strong green HRM practices experience a stronger positive effect from stakeholder pressure on their environmental performance.

Table 4

Summary Table on Corporate Social Responsiveness

Key Result Areas	Composite Mean	VI	Rank
Community Engagement	3.02	Agree	3
Stakeholders' Satisfaction	3.17	Agree	1
Employee's Involvement	3.12	Agree	2
Grand Composite Mean	3.10	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 4 summarizes the corporate social responsiveness (CSR) across different key result areas (KRAs). The Grand Composite Mean (3.10) falls within the "Agree" range (2.50-3.49), suggesting a generally positive perception of the company's CSR efforts. Stakeholder Satisfaction received the highest score (3.17) and falls within the "Agree" range. This aligns with research highlighting the importance of stakeholder satisfaction in CSR. Employee Involvement (Ranked Second): received a score of 3.12 ("Agree"). Community Engagement Ranked Third, received the lowest score (3.02) but still falls within the "Agree" range. While generally perceived positively, it suggests potential for improvement. Overall, this suggests a positive perception of the company's CSR efforts with room for improvement in community engagement. Analyzing the specific indicators used and considering the additional points above can provide a more comprehensive understanding of the company's CSR strengths and areas for development.

As seen in table 5, the computed rho-values ranging from 0.179 to 0.402 indicate a very weak to moderate direct relationship among the sub variables of corporate social responsibility and corporate social performance. There was a statistically significant relationship between corporate social responsibility and corporate social performance because the obtained p-values were less than 0.01. This suggests that companies with strong practices in different areas of CSR tend to exhibit better Corporate Social Performance. However, the strength of this connection varies: Environmental and Ethical Responsibility (rho values of 0.402 and 0.389) show the most robust positive correlations with CSP. Companies with a focus on environmental sustainability and ethical

conduct often experience clearer links to positive social performance outcomes. Social Responsibility (rho value of 0.321) has a moderate correlation. While strong social responsibility practices still tend to lead to better social performance, the relationship may be less direct compared to environmental or ethical aspects. Economic and Legal Responsibility, Corporate Governance (rho values ranging from 0.179 to 0.229) display the weakest correlations with CSP. While a positive relationship exists, it's weaker, possibly because their impact on social performance can be more indirect or depend on other factors. Overall, Table 5 provides evidence for a positive relationship between various aspects of CSR and Corporate Social Performance. However, the strength of this association varies, and the specific measures used can influence the results.

Table 5*Relationship between Corporate Social Responsibility and Corporate Social Performance*

Variables	rho	p-value	Interpretation
Economic Responsibility			
Environmental	0.321**	< .001	Highly Significant
Social	0.179**	< .001	Highly Significant
Corporate Governance	0.189**	< .001	Highly Significant
Legal Responsibility			
Environmental	0.312**	< .001	Highly Significant
Social	0.188**	< .001	Highly Significant
Corporate Governance	.0195**	< .001	Highly Significant
Ethical Responsibility			
Environmental	0.402**	< .001	Highly Significant
Social	0.389**	< .001	Highly Significant
Corporate Governance	0.229**	< .001	Highly Significant

***. Correlation is significant at the 0.01 level*

Table 6*Relationship Between Corporate Social Responsibility and Corporate Social Responsiveness*

Variables	rho	p-value	Interpretation
Economic Responsibility			
Community Engagement	0.229**	< .001	Highly Significant
Stakeholders' Satisfaction	0.213**	< .001	Highly Significant
Employee's Involvement	0.204**	< .001	Highly Significant
Legal Responsibility			
Community Engagement	0.220**	< .001	Highly Significant
Stakeholders' Satisfaction	0.235**	< .001	Highly Significant
Employee's Involvement	0.209**	< .001	Highly Significant
Ethical Responsibility			
Community Engagement	0.260**	< .001	Highly Significant
Stakeholders' Satisfaction	0.275**	< .001	Highly Significant
Employee's Involvement	0.284**	< .001	Highly Significant

***. Correlation is significant at the 0.01 level*

The table confirms a statistically significant positive correlation (rho values between 0.204 and 0.284) between all listed sub-variables of CSR (economic, legal, ethical) and aspects of CSR responsiveness (community engagement, stakeholder satisfaction, employee involvement). This suggests companies that prioritize various CSR practices tend to also be more responsive to stakeholder needs. Ethical Responsibility shows the strongest correlations (rho values ranging from 0.260 to 0.284) with all three responsiveness aspects. Companies with strong ethical conduct appear to be more likely to actively engage with communities, satisfy stakeholders, and involve employees. Economic and Legal Responsibility: Show weaker, but still significant, correlations (rho values between 0.204 and 0.235) with responsiveness aspects. While a positive relationship exists, it might be less direct compared to ethical responsibility. Studies like Wang et al. (2016) highlighted that strong CSR practices (environmental, social) can lead to increased community engagement as companies seek to understand and address community concerns.

While statistically significant, the correlations in the table are relatively weak. Other factors beyond CSR

might also influence responsiveness. The interpretation could benefit from knowing the exact measures used for both CSR and CSR responsiveness. Different measures can yield varying correlation strength. The table shows correlation, not causation. Strong CSR might lead to responsiveness, but responsive companies might also be more likely to prioritize CSR. Overall, Table 6 suggests a positive relationship between different CSR aspects and responsiveness towards stakeholders, employees, and communities. However, the strength of this connection is weak, and the specific measures used can influence the results.

Table 7*Relationship Between Corporate Social Performance and Corporate Social Responsiveness*

Variables	rho	p-value	Interpretation
Environmental			
Community Engagement	0.417**	< .001	Highly Significant
Stakeholders' Satisfaction	0.355**	< .001	Highly Significant
Employee's Involvement	0.360**	< .001	Highly Significant
Social			
Community Engagement	0.221**	< .001	Highly Significant
Stakeholders' Satisfaction	0.332**	< .001	Highly Significant
Employee's Involvement	0.249**	< .001	Highly Significant
Corporate Governance			
Community Engagement	0.176**	< .001	Highly Significant
Stakeholders' Satisfaction	0.158**	< .001	Highly Significant
Employee's Involvement	0.198**	< .001	Highly Significant

** : Correlation is significant at the 0.01 level

Table 7 explores the correlation between different aspects of Corporate Social Performance (CSP) and dimensions of Corporate Social Responsiveness (CSR Responsiveness) in a likely Chinese context. Here is a breakdown of the key points and relevant research from 2015 onwards: The table confirms a statistically significant positive correlation (rho values between 0.158 and 0.417) between all listed aspects of CSP (environmental, social, corporate governance) and CSR responsiveness aspects (community engagement, stakeholder satisfaction, employee involvement). Companies with strong social performance across different areas tend to also be more responsive to stakeholders.

Environmental Performance: Shows the strongest correlations (rho values of 0.417) with all three responsiveness aspects. Companies with a strong environmental track record appear to be more likely to actively engage with communities, satisfy stakeholders, and involve employees. **Social Performance:** Shows moderate correlations (rho values between 0.221 and 0.332) with responsiveness aspects. Companies with positive social impact might be more responsive, but the link might be less direct compared to environmental performance. **Corporate Governance:** Shows the weakest correlations (rho values between 0.158 and 0.198) with responsiveness aspects. While a positive relationship exists, it might be the least direct among the CSP factors. Chen et al. (2018) investigate the connection between good corporate governance practices in Chinese companies and employee involvement in decision-making processes. While statistically significant, the correlations in the table vary from very weak to moderate.

Other factors beyond CSP might also influence responsiveness. The interpretation would benefit from knowing the exact measures used for both CSP and CSR responsiveness. Different measures can yield varying correlation strengths. The table shows correlation, not causation. Strong CSP might lead to responsiveness, but responsive companies might also be more likely to prioritize good social performance. As corporate governance practices improve, the link between governance and responsiveness might strengthen in the future. Overall, Table 7 suggests a positive relationship between various aspects of Corporate Social Performance and responsiveness towards stakeholders, employees, and communities in a likely Chinese context. However, the strength of this connection varies, and the specific measures used can influence the results. Universities increasingly recognize the importance of corporate social responsibility (CSR), corporate social performance (CSP), and corporate responsiveness in building a strong brand reputation and image. Here's how these factors

contribute to a positive perception, Corporate Social Responsibility (CSR). Attracts Talent and Students. Corporate Social Performance (CSP). Demonstrates Impact. Strong CSP refers to the measurable results of a university's CSR initiatives. Builds Differentiation.

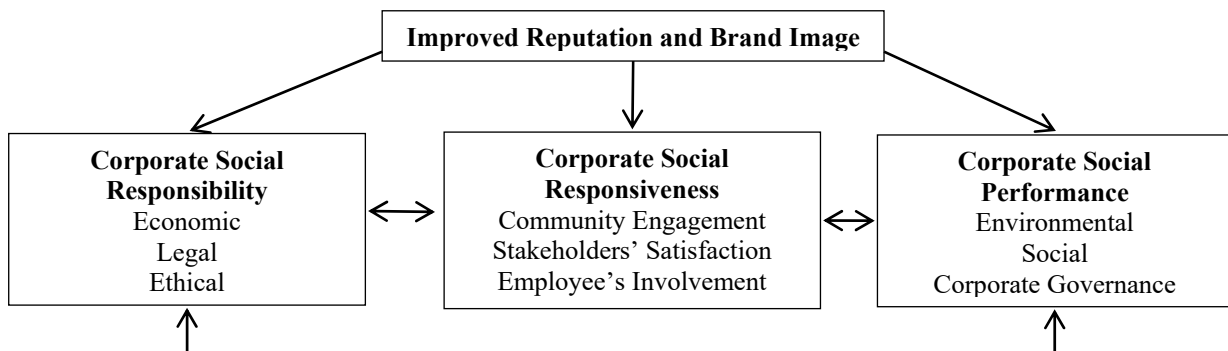


Figure 1. Triple C's Framework for Universities in China

3. Conclusion and recommendations

The practice of corporate social responsibility of the selected universities in China in terms of economic, legal and ethical are moderately agreed by the stakeholder; There is moderate agreement of the corporate social responsiveness in terms of community engagement, stakeholders' satisfaction and employee's involvement; Stakeholders have moderate agreement on the corporate social performance in view of environmental, social and corporate governance; There was a highly significant relationship among corporate social responsibility, corporate social responsiveness, and corporate social performance; and to a corporate citizenship framework was developed for improve brand image and reputation of the universities in China. Universities may strengthen their CSR by actively soliciting stakeholder feedback and addressing their concerns. To strengthen their social responsiveness, the universities may consider initiatives that go beyond the current level, such as increasing community engagement programs, conducting regular stakeholder satisfaction surveys with actionable follow-up, and fostering a more inclusive work environment that encourages employee participation in social responsibility efforts. The university may develop a comprehensive ESG improvement plan informed by stakeholder feedback and industry best practices. The developed framework maybe adopted to improve brand image and reputation of the universities in China. Future researchers may examine the role of government policies and university governance structures in shaping and promoting social responsibility in public universities.

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