

Iryna Fedotova<sup>1</sup>  
Nadiia Bocharova<sup>2</sup>  
Agnieszka Rachwał-Mueller<sup>3</sup>

## Corporate social responsibility as an instrument of sustainable business development: exploring types and dimensions

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### **Społeczna odpowiedzialność biznesu jako narzędzie zrównoważonego rozwoju przedsiębiorstwa: badanie rodzajów i wymiarów**

**Abstract:** The article examines corporate social responsibility (CSR) as a new paradigm of sustainable enterprise development and the principal tool for its implementation. The aim of the article is to enhance the understanding of the significance of CSR as a tool for sustainable business development and to establish directions for its implementation. The study introduces a spherical model of sustainable enterprise development, comprising three spheres representing the enterprise's interaction with the external environment. These spheres are managed through CSR principles. The model aims to achieve long-term equilibrium across key domains of sustainable development: economic, social, and ecological. It envisions the incorporation of CSR tools.

This research proposes a modification of the Corporate Social Responsibility Pyramid. The model encompasses diverse responsibility types, including organizational-economic, technical-technological and digital, ecological, legal, socio-cultural, ethical, innovative, and philanthropic. A hierarchical analysis of CSR and Maslow's hierarchy identifies responsibility hierarchy

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<sup>1)</sup> Dr, PhD, Professor of the Department of Management Kharkiv National Automobile and Highway University.

<sup>2)</sup> Dr, PhD, Professor of the Department of Management Kharkiv National Automobile and Highway University.

<sup>3)</sup> Mgr, Academic Lecturer, Head of International Cooperation Office in College of Economics and Computer Science.

levels within the enterprise. The characterization of enterprise CSR types is provided. The article develops a CSR pyramid model as a central instrument for attaining sustainable development and justifies responsibility types for integrating CSR within the enterprise, catering to internal and external stakeholder needs. The research emphasizes the development of tools to facilitate CSR integration and achieve sustainable development.

The derived conclusions and the characterization of CSR types will enable enterprises to allocate efforts and resources more comprehensively for achieving sustainable development, considering the specific nature of their operations and stakeholder needs. The research aids enterprises in better comprehending the essential aspects of CSR that correspond to their particular circumstances.

**Streszczenie.** Artykuł analizuje społeczną odpowiedzialność biznesu (CSR) jako nowy paradygmat zrównoważonego rozwoju przedsiębiorstw oraz główne narzędzie do jej wdrażania. Celem artykułu jest zwiększenie zrozumienia znaczenia CSR jako narzędzia do zrównoważonego rozwoju biznesu i określenie kierunków jego wdrożenia. Badanie przedstawia sferowy model zrównoważonego rozwoju przedsiębiorstw, obejmujący trzy sfery reprezentujące interakcję przedsiębiorstwa z otoczeniem zewnętrznym. Te sfery są zarządzane przez zasady CSR. Model ma na celu osiągnięcie długoterminowej równowagi między kluczowymi obszarami zrównoważonego rozwoju: ekonomicznym, społecznym i ekologicznym. Przewiduje on włączenie narzędzi CSR. Badanie proponuje modyfikację Piramidy Społecznej Odpowiedzialności Biznesu. Model obejmuje różne rodzaje odpowiedzialności, w tym organizacyjno-ekonomiczną, techniczno-technologiczną i cyfrową, ekologiczną, prawną, społeczno-kulturową, etyczną, innowacyjną i filantropijną. Hierarchiczna analiza CSR i hierarchia potrzeb Masłowa identyfikuje poziomy hierarchii odpowiedzialności w przedsiębiorstwie. Przedstawiono charakterystykę rodzajów CSR przedsiębiorstwa. Artykuł opracowuje model piramidy CSR jako centralne narzędzie osiągnięcia zrównoważonego rozwoju i uzasadnia rodzaje odpowiedzialności do włączenia CSR w przedsiębiorstwo, uwzględniając potrzeby interesariuszy wewnętrznych i zewnętrznych. Badanie podkreśla rozwój narzędzi ułatwiających integrację CSR i osiągnięcie zrównoważonego rozwoju.

**Wnioski** wyprowadzone z badań oraz charakterystyka rodzajów CSR pozwolą przedsiębiorstwom bardziej kompleksowo alokować wysiłki i zasoby w celu osiągnięcia zrównoważonego

rozwoju, z uwzględnieniem specyfiki ich działalności i potrzeb interesariuszy. Badanie pomaga przedsiębiorstwom lepiej zrozumieć istotne aspekty CSR, które odpowiadają ich konkretnym okolicznościom.

**Keywords:** corporate social responsibility, sustainable development, management tools, sustainable enterprise, CSR Pyramid, needs pyramid, stakeholders, type of responsibility.

**Słowa kluczowe:** społeczna odpowiedzialność biznesu, zrównoważony rozwój, narzędzia zarządzania, zrównoważone przedsiębiorstwo, Piramida CSR, piramida potrzeb, interesariusze, rodzaj odpowiedzialności.

**JEL Classification Codes:** A13 M14

## Introduction

In the realm of modern business, the mounting pressure to achieve sustainable development underscores the need for a balanced consideration of economic, social, and environmental aspects in enterprise management. One pivotal instrument employed to attain this objective is Corporate Social Responsibility (CSR). CSR serves as a paradigm wherein businesses aspire not only to generate profits but also to shoulder responsibility for their impacts on society and the environment. The exploration of diverse types and measurements of CSR has emerged as a vital undertaking for businesses, regulatory bodies, and the academic community. the realm of Ukrainian enterprises grapples with a scarcity of comprehensive comprehension and implementation of CSR practices. Pertinent questions loom over which CSR aspects prove most efficacious in fostering sustainable business growth within the context of Ukraine's economic, socio-cultural, and ecological contours, as these dynamics may vary from other countries.

The business community finds itself at a juncture of reevaluating the very essence of contemporary business. Specifically, this introspection delves into the paradigm, the strategic goals to be adopted, and the necessary interactions with the state and society [1, p. 18]. Gradually replacing the notion of “corporate egoism,” a new mainstream of entrepreneurial activity has emerged—social sensitization. This term denotes the perpetual attention that economic agents devote to societal demands, manifesting in the quest for and imple-

mentation of management concepts that optimally respond to societal expectations, consider its interests, and simultaneously employ pertinent practices to enhance the efficacy and resilience of their entrepreneurial endeavors. Prominent exemplars of the practical application of theoretical principles of social sensitization in business practice include the concepts of Corporate Social Responsibility and sustainable development management [2-8], which have now become integral components of successful corporate policies.

The global community recognizes corporate social responsibility (CSR) as a vital factor in the strategic development of large-scale businesses. Business social responsibility is seen as a guarantee for sustainable company growth, aligned with long-term shareholder interests, societal objectives, and the promotion of social harmony, security, and human well-being, along with the preservation of the environment and the protection of human rights. The incorporation of international quality, environmental safety, and management standards into business operations has become an obligatory precondition for introducing goods and services to international markets. Business interactions are rooted in CSR principles. Corporate social responsibility serves not only as a tool for entities in the economy to extend support to society or enhance their own image, but it has fully transformed into an essential instrument enabling business operations.

Corporate social responsibility inherently reflects the societal sensitivities that allow its analysis and positioning. In order to construct and maintain the reputation of a responsible business, companies must regard CSR as a managerial imperative that permeates all aspects of their operations. As such, businesses engage in a broader consideration of their role in society, which aligns with the expectations of an ethically conscious public.

Corporate social responsibility is a manifestation of society's growing awareness, serving as a lens through which businesses adapt and engage within their contexts. The integration of CSR principles and practices signifies a harmonious fusion of economic endeavors and social duties, nurturing an environment where businesses flourish while making constructive contributions to society. CSR functions as a conduit that links commerce and community, substantiating the evolving role of businesses within the broader societal framework.

In a broad sense, this concept encompasses a business's responsibility to its products or services, consumers, employees, partners, and active social engagement. It involves harmonious coexistence, interaction, and continual dialogue with society, as well as participation in addressing pressing social issues. In the modern context, an organization is an integral part of a complex, interconnected, and interdependent web of institutions. The latter wield

significant influence over organizations, functioning as consumers, suppliers, authorities, intermediaries, and arbitrators. Within this intricate network of relationships, economic, social, ecological, and political interests, motives, and aspirations intertwine.

Corporate social responsibility can be defined as a new paradigm for sustainable business (corporate) development, representing a recognized normative-value system shared by employees, providing a socially oriented business development model [9].

One of the most critical avenues for businesses to solidify their market position involves nurturing mutually beneficial relationships with stakeholders on a strategic platform through the implementation of the concept of corporate social responsibility (CSR). The application of foundational CSR principles offers vital positive attributes for the development of businesses across various domains. These attributes encompass societal and economic contributions on a national scale, mitigation of negative ecological impacts, establishment of sustainable organizational relationships with the external environment, and improvement of overall economic performance and corporate image. For enterprises, assessing their CSR level and comparing it with other businesses could be exceedingly valuable. To achieve this, the fundamental directions of corporate social responsibility implementation for businesses need to be identified.

## **Literature review**

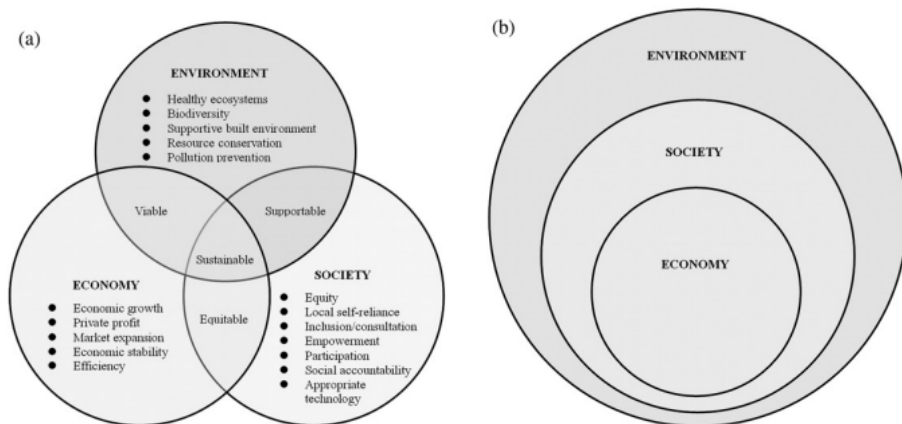
Economic science has substantiated and practical experience has confirmed that for ensuring sustainable development, the social responsibility of business organizations holds no less significance than a developed economic infrastructure, political stability, or the implementation of innovative development projects. The approach to managing and enhancing the viability of enterprises through the lens of sustainable development imperatives necessitates thorough investigation.

A distinction can be made between the approach of sustainable development based on the “triple bottom line” perspective by American economist J. Elkington [2, p. 48], and the normative approach from the standpoint of stakeholders by his colleague E. Freeman [8, p. 32]. According to J. Elkington’s approach, each enterprise bears economic, environmental, and social responsibility to society, thereby ensuring its viability. However, E. Freeman’s normative approach enabled the description of relationships between enterprises and groups interested in their activities. According to this theory, a business

bears moral responsibility not to society as a whole but only to stakeholders, including shareholders, employees, suppliers, consumers, and local communities in which it operates [8, p. 32].

During their evolution, sustainable development models progressed from prioritizing economic aspects (the “Mickey Mouse” model) and ecological concerns (the “bull’s eye” model) to achieving a balance between these spheres (the weak model) [3, 10]. The most prevalent concept of sustainable development in economic literature emerged from the amalgamation of three key perspectives: economic, social, and environmental [9-12]. Grechko T. K. notes that the term “sustainable development” is best understood as “balanced development based on the sustainable (meaning non-depleting, long-term, supportable) use of Earth’s resources” or, in a somewhat expanded sense, “balanced economic, social, and environmental development based on the sustainable (meaning non-depleting, long-term, supportable) use of Earth’s resources” [9, p. 41]. The most widely adopted models of the triad concept of sustainable development is illustrated in Figure 1.

**Figure 1. The Triad Concept of Sustainable Development, illustrating the two concepts of sustainability: (a) Weak Sustainability, and (b) Strong Sustainability [10, p. 121]**



Source: Munasinghe, M. (2001). *Cons. Ecol.*, 5, 14 Adams, W. M. (2006). *The future of sustainability: Re-thinking environment and development in the twenty-first century*. International Union for Conservation of Nature.

In the viewpoint of the majority of scholars, the concept of sustainable development is based on a methodological approach in which the economic, social, and environmental components are treated as equal elements of an integrated system. Their interaction gives rise to certain characteristics or properties of the system (viable, supportable, equitable, and sustainable development). While this model is constructed for society as a whole, it can be adapted to formulate a model of sustainable enterprise development from the standpoint of ensuring its viability.

Many authors [4-7] working on sustainable enterprise development have either adopted this model almost unchanged or with minor modifications. For instance, in the work by [4, 5], the authors identify three spheres (economic, environmental, and social) in the external environment of the enterprise and examine their impact on the enterprise. Other authors [6, 7] identify economic, social, and environmental subsystems (components) within the enterprise. A drawback of these proposed models is that authors do not fully explore the interactions between the enterprise and each sphere of the environment.

Certain authors [12] disagree with this approach and propose an alternative conceptual model. In their view, the system-forming blocks of sustainable development are the economic and social subsystems, which are closely interconnected. Moreover, the economic and social subsystems are inseparably linked to the environmental subsystem and are highly susceptible to its significant influence. Notably, the proposed model designates the environmental subsystem as the one that bridges the social and economic subsystems. This observation leads to the conclusion that authors lack a unified perspective on the model of sustainable enterprise development and its key elements. Formulating such a model aids in determining optimal strategies and actions for achieving a balance between economic gain, social impact, and the preservation of environmental integrity.

Upon delving into the system-forming blocks of sustainable enterprise development, which encompass economic, social, and environmental domains, it becomes evident that an intrinsic interconnection exists between them and corporate social responsibility. This interaction underscores the importance of considering them holistically. However, this does not negate the fact that researchers hold diverse viewpoints regarding the key aspects of the corporate social responsibility model and its constituent elements.

In the context of exploring corporate social responsibility, substantial contributions to the understanding of its intricacies, essence, and principles have been made by authors such as M. Friedman [13], A. Carroll [14], O.V. Vorona [15], O.Yu. Berezina [16], L.B. Khlevytska [17], O.Ya. Buyan [18], and

others [19-24]. While there exists a variety of approaches to categorizing types and forms of corporate social responsibility, as well as diverse models for its implementation, it is important to note that these multifaceted investigations contribute significantly to comprehending the role of enterprises within society and their responsibilities towards it.

Analyzing the evolution of public perception regarding the nature and substantive characteristics of CSR provides grounds to assert that a distinctive apex in the development of the contemporary approach to understanding the essence of organizational social responsibility, based on the recognition of the pivotal role of the social contract, is represented by A. Carroll's model [25]. This model, which underwent several stages of transformation, is considered to be a culmination of the development. A. Carroll proposed interpreting CSR as a convergence of economic, legal, ethical, and discretionary expectations placed on organizations by society during a given period [25].

The Carroll model encompasses four types of organizational social responsibility: economic, legal, ethical, and what he terms discretionary. This model is visualized as a pyramid (Figure 2). A. Carroll states that by adopting a more pragmatic, managerial terminology, it can be affirmed that a company adhering to CSR should strive for profitability, comply with laws, exhibit ethical behavior, and fulfill its role as a responsible corporate citizen [14].

**Figure 2. The pyramid of corporate social responsibility [26]**



Source: Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *Academy of Management Review*, 4(4), 500.



Economic responsibility, which forms the foundation of the pyramid, is delineated by the fundamental role of an enterprise in the market of goods and services, where it operates as a producer. This function is aimed at satisfying consumer needs and attaining economic benefits (revenues).

Legal responsibility is associated with compliance to requirements and norms set forth in prevailing regulatory legal acts. It pertains to the company's adherence to the law and societal expectations of activities that align with legal standards.

Ethical responsibility demands that business practices encompass socially beneficial actions congruent with societal expectations. These expectations are not codified in relevant legal acts but appeal to moral norms.

Philanthropic (discretionary) responsibility prompts organizations toward socially beneficial endeavors and the enhancement of the quality of life for society members through voluntary participation in implementing social programs.

The extensive body of research contributed by scholars from various backgrounds has illuminated the multifaceted dimensions of corporate social responsibility, allowing for a comprehensive understanding of the responsibilities enterprises bear towards society. A pivotal model in this discourse, A. Carroll's pyramid, serves as an exemplary framework that captures the varying facets of organizational social responsibility, promoting not only economic gains but also ethical and social obligations, thus fostering a more harmonious coexistence between businesses and the larger societal context.

Carroll's pyramid has garnered significant attention among both CSR theorists and practitioners engaged in the implementation of social projects. Subsequently, A. Carroll proposed a new adaptation of the CSR model tailored to the conditions of international business, termed the "global CSR pyramid." Building upon prior theoretical foundations, A. Carroll notes that international enterprises should be profit-oriented in line with international business expectations; they should respect the laws of host countries while adhering to norms of international law; they should practice ethical conduct in business operations, accounting for relevant local and global standards; and they should serve as good corporate citizens by aligning with the expectations of local communities [27].

A. Carroll's pyramid has emerged as a prominent framework, guiding both conceptual discussions on CSR and practical initiatives within the business realm. His model reflects the dynamic interplay of economic, legal, ethical, and philanthropic dimensions, emphasizing the multifaceted nature of an

organization's responsibilities towards society. Notably, his adaptation to the global context underscores the evolving role of international corporations in navigating profit, law, ethics, and citizenship within a complex and interconnected world.

Among the positive attributes of this model, its comprehensive approach stands out, as it encapsulates critical facets of CSR while ensuring a balance among varying levels of responsibility. The model proposes a hierarchical organization of levels, facilitating a clearer understanding of the process, and its adaptability across diverse contexts is also noteworthy. However, there are certain drawbacks to the model. The limited flexibility and rigid hierarchy could oversimplify the complexities inherent in the interplay of different aspects of responsibility. The restriction of discretionary responsibility to a specific form of philanthropy raises concerns about distorting the genuine essence of corporate responsibility. This model neglects various socio-cultural idiosyncrasies, potentially leading to misunderstandings or an underestimation of certain responsibility dimensions. Overall, A. Carroll's model serves as a significant tool for analyzing CSR but requires further refinement and adaptation to align with the realities of contemporary business.

The majority of critical remarks directed towards A. Carroll's model can potentially be mitigated if we approach his proposed pyramid as a methodological measure, essentially a theoretical abstraction designed to merely delineate the fundamental types of corporate social responsibility for businesses. The responsibility tiers delineated in Carroll's pyramid are largely congruent with the value hierarchy predominant in industrial societies. A. Carroll consistently evolved his model, adapting it to the demands of modern management. For instance, in collaboration with M. Schwartz [28], he proposed a three-domain model, replacing the pyramid, which enables tracking the interplay of economic, legal, and ethical responsibilities in a specific manner (Figure 3).

**Figure 3. The three-domain model of corporate social responsibility [28]**



Source: Carroll, A. B. (2004). *Managing ethically with global stakeholders: A present and future challenge*. *Academy of Management Executive*, 18(2), 118.

According to A. Carroll and M. Schwartz, the new interpretation of the business's social responsibility model provides a more comprehensive depiction of contemporary realities. Specifically, it acknowledges that only a few enterprises simultaneously engage in all types of social activities and responsibilities, while the majority opt for different combinations thereof. The central segment depicted in Figure 3 is envisioned as the destination for all enterprises in the long term.

The three-domain model of CSR (Figure 3) bears resemblance to the triad concept of sustainable development model (Figure 1), albeit with certain distinctions. It focuses on specific spheres of responsibility, whereas the three-sphere model of sustainable development considers a broader spectrum of aspects, encompassing social and environmental dimensions. A. Carroll's CSR model remains a seminal framework, offering valuable insights into the multi-dimensional nature of corporate social responsibility. While acknowledging its limitations, its adaptable nature, coupled with ongoing refinements and adaptations, positions it as a relevant and evolving tool for comprehending the intricate dynamics between businesses and societal responsibilities.

A drawback of the three-domain CSR model might be its insufficient consideration of cultural and ecological aspects and their impact on

organizational activities. It could oversimplify intricate interactions among different spheres of responsibility. Both models possess their merits and limitations. The three-domain CSR model allows for the analysis of the interplay between various forms of responsibility, whereas the three-sphere sustainable development model emphasizes a comprehensive approach to organizational development. Understanding their similarities and distinctions can contribute to a more holistic approach to implementing social responsibility in business.

A notable deficiency in these models is the lack of a comprehensive framework connecting dimensions/domains with societal values. This oversight is identified as a broader gap in CSR research. Despite being referred to as “all-encompassing,” scholars acknowledge that adjustments may be necessary. Alternative models, such as Y.-C. Kang and D. J. Wood’s [29] “before-profit CSR” and D. Wheeler, B. Colbert, and R. Freeman’s [30] three-layered pyramid, highlight the need for contextualization and adaptation. S. Sachs, E. Rühli, and V. Mittnacht [31] also emphasize the importance of aligning models with cultural contexts. However, these adaptations require a stronger foundation in theory to justify the initial dimensions. This analysis underscores the ongoing need for models that respect cultural differences while providing a solid basis for value judgment [32].

An examination of the literature sources reveals that the concept of CSR reflects diverse aspects and interpretations of enterprises’ responsibility to society and stakeholders. The multiplicity of approaches points to the intricate and dynamic nature of this concept, as well as the absence of a unified perspective on identifying the core types and directions for implementing CSR as a key instrument for achieving sustainable enterprise development.

## **Research Objectives**

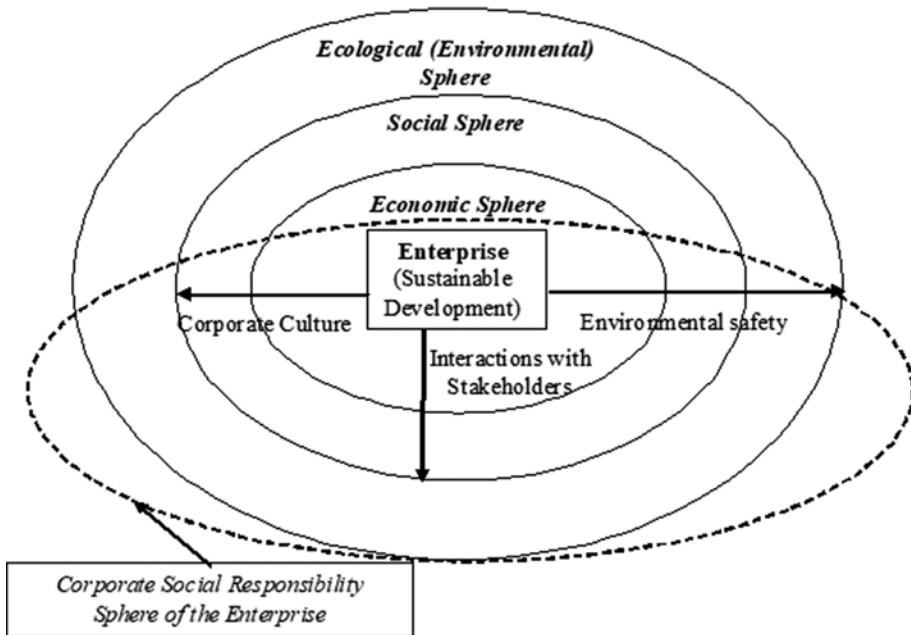
The focus of this article is to expand the comprehension of the significance of corporate social responsibility (CSR) as a tool for sustainable business development and to identify the directions for implementing CSR. The main goal of this article is to construct a model of corporate social responsibility that serves as a fundamental instrument for sustainable development. It aims to justify the types of responsibilities involved in implementing CSR within a business, which allows for the consideration of both internal and external stakeholder needs. A crucial aspect is the development of a toolkit to facilitate

the incorporation of the corporate social responsibility concept and achieve sustainable development.

## **Results and discussion**

The formulation of the model is grounded in the comprehension that an enterprise, functioning as an open dynamic system, evolves and interacts within its milieu. The enterprise, operating as an economic entity, operates within a distinct economic sphere, wherein transactions between economic agents occur, encompassing production, exchange, allocation, and consumption of goods under the constraints of limited resources, culminating in the formation of specific economic outcomes. Concomitantly, enterprises engage and execute their functions within a societal context, the social sphere, represented by the wider society. This social arena envelops processes and interactions of distinct social communities. In parallel, economic entities and society are situated within the enveloping environment, termed the ecological sphere, characterized by ecological factors, where human interaction with nature transpires. Within this ecological realm, the employees of any enterprise, its associates, clients, and the entirety of society coexist and operate. In order to sustain its long-term viability and secure sustainable development, an enterprise is compelled to engage with each of these realms through distinct approaches and tools, chief among them being corporate social responsibility. The investigation proposes the subsequent model of sustainable enterprise development, as depicted in Figure 4.

**Figure 4. Model of sustainable enterprise development based on corporate social responsibility**



*(Developed by the authors)*

In contrast to existing approaches, the proposed model of sustainable enterprise development offers a hierarchical arrangement of economic, social, and ecological (environmental) spheres. It delineates the sphere of corporate social responsibility (CSR) for enterprises. This model not only defines these spheres but also suggests directions for implementing management tools. These tools enable enterprises to influence the spaces they interact with, while responding to contemporary societal demands for safety in their environments. The designated strategies for management tool implementation aim to preserve the stability and viability of enterprises, thereby promoting their sustainable growth. This approach provides a solution to the adaptation challenge that enterprises encounter within each respective sphere.

A distinctive advantage of modern businesses is their social orientation and their endeavor to improve conditions in the regions where they operate, aligned with the principles of sustainable development.

Environmental safety occupies a paramount position within this paradigm. It stands as a guarantee for existence within an ecologically clean environment, facilitating the vitality of ecosystems. It caters to the judicious fulfillment of environmental needs for individuals, enterprises, and society at large.

On a global scale, environmental safety refers to the absence of threats to the environment. It signifies the protection of the vital interests of citizens, society, state, and the biosphere from both internal and external influences and negative processes that jeopardize human health, biodiversity, the sustainable functioning of ecological systems, and humanity's survival.

Within the context of an enterprise, environmental safety entails safeguarding its economic interests from tangible and potential ecological threats arising due to production activities. These threats are primarily linked to environmentally unconstrained economic practices. Achieving environmental safety for an enterprise involves minimizing the adverse impact of its operations on the natural environment and the involved stakeholders, while simultaneously minimizing the overall environmental footprint [33, p. 32].

The operational activities of enterprises possess the capacity to exert negative impacts on both the natural environment and human health and well-being. This pertains not only to the employees but also to local communities and even society at large. The establishment of a comprehensive environmental safety management system bestows upon enterprises the synergistic effects of all its components, thereby optimizing the utilization of requisite material and organizational resources.

The implementation of an environmental safety system within an enterprise significantly influences the economic, social, and environmental spheres. This integration involves the adoption of production norms, labor standards, emissions and waste regulations, resource conservation standards, and more. If an enterprise aims to maintain its viability over an extended period, special attention must be paid to environmental preservation, resource efficiency, and the well-being of society, particularly its workforce.

An integral component of corporate social responsibility is environmental responsibility. Today, this aspect is a subject of scrutiny not only within the realm of biological and geophysical sciences but also within economic and social domains. Environmental responsibility originally stemmed from

environmental legislation. To avoid sanctions, enterprises were compelled to revisit their environmental policies and take measures to minimize their adverse impact on the environment. Over time, this responsibility has evolved beyond a mere legal obligation and transformed into a set of internal business principles guided by ethical considerations. In contemporary business context, environmental responsibility entails actions that contribute positively to the environment, or mitigate the negative effects of business operations on the surroundings. This extends beyond legal compliance, encompassing a broader scope of practices [34].

Engaging with stakeholders aids organizations in augmenting their social capital, mitigating non-financial risks, and identifying novel developmental opportunities. Stakeholders can be broadly categorized into two groups: internal and external. The internal stakeholders comprise personnel, including management and employees, the board of directors, and shareholders. The external stakeholders encompass consumers, suppliers, governmental bodies, media outlets, business partners, local communities, public organizations, competitors, and others.

Interactions with stakeholders can manifest within two spheres: economic and social. The enterprise's engagement with stakeholders forms a foundation for ethical and sustainable practices, driving the organization towards holistic growth and enhancing its societal impact.

Authors N.S. Orlova and A.O. Kharlamova [35] argue that effective stakeholder engagement within the framework of Corporate Social Responsibility (CSR) involves fostering amicable relationships. This encompasses balanced consideration of stakeholder opinions and expectations, altering perceptions and expectations through persuasive communications and initiatives, fostering mutually beneficial collaborations, and vigilantly monitoring shifts in stakeholder beliefs.

Owners and employees of enterprises are attuned to matters such as enhancing the company's value, providing timely remuneration proportionate to working conditions, work performance, tenure, and education for employees. This includes strict compliance with legislation, proper documentation of employment, company's payment of social contributions, leave entitlements, adherence to working schedules, gradual adoption of energy-efficient technologies, and implementation of energy management. Their efforts extend to participating in seminars and conferences aimed at enterprise development, fostering transparent and candid relationships between owners and personnel, consumers, suppliers, and other stakeholders.



For consumers, legal formality in relationships, personalized approaches, accurate information disclosure, and facility tours play a pivotal role. To facilitate productive interactions with suppliers, constant communication, prompt service payment, convenient access to the enterprise, and offering suppliers guided tours during suitable hours and formats are crucial. To bolster the company's image within the community, initiatives include generating employment opportunities for local residents, community support projects, urban greening efforts, and the establishment of a website disseminating information about upcoming company events. To enhance relationships with governmental bodies, the emphasis lies in increasing the company's contribution to the country's economy, transparent operations, responsible tax payment, and potentially leasing owned or rented assets while decreasing environmental pollution levels [36].

The interplay between culture and organizational outcomes is significantly contingent upon the values endorsed by a specific organizational culture. Social responsibility is intrinsically linked to corporate (organizational) culture. In addition to economic responsibilities, organizations are obliged to consider human and social aspects of their business activities' impact on employees, consumers, and local communities where they operate. They are also expected to contribute practically to addressing broader social issues. Most functions of corporate culture are valuable both for corporate members and society as a whole. The core value of corporate culture lies in motivating enterprises to shoulder certain obligations for the sake of achieving societal well-being, even if it might momentarily curtail profitability. Corporate culture, in our perspective, serves as a compass for guiding the right kind of behavior necessary for enhancing corporate social responsibility [37].

Constructing a socially responsible corporate culture and establishing hiring policies based on shared values can reduce employee turnover, provide intangible employee motivation, and positively influence labor productivity [38].

From a corporate standpoint, effective corporate governance should encompass:

- Efficiently functioning governance bodies ensuring the accomplishment of strategic objectives and protection of ownership rights.
- Compliance with all legal requirements applicable to the enterprise.
- Adherence to ethical norms and principles that prioritize shareholders' interests, forming the foundation for interactions with all other stakeholders and society as a whole.

- Corporate governance is intrinsically intertwined with corporate culture. The foundation for forming a specific type of corporate culture is not a prescribed mission and philosophy but the actual day-to-day behavior of the organization's top management.
- Based on existing principles and values, leadership constructs everything around them. Corporate culture performs several functions, including:
  - Crafting a distinct image for the organization that sets it apart.
  - Reinforcing social stability within the organization, strengthening it by establishing behavioral standards.
  - Shaping and overseeing behaviors and perceptions suitable for the organization.
  - Fostering the company's socially responsible behavior within the community.

The proposed model of sustainable enterprise development, anchored in corporate social responsibility, introduces a hierarchical structure to the economic, social, and environmental spheres. This innovation provides a strategic framework for enterprises to interact harmoniously with their surroundings. Additionally, it underlines the pivotal role of environmental safety, corporate governance and interactions with stakeholders, ensuring that businesses operate in synergy with nature, society, and the economy.

Corporate social responsibility (CSR) enhances both the social and economic resilience of businesses, allowing for the accumulation of intangible assets. Corporate social responsibility can be defined as a new paradigm of enterprise (corporate) sustainable development. It embodies a recognized and shared normative-value system among employees, providing a socially oriented business development model that enhances an enterprise's viability.

Given the increasing demand for sustainable enterprise development, a key task involves considering and refining a conceptual model that accounts for the impact of various types and directions of corporate social responsibility (CSR) on business sustainability. A. Carroll [14] proposed viewing CSR as a kind of "pyramid", comprising economic, legal, ethical, and discretionary (philanthropic) responsibilities of an organization to society. To broaden Carroll's hierarchical model, it is suggested to incorporate additional types of responsibility to more accurately reflect the diverse aspects of a company's social responsibility. Here are the suggested additional types of responsibility to add to Carroll's pyramid:

- Techno-technological and digital responsibility. Incorporating this type of responsibility allows organizations to consider the societal, environmental, and data privacy impact of their technologies. In a world increasingly reliant on digital technologies and online platforms, responsible handling of client and user digital data collection, storage, and utilization is crucial.
- Innovation responsibility. Organizations need to be accountable for the innovations they introduce. This may involve assessing the impact of new products, services, or technologies on society and the environment.
- Environmental responsibility. Although Carroll's model already includes discretionary (philanthropic) responsibility, it's worthwhile to consider a distinct category for environmental responsibility due to the growing importance of ecological aspects in the contemporary world, often integrated into the sustainable development model as a key component.
- Sociocultural responsibility. This type of responsibility pertains to an organization's interaction with society, considering its needs and accounting for social aspects in business activities. Organizations should acknowledge diverse cultural aspects in their operations, especially in an international context. This might involve respecting local cultural norms, values, and traditions.

Incorporating these additional types of responsibility helps Carroll's model more comprehensively and accurately reflect the multifaceted aspects of organizations' social responsibility in the modern world. The division of the CSR model into external and internal directions allows for better adaptation to the needs of various stakeholders and ensures a comprehensive approach to integrating social responsibility into enterprise activities. The improved CSR pyramid is illustrated in Figure 5.

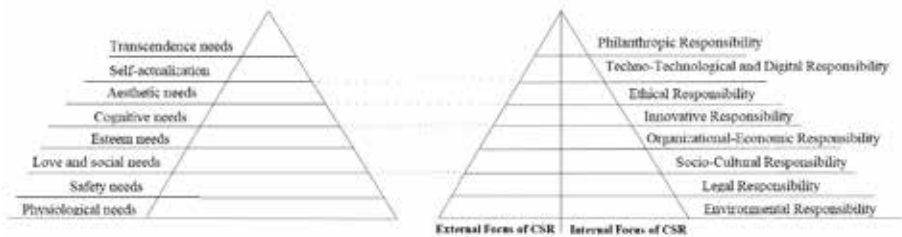
**Figure 5. The enhanced pyramid of corporate social responsibility**



*(Developed by the authors)*

In substantiating the hierarchical sequence of responsibility types within the pyramid, a comparison with Abraham Maslow’s hierarchy of needs pyramid can be made, focusing on the needs of a corporation and society as a whole, rather than those of an individual (Figure 6).

**Figure 6. Comparison of A. Maslow’s hierarchy with the pyramid of corporate social responsibility**



*(Developed by the authors)*

Aligning Maslow's hierarchy with CSR principles offers a framework for understanding how corporate actions can cater to diverse human needs and contribute to societal well-being. Examining the correlation between the needs within Maslow's hierarchy and their corresponding types of corporate social responsibility for enterprises:

1. **Physiological Needs**
  - **Environmental Responsibility.** Addressing basic physiological needs aligns with environmental responsibility, wherein businesses ensure access to clean water, nourishment, and appropriate infrastructure, fostering physical well-being.
2. **Safety Needs**
  - **Legal Responsibility.** Ensuring safety in both personal and professional domains corresponds to the legal responsibility of businesses, encompassing compliance with safety regulations and protecting individuals' rights and freedoms.
3. **Love and Social Needs**
  - **Socio-Cultural Responsibility.** The creation of a socially inclusive environment within a company corresponds to socio-cultural responsibility, promoting interaction, cultural exchange, and collective development among employees.
4. **Esteem Needs**
  - **Organizational-Economic Responsibility.** Elevating self-esteem through a supportive work environment aligns with organizational-economic responsibility, encompassing the provision of conditions that foster growth and support for employees.
5. **Cognitive Needs**
  - **Innovative Responsibility.** Meeting cognitive needs is linked to innovative responsibility, as businesses encourage the development of novel ideas and technologies to facilitate personal and collective advancement.
6. **Aesthetic Needs**
  - **Ethical Responsibility.** Upholding ethical standards and promoting personal and professional growth resonates with aesthetic needs, providing opportunities for development beyond the material realm.
7. **Self-Actualization**
  - **Techno-Technological and Digital Responsibility.** Empowering employees to achieve self-actualization through the responsible use

of technology corresponds to techno-technological and digital responsibility, fostering high-level goals and societal well-being.

#### 8. Transcendence Needs

- Philanthropic Responsibility. Transcendence needs are met by philanthropic responsibility, where businesses aid others and engage in charitable activities to achieve broader societal objectives and well-being.

This alignment underscores the interconnectedness between human needs and the ethical obligations that businesses have in contributing positively to society. By recognizing and addressing these needs, companies can not only enhance their employees' well-being but also promote sustainable growth and social advancement.

The incorporation of external and internal directions of corporate social responsibility (CSR) marks a significant step for enterprises oriented towards both external stakeholders and internal resources. This approach considers diverse aspects, fostering comprehensive and balanced implementation of CSR principles.

The external direction of CSR enables companies to engage with clients, suppliers, intermediaries, public organizations, regulators, and other stakeholders, responding to their expectations and contributing to the preservation of a positive reputation. Responsibility towards external stakeholders yields competitive advantages and strengthens the company's market position.

The internal direction of CSR focuses on employees and internal resources. It encourages employee engagement, motivation, and satisfaction, fostering an internal culture of responsibility and nurturing positive relationships within the organization. The internal approach promotes a conducive work environment and supports internal innovation.

Integrating external and internal CSR directions into Carroll's model is crucial for a more holistic and profound understanding and implementation of organizational social responsibility.

The external direction of CSR facilitates:

- Increased impact. Engaging with external stakeholders like customers, public organizations, regulators, etc., enhances positive impact and improves the company's reputation.
- Sustainability of relations. Interacting with external stakeholders maintains stable relationships and secures support from consumers and the community.

- Transparency. Involving external stakeholders fosters transparency, thereby increasing consumer trust and loyalty.
- Positive reputation. Focusing on external stakeholders aids in building a favorable reputation and garnering public support.
- Safeguarding competitive advantages. External stakeholders are increasingly concerned about issues such as environmental consciousness, social justice, ethical behavior, etc. Addressing these concerns helps companies maintain competitive edges, particularly in the context of growing consumer interest in sustainable and responsible consumption.

The internal focus of CSR is oriented towards:

1. Employee engagement and motivation. Directing attention towards internal stakeholders, particularly employees, facilitates their engagement in CSR practices. When employees perceive that their values and well-being are essential to the organization, they are more motivated to contribute to social responsibility.
2. Enhanced employee satisfaction. Integrating social responsibility as an integral part of business internally helps create positive working conditions and boosts employee satisfaction. Catering to the needs and well-being of employees allows companies to elevate employee contentment and sense of value.
3. Achievement of effectiveness. The correlation between internal social practices and overall organizational goals ensures efficiency and a focus on achieving high results.
4. Formation of an internal culture of responsibility. An internal focus fosters a culture where CSR is not merely an external practice but an inherent part of the internal code of conduct and values.

Incorporating both external and internal dimensions of corporate social responsibility (CSR) holds significant importance in effectively implementing and practically realizing CSR principles. The convergence of these two dimensions within the CSR model contributes to a deeper and more interconnected understanding of social responsibility. This approach enables a more balanced and comprehensive implementation of CSR principles within organizational operations.

The subsequent section provides a characterization of each type of corporate social responsibility activity in terms of both external and internal orientations. This information is concisely presented in Table 1.

**Table 1. Characterization of Types of Corporate Social Responsibility (CSR)**

CSR Type	Characterization	
	External Focus of CSR	Internal Focus of CSR
Philanthropic Responsibility	Supporting charitable organizations, aiding during crises and natural disasters	Developing corporate culture, employee support, social initiatives
Techno-Technological and Digital Responsibility	Implementation of new technologies, digital initiatives	Protection of digital infrastructure, employee digital skills training
Ethical Responsibility	Adhering to ethical norms in interactions with partners, clients, the public	Forming ethical corporate culture, internal control
Innovative Responsibility	Development of new products, technologies, and practices, investing in research	Promoting employee creativity, stimulating innovative ideas
Organizational-Economic Responsibility	Ensuring sustainability, interaction with investors, clients	Effective resource management, financial stability, risk management
Socio-Cultural Responsibility	Supporting cultural and social initiatives, collaborating with NGOs	Development of diverse social programs, creating a favorable work environment
Legal Responsibility	Compliance with legislation and regulatory requirements	Internal control over law compliance and establishment of corresponding procedures
Environmental Responsibility	Environmental consciousness, reducing environmental impact	Implementation of environmental standards, resource optimization

Source: own work.

By adopting a dual external and internal CSR strategy, organizations can enhance their long-term sustainability, social relevance, and reputation, contributing not only to their own success but also to the well-being of society at large. This approach underscores the evolving landscape of corporate social responsibility, which embraces both global trends and localized needs, ultimately fostering a harmonious and mutually beneficial relationship between corporations and the societies they serve. Every indicator is assessed from the perspective of a stakeholder or a group of stakeholders of the enterprise.

## Conclusions

Thus, the research proposes a spherical model of sustainable enterprise development, consisting of three spheres of the external environment with which the enterprise interacts, and the management tools for them based on corpo-



rate social responsibility. This model encompasses the following types of responsibility to be implemented within the enterprise: organizational-economic, technical-technological and digital, ecological, legal, socio-cultural, ethical, innovative, and philanthropic. To determine the levels of responsibility hierarchy within the enterprise, a comparative analysis of the CSR pyramid and Abraham Maslow's hierarchy of needs pyramid was conducted. A characterization of enterprise corporate social responsibility types has been provided.

The derived conclusions and the characterization of CSR types will enable enterprises to allocate efforts and resources more comprehensibly for achieving sustainable development, considering the specificity of their activities and stakeholder requirements. The practical application of social responsibility confers advantages in management enhancement through risk prevention, reputation improvement, increased sales volume and market share, employee motivation, investor loyalty, financial performance enhancement, state-sector and societal relations establishment, and environmental protection. Consequently, this will lead to the formation of the enterprise's enduring viability.

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