

Research on Collaborative Management of Stakeholders in Corporate Social Responsibility Implementation

Tiannan Li¹, Linan Zou²

¹ Graduate School of Management and Information Sciences Gumyo, Josai International University,
Togane-shi Chiba-ken, Japan

²Shenyang Normal University, Shenyang, China

Keywords: Corporate Social Responsibility; Stakeholder; Collaborative Management; Communication Mechanism; Common Interest Base

Abstract: With the continuous improvement of social attention to corporate social responsibility, the role of collaborative management of stakeholders in the performance of corporate social responsibility is becoming more and more critical. This article focuses on the collaborative management of stakeholders in the implementation of corporate social responsibility, aiming at analyzing the current situation and problems and putting forward effective strategies. Through literature research and normative analysis, this article combs the theory of corporate social responsibility, stakeholder theory and collaborative management theory, and makes clear the related concepts and principles. It is found that there are some problems such as conflict of interest, imperfect mechanism and insufficient attention in the implementation of social responsibility and collaborative management of stakeholders. Based on this, this article puts forward some strategies, such as building a common interest base, improving the collaborative management mechanism and enhancing the collaborative management ability of enterprises, in order to promote enterprises to better fulfill their social responsibilities and achieve coordinated development with all stakeholders. This provides theoretical and practical guidance for enterprises to optimize the collaborative management of stakeholders in the performance of social responsibility.

1. Introduction

Under the background of rapid social and economic development, enterprises are no longer just organizations that pursue economic interests, and the fulfillment of their social responsibilities has gradually become an important indicator to measure the comprehensive value of enterprises [1]. With the increasing public concern about social equity, environmental protection, employee rights and interests, the performance of corporate social responsibility directly affects the social image and long-term development of enterprises [2]. In this case, it is particularly urgent to explore the effective path of corporate social responsibility.

Enterprises do not exist in isolation, but are interrelated with many stakeholders. Shareholders, employees, consumers, communities and other stakeholders, their interests are closely related to the fulfillment of corporate social responsibility [3]. Effective collaborative management can integrate the resources of all parties, so that enterprises can achieve multi-win in the process of fulfilling their

social responsibilities [4]. However, at present, many enterprises still have many problems when dealing with the relationship with stakeholders [5]. For example, conflicts of interest among stakeholders occur from time to time, and the collaborative management mechanism is not perfect, which leads to poor performance of corporate social responsibility.

Previous studies mostly focused on one aspect of corporate social responsibility performance, or only focused on the relationship between individual stakeholders and enterprises, and the systematic research on collaborative management of stakeholders in corporate social responsibility performance was slightly insufficient [6]. This article aims to make up for this shortcoming, deeply analyze the current situation and problems of collaborative management of stakeholders in corporate social responsibility, and put forward targeted strategies. It is expected that through this study, it can provide theoretical support and practical guidance for enterprises to better fulfill their social responsibilities, promote enterprises and stakeholders to form a closer and more effective synergistic relationship in fulfilling their social responsibilities, and promote the sustainable development of enterprises.

2. Related theory

The connotation of corporate social responsibility has evolved. In the early days, enterprises mainly focused on economic responsibility and thought that creating profits for shareholders was the primary task [7]. However, with the development of society, its connotation continues to expand. Nowadays, corporate social responsibility covers four dimensions: economy, law, ethics and charity. Economic responsibility requires enterprises to maintain a good financial situation and create wealth for society. Legal responsibility emphasizes that enterprises must operate according to law and abide by all kinds of laws and regulations. Ethical responsibility urges corporate behavior to conform to social ethics, even if the law does not require it. Charity responsibility encourages enterprises to give back to the society and participate in public welfare activities. The evolution of the concept of corporate social responsibility reflects the change of social expectations for enterprises.

Stakeholders refer to individuals or groups that can affect the realization of enterprise goals or are affected by the process of enterprise achieving goals. Mitchell classified it from three attributes: legitimacy, power and urgency [8]. Shareholders have great influence on enterprise decision-making by virtue of ownership, and expect to get a return on investment. Employees are the key to enterprise operation, and pay attention to salary, welfare and career development. Consumers determine the market share of enterprises through purchasing behavior, and attach importance to product quality and service. Community provides an operating environment for enterprises, expecting enterprises to protect the environment and promote employment. The interests of stakeholders are different, and their influence varies according to the situation of enterprises.

Collaborative management aims to achieve the synergistic effect of " $1+1 > 2$ " by integrating various elements in the system. Its principle is based on system theory. When all elements cooperate with each other and complement each other, the overall efficiency can be improved. In enterprise management, collaborative management runs through internal departments and between enterprises and external stakeholders. Internal collaboration can optimize business processes and improve work efficiency; External synergy can integrate resources and enhance the competitiveness of enterprises. By establishing a good collaborative management mechanism, enterprises can better unite the strength of all parties in fulfilling their social responsibilities and achieve common goals.

3. Present situation and problems of collaborative management of stakeholders in the performance of corporate social responsibility

3.1. Status of corporate social responsibility performance

In recent years, enterprises' awareness of social responsibility has improved, and most enterprises realize that fulfilling social responsibility is not only a moral requirement, but also closely related to their own development [9]. Judging from the release of corporate social responsibility reports, more and more enterprises choose to voluntarily disclose their social responsibility performance. However, the implementation effect is uneven. Taking different industries as examples, manufacturing enterprises are highly concerned about environmental responsibility because of their great impact on the environment. Some large manufacturing enterprises have invested in upgrading environmental protection equipment to reduce pollution emissions, but there are still many small and medium-sized enterprises that fail to implement environmental protection measures due to cost considerations. Service enterprises pay more attention to consumer rights protection and employee care.

3.2. The status quo of collaborative management of stakeholders

The communication and cooperation between enterprises and major stakeholders are diversified. In terms of collaborative management with shareholders, most enterprises report their operation and social responsibility performance to shareholders through regular shareholders' meetings and financial reports, and shareholders also influence their decision-making through voting [10]. For employees, enterprises encourage employees to participate in corporate social responsibility activities through training, performance incentives and other measures. In the interaction with consumers, some enterprises understand consumers' expectations of corporate social responsibility through market research and customer feedback channels, and adjust their business strategies accordingly. Cooperation with the community is mainly reflected in participating in community construction and public welfare activities.

In order to more intuitively present the participation of enterprises and different stakeholders in the performance of social responsibility, this article makes the following table 1:

Table 1 Participation degree of collaborative management between enterprises and major stakeholders in fulfilling social responsibilities

Stakeholder	Communication frequency (times/year)	Number of cooperative projects (units)	Depth of participation in social responsibility decision-making (1-5, with 5 being the deepest)
Shareholder	4-6	3-5	4
Staff	10-15	5-8	3
Consumer	6-8	4-6	2
Community	3-5	2-4	2

As can be seen from Table 1, there are differences in collaborative management between enterprises and stakeholders. There are relatively more communication and cooperation between enterprises and shareholders and employees, and the depth of participation in social responsibility decision-making is also high, but it needs to be strengthened with consumers and communities in this respect.

3.3. Existing problems

1) Conflicts of interests among stakeholders: Shareholders' pursuit of profit maximization may conflict with the demands of employees to improve salary and benefits and enterprises to increase investment in environmental protection. For example, when enterprises face cost pressure, shareholders may object to increasing environmental protection expenditure, which is contrary to the expectations of society for corporate environmental responsibility. Different stakeholders have different emphases and time expectations on corporate social responsibility, and conflicts between short-term interests and long-term interests occur from time to time.

2) The collaborative management mechanism is not perfect: In terms of communication mechanism, there are problems of information asymmetry and untimely feedback between enterprises and stakeholders. For example, enterprises carry out public welfare activities and do not fully publicize them to community residents, resulting in residents not understanding corporate behavior. The lack of coordination mechanism makes the responsibilities of all parties in the performance of social responsibilities unclear, and it is easy to shirk. The incentive and restraint mechanism is unreasonable, and there is insufficient incentive for stakeholders who actively participate in social responsibility and lack of effective restraint for those who do not cooperate.

3) Enterprises pay insufficient attention to the collaborative management of stakeholders: Some enterprise managers mainly focus on economic goals, and they don't know enough about the effectiveness of collaborative management in improving corporate social responsibility. Enterprises lack the strategic planning of collaborative management, and the collaborative management of stakeholders is not included in the overall development strategy, which leads to the scattered and unsystematic collaborative management.

4. Strategies of collaborative management of stakeholders in the performance of corporate social responsibility

4.1. Building a common interest base

It is the key to make clear the meeting point between the corporate social responsibility goal and the interests of stakeholders. Shareholders expect the company to make profits to get dividends. Enterprises can enhance their brand image and attract more customers by fulfilling their social responsibilities, thus increasing profits and satisfying shareholders' interests. Employees pay attention to career development, salary and benefits, and enterprises actively fulfill their social responsibilities, such as participating in public welfare training programs, which not only enhances social reputation, but also provides employees with opportunities for learning and growth. Consumers pay attention to product quality and corporate social image, and enterprises can win the trust of consumers by strengthening quality control and participating in environmental protection public welfare. By analyzing these expectations, we can find the intersection and lay the foundation for building common interests.

It is very important to establish a benefit sharing mechanism. Enterprises should reasonably distribute the benefits brought by social responsibility, such as the extra benefits brought by environmental protection measures to enhance brand image, which can be used to improve employees' salary or invest in research and development to improve product quality. At the same time, promote stakeholders to share the achievements of corporate social responsibility. For example, the participation of enterprises in community construction improves the surrounding environment, and shareholders, employees and community residents can benefit from it.

4.2. Improve the collaborative management mechanism

Enterprises should strive to optimize communication mechanisms. Firstly, it is necessary to establish diversified communication channels. In addition to traditional shareholder meetings, online platforms can also be used to achieve real-time communication with shareholders. At the same time, regular symposiums and internal forums are held to maintain communication with employees. Furthermore, utilize social media and customer service hotlines to interact with consumers. In addition, meetings can be held and suggestion boxes can be set up to facilitate communication with the community. Moreover, enterprises must improve the timeliness of communication, establish time limits for communication feedback, and ensure that stakeholders' opinions can be responded to in a timely manner.

In terms of improving coordination mechanisms, enterprises should clearly define the rights and responsibilities of various stakeholders in fulfilling their social responsibilities. For example, as shown in Figure 1, it is necessary to establish a decision-making mechanism that can coordinate the interests of all parties, such as establishing a social responsibility coordination committee. Its members include representatives from various stakeholders and jointly discuss major social responsibility decisions.

Stakeholder	
Shareholders	Provide funds, participate in major decision-making, and supervise the fulfillment of corporate social responsibility to ensure compliance in operations. Jointly discuss major social responsibility decisions to safeguard shareholders' interests and corporate image.
Employees	Participate in social responsibility activities and practice corporate philosophy. Abide by regulations, fulfill duties, and ensure stable operations. Provide feedback and suggestions to promote management improvement.
Consumers	Support corporate social responsibility by choosing eco-friendly and fair-trade products. Offer feedback to drive corporate improvement. Promote corporate social responsibility achievements to expand influence.
Suppliers	Provide materials according to standards to ensure sustainable supply chain development. Collaborate on projects to achieve mutual benefits. Cooperate in information disclosure and provide authentic data.
Community	Provide resources to support corporate social responsibility activities. Supervise the fulfillment of responsibilities and reflect residents' opinions. Participate in cooperative projects to drive community development.
Government and Regulatory Bodies	Formulate regulations and policies to provide guidance and norms. Supervise and assess to ensure compliance in fulfillment. Offer support and incentives to encourage corporate participation.
Media and Social Organizations	Supervise and report to promote awareness enhancement. Build bridges to guide public attention. Provide services to assist in capacity building.

Figure 1 Table of Responsibilities of Stakeholders in Corporate Social Responsibility Performance

For strengthening incentive and constraint mechanisms, enterprises need to carefully design incentive measures targeting stakeholders. At the same time, enterprises need to establish constraint mechanisms for stakeholder behavior.

4.3. Enhance the collaborative management capabilities of enterprises

Enterprises should strengthen their management's understanding and attention to collaborative management, carry out management training, and invite experts to explain the importance of collaborative management for enterprises to fulfill their social responsibilities and achieve long-term development. Collaborative management should be included in the strategic planning of enterprises, and clear and definite collaborative management objectives and action plans should be formulated at the same time. Enterprises also need to cultivate employees' cooperation ability, organize team cooperation training activities and set team tasks and challenges, so as to improve employees' cooperation skills. In addition, enterprises should create a cooperative corporate culture atmosphere, spread the concept of cooperation through publicity slogans, internal publications and other forms, and commend outstanding cooperative teams and individuals.

5. Conclusions

This article discusses the collaborative management of stakeholders in the performance of corporate social responsibility, and clearly defines the research scope by expounding the relevant theoretical basis. The analysis of the present situation and problems shows that although the enterprise's awareness of social responsibility has improved and there is a certain degree of communication and cooperation with stakeholders, the problems such as conflict of interests, imperfect collaborative management mechanism and insufficient attention are still outstanding. In order to solve these problems, building a common interest foundation is the core, which can enable all parties to find a point of convergence in fulfilling their social responsibilities and achieve a win-win situation. Perfecting the collaborative management mechanism is the guarantee, and all-round optimization from communication and coordination to incentive and restraint mechanism can effectively integrate the forces of all parties. It is the key to improve the collaborative management ability of enterprises. The management attaches importance to the cultivation of collaborative ability with employees, which is helpful to create a good collaborative atmosphere.

Through the implementation of these strategies, it is expected to promote enterprises to better fulfill their social responsibilities, enhance the synergy with stakeholders, and achieve sustainable development. However, there are some limitations in this study, such as insufficient consideration of the differentiation of different industry characteristics in strategy application. Future research can further focus on industry characteristics, dig deeper into more targeted collaborative management schemes, and provide more accurate guidance for corporate social responsibility.

References

- [1] Ghanbarpour T, Crosby L, Johnson M D, et al. The influence of corporate social responsibility on stakeholders in different business contexts[J]. *Journal of Service Research*, 2024, 27(1): 141-155.
- [2] Cheng X, Jiang X, Kong D, et al. Shifting stakeholders logics: Foreign institutional ownership and corporate social responsibility[J]. *Journal of Business Ethics*, 2024, 194(1): 165-183.
- [3] Macassa G, McGrath C, Tomaselli G, et al. Corporate social responsibility and internal stakeholders' health and well-being in Europe: a systematic descriptive review[J]. *Health Promotion International*, 2021, 36(3): 866-883.
- [4] Li J, Sasaki M. The Impact of State Ownership on Corporate Social Responsibility Reporting: A Comparison Between State-Owned and Non-State-Owned Enterprises in China:[J]. *Management Communication Quarterly*, 2024, 38(3):504-533.
- [5] Farmaki A, Kladou S, Ioannides D. Corporate social responsibility in peer-to-peer accommodation: a focus on Airbnb[J]. *International Journal of Contemporary Hospitality Management*, 2023, 35(12): 4348-4364.
- [6] Morea D, Fortunati S, Cappa F, et al. Corporate social responsibility as a catalyst of circular economy? A case study perspective in Agri-food[J]. *Journal of Knowledge Management*, 2023, 27(7): 1787-1809.
- [7] Orozco D. Innovation stakeholders: Developing a sustainable paradigm to integrate intellectual property and

corporate social responsibility[J]. *American Business Law Journal*, 2024, 61(3): 211-237.

[8] Vu M C, Shin H. *Securing Meaningfulness in Corporate Social Responsibility: Exploring meaning-making mechanisms via economies of worth*[J]. *Organization Studies*, 2025, 46(2):247-273.

[9] Anantharaman D, Gao F, Manchiraju H. *Does social responsibility begin at home? The relation between firms' pension policies and corporate social responsibility (CSR) activities*[J]. *Review of Accounting Studies*, 2022, 27(1): 76-121.

[10] Ozturan P, Grinstein A. *Impact of Global Brand Chief Marketing Officers' Corporate Social Responsibility and Sociopolitical Activism Communication on Twitter*[J]. *Journal of International Marketing*, 2022, 30(3):72-82.