

THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY IN ENSURING SUSTAINABLE BUSINESS DEVELOPMENT: TYPOLOGY AND KEY ASPECTS

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Summary: The article explores CSR as a new paradigm of sustainable enterprise development and a key implementation tool. A proposed spherical model encompasses economic, social, and environmental spheres to balance business and stakeholder interests. The modified CSR pyramid includes new responsibility types. A hierarchical CSR analysis aids enterprise integration, enhancing competitiveness and long-term sustainability.

Keywords: corporate social responsibility, sustainable development, KCB pyramid, stakeholders, types of responsibility, management tools.

JEL Codes: D64, F64, L21, M14, Q01.

Introduction. In modern business, the growing pressure for sustainable development highlights the need to balance economic, social, and environmental factors. Corporate Social Responsibility (CSR) serves as a key tool in this process, guiding businesses beyond profit generation toward accountability for their societal and environmental impact [1-21]. However, Ukrainian enterprises face challenges in fully understanding and implementing CSR practices. CSR is evolving from "corporate self-interest" to social sensitivity, where businesses actively respond to societal expectations through responsible management practices [9, 12, 14, 19, 21]. The global business community increasingly recognizes CSR as a strategic imperative, ensuring long-term growth, stakeholder alignment, and environmental protection. International standards of quality and sustainability have become essential for global market integration. CSR not only enhances corporate reputation but also serves as a critical business tool, integrating ethical responsibility into all operations. It fosters constructive business-society interactions, positioning companies within broader socio-economic networks. Businesses must embed CSR as a core management principle, balancing economic goals with social commitments, ultimately driving competitiveness and sustainability [1-8, 10, 11, 13, 15-18, 20].

Theoretical Background. Economic science has proven, and practical experience has confirmed, that corporate social responsibility (CSR) is as crucial for sustainable development as economic infrastructure, political stability, and innovative projects. The management approach to enhancing business resilience through the lens of sustainability requires in-depth research.

A distinction can be made between the "triple bottom line" approach by John Elkington, which emphasizes economic, environmental, and social responsibility, and Edward Freeman's stakeholder theory, which sees businesses as morally accountable only to their stakeholders, including shareholders, employees, suppliers, consumers, and local communities [2, 10].

Sustainable development models have evolved from prioritizing economic (Mickey Mouse model) or environmental (target model) aspects to a balanced integration of economic, social, and environmental components. Scholars widely recognize that sustainability involves these three interrelated pillars, ensuring long-term viability and responsible resource use [1, 12].

Carroll's CSR pyramid remains one of the most influential models, outlining four levels of corporate responsibility: economic, legal, ethical, and philanthropic. While this model has been adapted for global business environments, critiques highlight its hierarchical rigidity and limited adaptability to diverse cultural and environmental contexts [3-5].

More recent approaches, such as Carroll and Schwartz's three-domain model, integrate economic, legal, and ethical responsibilities more flexibly [17]. However, many CSR frameworks still require adaptation to contemporary business realities, emphasizing cultural and ecological considerations. Future research should refine these models to align with sustainable development goals while ensuring corporate accountability in a rapidly evolving global landscape.

Methodology. Sustainable enterprise modeling considers it as an open dynamic system interacting with economic, social, and environmental environments. The enterprise operates as an economic entity, engaging in the production and distribution of goods and services under limited resource conditions, shaping corresponding outcomes. At the same time, it is integrated into the social sphere, encompassing interactions with society and social groups. Its relationship with the environmental environment is defined by the impact of production activities on nature and the necessity of ecological responsibility.

The proposed sustainable development model of an enterprise envisions a hierarchical interaction of economic, social, and environmental spheres, highlighting corporate social responsibility (CSR) as a key element. It defines the directions for implementing management tools that minimize negative environmental impact and ensure stable development. The operational activities of enterprises must comply with environmental standards, reducing adverse effects on nature and society.

Corporate social responsibility includes economic, legal, ethical, and philanthropic components, contributing to the enhancement of enterprises' social capital, improving stakeholder engagement, and strengthening competitiveness. An important aspect is environmental responsibility, which goes beyond mere compliance with legal regulations and incorporates ethical business principles aimed at minimizing environmental impact.

Effective corporate governance involves adherence to legal requirements, support for ethical standards, and ensuring transparent relationships with stakeholders. Corporate culture plays a key role in shaping socially responsible business behavior, fostering sustainable development. The proposed sustainable development model, based on corporate social responsibility principles, provides a strategic framework for business interaction with economic, social, and environmental environments, promoting harmonious societal and entrepreneurial development.

Results. Thus, the study proposes a spherical model of sustainable development for an enterprise, which includes three spheres of the external environment with which the enterprise interacts, as well as management tools for these spheres based on Corporate Social Responsibility (CSR). This model encompasses various types of responsibilities that should be implemented within the enterprise: organizational-economic, technical-technological, digital, environmental, 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 pyramid of needs has been conducted. A characterization of types of corporate social responsibility for enterprises has been provided.

Conclusion. The conclusions drawn and the characterization of CSR types allow enterprises to allocate efforts and resources more consciously in order to achieve sustainable development, considering the specifics of their activities and the demands of stakeholders. The practical implementation of social responsibility ensures advantages in management improvement by preventing risks, enhancing reputation, increasing sales volume and market share, motivating employees, securing investor loyalty, improving financial indicators, establishing relationships with the public sector and society, and protecting the environment. As a result, this will contribute to the formation of long-term viability for the enterprise.

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