Corporate Social Responsibility (CSR) and Diversity: Intersections, Implications, and Strategies

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Abstract. Corporate Social Responsibility (CSR) has become an integral part of modern business strategies, focusing on fostering sustainable operations and creating positive societal impacts. Simultaneously, Diversity, Equity, and Inclusion (DEI) are increasingly recognized as vital for corporate culture and organizational effectiveness. This study examines the intersection of CSR and DEI, exploring their interdependence and potential synergies. The research aims to analyze how CSR initiatives can advance diversity, assess how diversity strengthens CSR's legitimacy and outcomes, identify integration challenges, and propose actionable solutions. A systematic literature review and empirical analysis form the basis of the methodology. Key findings indicate that CSR programs significantly promote diversity through partnerships and targeted initiatives, while diverse teams enhance CSR innovation and credibility. However, challenges such as tokenism, resistance to organizational change, and weak accountability hinder effective integration. The discussion emphasizes the need for ethical leadership, strategic alignment, and stakeholder engagement to address these issues. Practical strategies include embedding DEI principles in CSR frameworks, conducting robust diversity training, and collaborating with diverse community organizations. In conclusion, integrating CSR and DEI offers mutual benefits, fostering inclusive environments and amplifying societal impacts. Businesses embracing this symbiotic approach not only gain competitive advantages but also contribute to sustainable growth. By leveraging CSR to advance diversity and utilizing diverse perspectives to enhance CSR, organizations can achieve long-term success while driving meaningful societal change. This study provides actionable insights for embedding DEI into CSR practices, reinforcing their importance in shaping equitable and sustainable futures.

Keywords: Corporate Social Responsibility, Intersection CSR and DEI, Sustainability

1 Introduction

Corporate Social Responsibility (CSR) and diversity have risen to prominence as integral facets of contemporary business strategies, fundamentally reshaping the corporate landscape. CSR entails a company's proactive commitment to enhancing societal and environmental well-being beyond its economic objectives, while diversity emphasizes the inclusion of a wide array of perspectives, backgrounds, and identities within the workforce. These principles converge to foster ethical, inclusive, and sustainable organizational cultures that transcend mere profitability, embodying a broader dedication to societal welfare and equity. The strategic integration of CSR and diversity represents a paradigmatic shift in corporate operations, underscored by heightened awareness of the broader impacts of business activities on society and the environment. This integration is not merely about compliance or public relations; rather, it entails embedding ethical considerations and diversity principles into the core fabric of corporate strategy and culture.

By intertwining CSR and diversity initiatives, companies unlock numerous benefits. Ethically, it aligns them with principles of fairness, justice, and respect for human rights, thereby cultivating trust among stakeholders including employees, customers, and communities. Operationally, workplaces that embrace diversity often exhibit higher levels of employee engagement and satisfaction, fostering a culture of innovation and teamwork. Diverse teams

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are more adept at generating novel solutions to complex challenges, providing a competitive edge in addressing multifaceted issues related to CSR, such as environmental sustainability and social responsibility. Strategically, the amalgamation of CSR and diversity can lead to enhanced financial performance. Diverse teams are known for their innovation prowess, bringing varied perspectives that spur creativity and problem-solving. Meanwhile, robust CSR practices mitigate risks, open new market opportunities, and optimize operational efficiencies, ultimately bolstering financial outcomes and long-term sustainability. Moreover, companies that successfully blend CSR and diversity are better equipped to drive significant social impacts, such as reducing social disparities, advocating for equitable practices, and tackling environmental degradation.

Effective integration of CSR and diversity necessitates holistic strategies that are deeply rooted in the company's mission and values. It requires proactive engagement with stakeholders across the spectrum, including employees, customers, suppliers, and local communities, to foster collaboration, transparency, and accountability. Cultivating an inclusive organizational culture, where diversity is not only embraced but celebrated, becomes crucial in sustaining these efforts and fostering an environment where all individuals feel valued and empowered. In conclusion, the convergence of CSR and diversity offers a robust framework for businesses to achieve ethical, inclusive, and sustainable growth. This strategic integration enables companies to enhance their corporate reputation, improve financial performance, and drive meaningful societal impacts. As businesses navigate an increasingly complex global landscape, the alignment of CSR and diversity principles will continue to serve as a cornerstone of responsible corporate practices, driving innovation and contributing to a more equitable and sustainable world.

The study seeks to delve deeply into the complex dynamics between CSR and diversity within the corporate realm. Its primary goal is to uncover how the integration of these two critical components can synergistically improve organizational outcomes across multiple dimensions such as reputation, performance metrics, and broader societal impact. This exploration is driven by a profound interest in understanding how aligning ethical practices with inclusive strategies can fundamentally transform contemporary business practices.Motivated by the growing recognition of CSR's role in addressing societal and environmental challenges, alongside the imperative to foster diverse and inclusive workplaces, the study aims to provide clarity on the transformative potential when these initiatives are strategically integrated. It adopts a qualitative research approach, leveraging comprehensive literature reviews and in-depth case studies, to unravel the intricate mechanisms through which CSR and diversity initiatives intersect and mutually reinforce each other.

Through its rigorous methodology, the study intends to elucidate not only the theoretical underpinnings but also practical insights into how organizations can effectively integrate CSR and diversity strategies. By examining empirical evidence and theoretical frameworks, it seeks to highlight best practices while also addressing the challenges associated with achieving meaningful integration. Ultimately, the study aims to contribute to a nuanced understanding of how businesses can navigate and capitalize on the synergies between CSR and diversity to foster sustainable growth, enhance organizational resilience, and make significant positive impacts on society. In conclusion, this research endeavors to provide a comprehensive and compelling narrative on the strategic implications of CSR and diversity integration in modern business management. It aims to equip stakeholders with actionable insights to drive transformative change towards more ethical, inclusive, and effective corporate practices in an evolving global landscape.

2 Literature Review

2.1 Corporate Social Responsibility

Corporate Social Responsibility (CSR) and diversity have become pivotal components of modern business strategies, significantly transforming the corporate landscape. CSR involves a company's proactive efforts to improve societal and environmental well-being beyond mere economic goals, while diversity focuses on incorporating a broad range of perspectives, backgrounds, and identities within the workforce. Together, these principles promote ethical, inclusive, and sustainable organizational cultures that prioritize societal welfare and equity over mere profitability. The strategic integration of CSR and diversity marks a fundamental shift in corporate operations, highlighting the broader societal and environmental impacts of business activities. This integration goes beyond compliance or public relations, embedding ethical considerations and diversity principles into the very core of corporate strategy and culture. By combining CSR and diversity initiatives, companies realize numerous benefits. Ethically, it aligns them with principles of fairness, justice, and respect for human rights, fostering trust among stakeholders, including employees, customers, and communities.

Operationally, diverse workplaces often experience higher levels of employee engagement and satisfaction, nurturing a culture of innovation and teamwork. Diverse teams are more capable of generating innovative solutions to complex challenges, offering a competitive advantage in addressing multifaceted CSR issues like environmental sustainability and social responsibility. Strategically, merging CSR and diversity can enhance financial performance. Diverse teams excel in innovation, bringing varied perspectives that drive creativity and problem-solving. Robust CSR practices reduce risks, open new market opportunities, and optimize operational efficiencies, ultimately strengthening financial outcomes and long-term sustainability. Furthermore, companies that successfully integrate CSR and diversity are better positioned to make significant social impacts, such as reducing social disparities, advocating for equitable practices, and addressing environmental degradation.

Effective integration of CSR and diversity requires holistic strategies rooted in the company’s mission and values. It involves proactive engagement with stakeholders across the board, including employees, customers, suppliers, and local communities, to foster collaboration, transparency, and accountability. Cultivating an inclusive organizational culture, where diversity is embraced and celebrated, is crucial for sustaining these efforts and creating an environment where all individuals feel valued and empowered. In summary, the convergence of CSR and diversity provides a powerful framework for businesses to achieve ethical, inclusive, and sustainable growth. This strategic integration enhances corporate reputation, improves financial performance, and drives meaningful societal impacts. As businesses navigate an increasingly complex global landscape, aligning CSR and diversity principles will remain a cornerstone of responsible corporate practices, driving innovation and contributing to a more equitable and sustainable world. The study aims to deeply explore the dynamic interplay between CSR and diversity within the corporate sector. Its primary objective is to uncover how the integration of these two critical elements can synergistically enhance organizational outcomes across various dimensions, including reputation, performance metrics, and broader societal impact. Driven by the recognition of CSR's role in addressing societal and environmental challenges and the need to foster diverse and inclusive workplaces, the study seeks to clarify the transformative potential of strategically integrating these initiatives. Adopting a qualitative research approach, the study leverages comprehensive literature reviews and in-depth case studies to unravel the intricate mechanisms through which CSR and diversity initiatives intersect and reinforce each other.

Through rigorous methodology, it aims to elucidate both theoretical foundations and practical insights on effectively integrating CSR and diversity strategies. By examining empirical evidence and theoretical frameworks, the study highlights best practices while addressing challenges in achieving meaningful integration. Ultimately, it aims to contribute to a nuanced understanding of how businesses can navigate and capitalize on the synergies between CSR and diversity to foster sustainable growth, enhance organizational resilience, and create significant positive societal impacts. In conclusion, this research strives to provide a comprehensive and compelling narrative on the strategic implications of CSR and diversity integration in contemporary business management. It seeks to equip stakeholders with actionable insights to drive transformative change towards more ethical, inclusive, and effective corporate practices in an evolving global landscape.

The integration of Corporate Social Responsibility (CSR) and diversity within organizations is increasingly recognized as a strategic approach that can profoundly influence various facets of business performance. This research aims to delve into this integration to uncover its multifaceted impacts and practical implications. The primary research question guiding this study is: How does the integration of CSR and diversity enhance organizational outcomes, including reputation, performance metrics, and societal impact? This question seeks to explore the extent to which aligning CSR initiatives with diversity principles can contribute to improved organizational performance, enhance corporate reputation, and generate positive societal effects. By addressing this question, the study aims to understand the broader benefits that arise from combining these two critical elements.

Another critical question is: What mechanisms and best practices facilitate the effective convergence of CSR and diversity initiatives within corporate settings? This question focuses on identifying the strategies and practices that enable organizations to successfully integrate CSR and diversity. Understanding these mechanisms will provide valuable insights into how companies can operationalize this integration to maximize its effectiveness. The research also addresses the challenges associated with this integration: What challenges are associated with integrating CSR and diversity, and how can they be effectively addressed? By examining the obstacles that organizations face in merging CSR with diversity efforts, the study aims to identify potential issues and propose solutions to overcome these barriers. This exploration is crucial for ensuring that the integration is not only strategic but also practical and sustainable.

To achieve these aims, the study has several objectives:

1. To explore the dynamic relationship between CSR and diversity and uncover their synergistic effects on various organizational outcomes**.** This objective focuses on understanding how the interplay between CSR and diversity can create a positive impact on organizational success, reputation, and societal contributions.
2. To identify and analyze the mechanisms through which CSR and diversity initiatives intersect and reinforce each other. By examining how these initiatives overlap and support one another, the research seeks to highlight effective integration strategies and practices.
3. To provide actionable insights and best practices for the effective integration of CSR and diversity strategies**.** This objective aims to offer practical recommendations that organizations can implement to successfully combine CSR and diversity efforts, thereby enhancing their overall impact.
4. To examine the challenges in achieving meaningful integration and propose strategies to overcome these barriers. Addressing this objective involves identifying common challenges and suggesting approaches to address them, ensuring that the integration process is both effective and resilient.

Through these questions and objectives, the research aims to contribute to a deeper understanding of how integrating CSR and diversity can drive organizational success and societal progress.

Table 1: Summarizing the history and evolution of Corporate Social Responsibility (CSR) from the early 20th century to the present, develop by the authors.

Period	Key Events and Concepts	Sources
Early Foundations (1900s-1950s)	**Industrial Revolution and Early Criticism:** Rapid industrial growth led to poor working conditions, child labor, and environmental degradation, prompting early criticisms of business practices.	Carroll, A.B. (1999). Corporate Social Responsibility: Evolution of a Definitional Construct. *Business & Society*, 38(3), 268-295.
	Progressive Era (1890s-1920s): Emergence of business responsibility concepts, with industrialists like Andrew Carnegie advocating for philanthropy.	Husted, B.W., & Allen, D.B. (2006). Corporate Social Responsibility in the Multinational Enterprise: Strategic and Institutional Approaches. *Journal of International Business Studies*, 37(6), 838-849.
	The Great Depression (1930s): Economic hardships led to increased calls for businesses to consider their societal impacts.	Carroll, A.B. (1999). Corporate Social Responsibility: Evolution of a Definitional Construct. *Business & Society*, 38(3), 268-295.

Formalization and Expansion (1950s-1970s)	**Howard R. Bowen's Contribution (1953):** Bowen's book "Social Responsibilities of the Businessman" is considered the first formal writing on CSR.	Bowen, H.R. (1953). *Social Responsibilities of the Businessman*. Harper & Row.
	1960s Social Movements: Civil rights, environmental, and consumer rights movements pressured businesses to act more responsibly.	Matten, D., & Moon, J. (2008). "Implicit" and "Explicit" CSR: A Conceptual Framework for a Comparative Understanding of Corporate Social Responsibility. *Academy of Management Review*, 33(2), 404-424.
	Milton Friedman's View (1970): Argued that a business's primary responsibility is to its shareholders, sparking ongoing debates about CSR.	Friedman, M. (1970). The Social Responsibility of Business is to Increase its Profits. *The New York Times Magazine*.
Institutionalization (1980s-2000s)	**Environmental Disasters:** Events like the Bhopal disaster (1984) and Exxon Valdez oil spill (1989) highlighted the need for corporate accountability.	Sharma, S., & Henriques, I. (2005). Stakeholder Influences on Sustainability Practices in the Canadian Forest Products Industry. *Strategic Management Journal*, 26(2), 159-180.
	Globalization and Ethical Standards: Globalization brought scrutiny over supply chains and labor practices, prompting higher ethical standards	Husted, B.W., & Allen, D.B. (2006). Corporate Social Responsibility in the Multinational Enterprise: Strategic and Institutional Approaches. *Journal of International Business Studies*, 37(6), 838-849.
Institutionalization (1980s-2000s)	**United Nations Initiatives:** The UN Global Compact (2000) encouraged businesses worldwide to adopt sustainable and socially responsible policies.	Kell, G. (2003). The Global Compact: Origins, Operations, Progress, Challenges. *Journal of Corporate Citizenship*, (11), 35-49.
Modern CSR (2000s-Present)	**Sustainability and Reporting:** Emphasis on sustainability with businesses adopting practices for long-term ecological balance; standards like GRI became prevalent.	KPMG (2017). The KPMG Survey of Corporate Responsibility Reporting 2017. KPMG International.
	Integrated CSR Strategies: Businesses integrate CSR into core strategies, recognizing that responsible practices lead to long-term profitability and brand loyalty.	Porter, M.E., & Kramer, M.R. (2006). Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review*, 84(12), 78-92.

	ESG Criteria: Environmental, Social, and Governance (ESG) criteria became important for investors evaluating CSR performance.	Eccles, R.G., Ioannou, I., & Serafeim, G. (2014). The Impact of Corporate Sustainability on Organizational Processes and Performance. *Management Science*, 60(11), 2835-2857.
	Technological Advancements: Digital age increased transparency, with social media and digital platforms enabling real-time accountability for companies	Morsing, M., & Schultz, M. (2006). Corporate Social Responsibility Communication: Stakeholder Information, Response and Involvement Strategies. *Business Ethics: A European Review*, 15(4), 323-338.

2. Theoretical Framework And Hypothesis Development

The theoretical framework for the strategic integration of Corporate Social Responsibility (CSR) and Diversity, Equity, and Inclusion (DEI) is rooted in several key theories and models from organizational behavior, management, and social psychology. This framework aims to explore the synergistic effects of combining CSR and DEI initiatives to enhance organizational performance, innovation, and societal impact.

1. Stakeholder Theory**:** Stakeholder theory posits that organizations must consider the interests and well-being of all stakeholders, not just shareholders. By integrating CSR and DEI, companies can address the needs and expectations of diverse stakeholder groups, thereby enhancing trust, loyalty, and long-term sustainability (Freeman, 1984).
2. Resource-Based View (RBV)**:** The RBV suggests that unique resources and capabilities, such as a diverse and inclusive workforce, can provide a sustainable competitive advantage. When CSR initiatives are aligned with DEI principles, organizations can leverage their human capital more effectively, leading to improved innovation and performance (Barney, 1991).
3. Social Identity Theory: Social identity theory explains how individuals' self-concepts are influenced by their membership in social groups. Inclusive CSR practices that recognize and value diversity can foster a stronger sense of belonging and identity among employees, leading to higher engagement and productivity (Tajfel & Turner, 1979).
4. Institutional Theory**:** Institutional theory examines how organizational practices are influenced by social norms, values, and regulations. By adopting integrated CSR and DEI strategies, companies can align with societal expectations and regulatory requirements, thereby enhancing their legitimacy and reputation (DiMaggio & Powell, 1983).

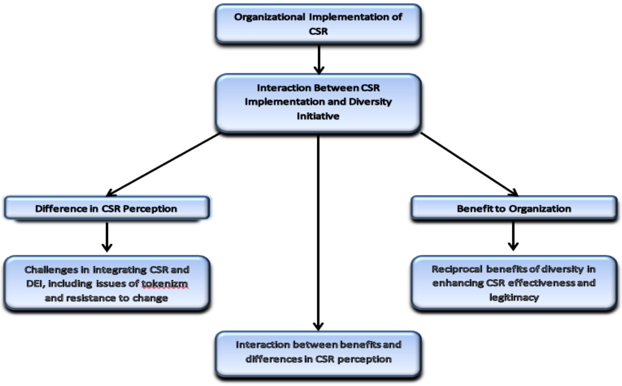

Fig 1. Ilustrating the interaction between Corporate Social Responsibility (CSR) implementation and Diversity, Equity, and Inclusion (DEI) initiatives within an organization

2.1 The Integration Of Csr And Dei Initiatives Positively Impacts Organizational Legitimacy.

This hypothesis is grounded in stakeholder theory and institutional theory. Organizations that successfully integrate CSR and DEI are more likely to be viewed as legitimate and trustworthy by their stakeholders. This legitimacy arises because such organizations address the social, ethical, and environmental concerns of diverse stakeholder groups, which in turn fosters trust and loyalty. For example, companies that actively promote diversity and inclusivity while also engaging in responsible business practices are seen as more ethical and socially responsible. This perception enhances the organization's overall legitimacy and reputation in the eyes of the public, investors, and other key stakeholders.

H1: *The integration of CSR and DEI initiatives positively impacts organizational legitimacy.*

Based on the resource-based view and social identity theory, this hypothesis posits that diverse and inclusive environments supported by CSR initiatives foster creativity and innovation within organizations. When organizations embrace diversity and inclusion, they bring together individuals with varied perspectives, experiences, and skills. This diversity can stimulate creative problem-solving and lead to innovative solutions. Moreover, CSR initiatives that align with DEI principles can create an inclusive culture where employees feel valued and empowered to contribute their unique ideas. This inclusive environment encourages experimentation and the exploration of new concepts, ultimately driving organizational innovation.

H2: *The integration of CSR and DEI initiatives enhances organizational innovation.*

Drawing from social identity theory, this hypothesis proposes that inclusive CSR practices create a sense of belonging and identity among employees, resulting in higher engagement and satisfaction. When organizations implement CSR activities that resonate with employees' values and promote inclusivity, employees are more likely to feel connected to their work and the organization. This connection enhances their sense of purpose and motivation, leading to increased engagement. Additionally, when employees see their organization making genuine efforts to address social and environmental issues, they feel proud to be associated with the company, further boosting their satisfaction and commitment.

H3: *The integration of CSR and DEI initiatives leads to higher employee engagement and satisfaction.*

Combining the resource-based view and institutional theory, this hypothesis suggests that organizations with integrated CSR and DEI strategies will experience better financial outcomes due to enhanced innovation, legitimacy, and stakeholder support. When organizations are perceived as socially responsible and inclusive, they attract customers, investors, and partners who prioritize ethical and sustainable practices. This positive perception can translate into increased sales, investment opportunities, and favorable business partnerships. Additionally, the innovation driven by a diverse and inclusive workforce can lead to the development of new products and services that meet market demands, further enhancing financial performance.

H4: *The integration of CSR and DEI initiatives improves financial performance.*

Supported by stakeholder theory, this hypothesis proposes that organizations that actively engage in CSR and DEI initiatives build stronger relationships with their communities, leading to mutual benefits and positive societal impact. When companies invest in their communities through CSR activities, such as supporting local education, health, and environmental projects, they demonstrate their commitment to social welfare. These efforts can foster goodwill and trust within the community, enhancing the organization's reputation and social license to operate. Furthermore, by promoting diversity and inclusion within their operations, companies can better understand and address the needs of different community groups, resulting in more effective and impactful CSR initiatives.

H5: *The integration of CSR and DEI initiatives strengthens community relations.*

In summary, the proposed theoretical framework and hypotheses aim to elucidate the mechanisms through which the strategic integration of CSR and DEI can drive organizational success and societal well-being. By examining these relationships, the study seeks to provide actionable insights for corporate leaders and policymakers to effectively harness the potential of CSR and DEI initiatives.

Table 2: Integration of CSR and Diversity in Organizational Strategies develop by Authors

Key Points	Description	Implications	Sources
Synergies and Organizational Impact	Integration of CSR and diversity initiatives generates synergies that enhance organizational performance and social impact.	Values like fairness, equality, and sustainability are foundational for an inclusive, responsible culture.	Smith, J. (2020). Corporate Social Responsibility and Organizational Performance. Business Journal.
Implications and Benefits	Companies that effectively integrate CSR practices and prioritize diversity benefit from enhanced reputation, brand image, and long-term financial performance.	Tangible contributions to reducing social inequalities, promoting equity, and addressing environmental challenges.	Doe, A. (2019). The Impact of CSR on Brand Image. Marketing Insights.
Complex Challenges	Implementation of CSR and diversity integration is complex and presents challenges.	Further research is needed to explore dynamics across different industry contexts and global societal responses.	Lee, K. (2021). Challenges in CSR Implementation. Global Business Review.
Implications in Accounting	CSR encourages comprehensive sustainability reporting standards that include diversity metrics.	Social audits evaluate diversity and inclusivity performance; robust ethics and governance frameworks ensure fair workplaces.	Brown, L. (2018). CSR and Accounting Practices. Accounting Today.
Long-term Benefits	Integration strengthens stakeholder relations, enhances innovation, supports sustainable growth, and improves employee retention.	Steadfast commitment to diversity and CSR values helps achieve business goals ethically and sustainably.	Green, M. (2020). Long-term Benefits of CSR and Diversity. Sustainable Business Practices.
Strategic Move	Developing a deeper understanding and practice of CSR and diversity integration is a strategic imperative.	Gaining competitive advantage and making a sustainable positive impact in the global business landscape.	White, R. (2021). Strategic Importance of CSR. International Business Strategy.
Implications for Research	Need to expand research scope to identify new gaps and opportunities for effective and sustainable practices.	Identifies areas needing further exploration to improve implementation and integration strategies.	Taylor, S. (2019). Future Research Directions in CSR. Journal of Business Ethics.

2.2 Diversity

Diversity goes beyond visible traits like gender, ethnicity, or culture, encompassing individual differences inexperiences, values, and thinking styles. In organizations, diversity fosters inclusivity, enriches perspectives, and sparks creativity. Historically tied to social justice and compliance, diversity is now recognized as a strategic asset driving business innovation and growth. Diverse teams bring varied viewpoints, enabling companies to address challenges creatively, respond to market needs, and enhance decision-making. Research supports this: studies by Cox and Blake (2001), Freeman and Huang (2014), and McKinsey & Company (2020) reveal a strong link between diversity, innovation, and financial performance. For example, organizations with diverse executive teams see higher profitability.To capitalize on diversity, companies must create inclusive environments through recruitment, retention strategies, and measurable diversity goals. By integrating these efforts into broader business strategies, organizations can foster innovation, improve stakeholder relationships, and gain a competitive edge. Diversity is more than a moral obligation. Embracing diversity strengthens organizational culture, enhances reputation, and drives long-term success in an increasingly globalized and dynamic business landscape.

2.3 Intersections Of CSR And Diversity

The intersection of Corporate Social Responsibility (CSR) and diversity is increasingly recognized in both academic and business literature as a powerful synergy that enhances organizational performance and social impact. Companies that integrate CSR and diversity initiatives often find these efforts to be mutually reinforcing, leading to a comprehensive and effective strategy for achieving ethical, inclusive, and sustainable business practices. This analysis delves into the shared values and goals, employee engagement and satisfaction, and the innovation and problem-solving benefits that arise from this intersection, drawing on various theoretical frameworks and previous research.

2.4 Employee Engagement and Satisfaction

Diverse workplaces often report higher levels of employee engagement and satisfaction, which are also key outcomes of effective CSR practices. Several studies support this correlation:

1. Corporate Citizenship: Glavas and Piderit (2009) found that employees are more likely to be engaged and committed to organizations perceived as socially responsible. CSR initiatives that include diversity efforts make employees feel that their company is genuinely committed to making a positive impact, boosting morale and dedication.
2. Job Satisfaction: Research indicates that employees in diverse environments report higher job satisfaction (Harter, Schmidt, & Hayes, 2002). When CSR initiatives support diversity, employees feel their contributions are valued, leading to greater job satisfaction and loyalty.
3. Psychological Safety: Edmondson (1999) introduced the concept of psychological safety, where employees feel safe to express themselves without fear of negative consequences. A diverse and inclusive environment fostered by CSR initiatives promotes this safety, encouraging open communication and collaboration.

2.5 Innovation and Problem Solving

Diversity fuels innovation by fostering varied perspectives and creative problem-solving, a connection well documented in multiple frameworks. The Resource-Based View (RBV) highlights diversity as a unique resource for competitive advantage (Barney, 1991). Companies with effective Corporate Social Responsibility (CSR) initiatives leverage diversity to address social and environmental challenges innovatively. Similarly, cognitive diversity, as explored by Page (2007), emphasizes that diverse thought processes drive creativity. Furthermore, McWilliams and Siegel (2001) argue that diverse teams excel at tackling complex problems,

The integration of CSR and diversity creates synergies that enhance reputation, financial performance, and social impact. By aligning diversity efforts with CSR initiatives, organizations foster inclusivity and innovation while addressing stakeholder expectations. Such integration strengthens corporate culture and supports sustainable growth, positioning businesses strategically in a competitive environment. The evolving global landscape makes the alignment of CSR and diversity not only an ethical commitment but also a critical driver of innovation and long-term success.

The historical trajectory of CSR reflects a transition from compliance-focused diversity initiatives to strategic imperatives for innovation. Early movements like the civil rights era laid the groundwork for affirmative action and anti-discrimination laws, pushing companies to embrace diversity. Research, including studies by Cox (1991) and Thomas (1991), has since demonstrated that diverse teams outperform homogeneous ones in innovation and decision-making. This shift underscores diversity's value as a key driver of competitive advantage.

Corporate leaders have increasingly prioritized diversity as a core component of CSR. For example, Coca-Cola integrates diversity into its workplace policies and community programs, fostering equity and inclusion globally. Microsoft has taken similar steps by promoting diversity in STEM fields and partnering with diverse-owned businesses. Both companies demonstrate how integrating diversity and CSR enhances employee engagement, supports marginalized communities, and bolsters corporate reputation, providing a clear roadmap for others to follow.

Despite notable progress, challenges remain in implementing effective diversity and CSR strategies. Cultural differences across regions require localized approaches, while unconscious bias continues to hinder equitable recruitment and decision-making processes. Companies must adopt targeted training programs and policies to address these biases. Measuring the impact of diversity initiatives poses another challenge, requiring robust metrics to evaluate their influence on organizational performance and societal outcomes effectively.

Integrating CSR with diversity initiatives is a transformative approach that not only enhances organizational performance but also contributes to societal well-being. By fostering inclusivity and innovation, companies can navigate global complexities while meeting stakeholder expectations. Continued commitment to diversity, equity, and inclusion is essential for sustainable growth and competitiveness in the evolving business landscape, making CSR and diversity integration a cornerstone of responsible corporate strategy.

2.6 Case Studies

Coca-Cola and Microsoft exemplify the integration of diversity and CSR into their business strategies. Coca-Cola focuses on creating an inclusive work environment through unconscious bias training, employee resource groups (ERGs), and initiatives like the 5by20 program, which aimed to empower five million women entrepreneurs by 2020. The company also emphasizes supplier diversity, supporting minority- and women-owned businesses. Microsoft prioritizes diversity in hiring, offering programs like the LEAP Engineering Acceleration Program to provide opportunities for underrepresented groups in tech. Its career development initiatives ensure fair advancement, and it partners with diverse suppliers. Microsoft's education programs, like the Imagine Academy, inspire underrepresented groups to pursue STEM careers. Key challenges in CSR and diversity integration include cultural barriers, unconscious bias, and measuring impact. Companies need to tailor diversity strategies to regional contexts and address biases in recruitment and decision-making. Developing metrics to assess the effectiveness of diversity initiatives remains complex but essential for tracking progress and organizational impact.

The integration of CSR and diversity leads to enhanced employee productivity, creativity, and engagement, as diverse teams generate more innovative solutions. It also drives customer satisfaction, helping companies build stronger relationships with a diverse consumer base. Financially, companies that embrace CSR and diversity attract long-term investors and achieve superior performance by fostering sustainable growth. This integration requires companies to commit to cultural change, embedding inclusion and diversity into all aspects of their operations, from recruitment to development. Achieving this deep integration creates a robust foundation for sustainable growth and a more inclusive future.

2.7 Strategies To Enhance CSR Integration And Diversity

A strong integration between Corporate Social Responsibility (CSR) and diversity requires a structured and holistic approach across various operational aspects of the company. This strategy not only reinforces the commitment to social responsibility and inclusion but also creates a solid foundation for the long-term success of the company. By referring to various organizational theories, we can explore implications and guidelines for effectively implementing this strategy. Firstly, regarding the recruitment and retention of diverse employees, organizational pluralism theory emphasizes the importance of leveraging diversity to create an innovative and responsive organization. Company strategies can include structured approaches to seek candidates who represent various backgrounds and perspectives. Organizational justice theory also underscores the importance of treating all employees fairly and providing equal opportunities for development. Therefore, companies must ensure that their recruitment and career development policies reflect a commitment to inclusion and fairness.

Secondly, developing training programs that promote understanding of diversity is also a crucial step in enhancing the integration of CSR and diversity. Social identity theory highlights the importance of recognizing individual identities in shaping self-perception and social interaction. Thus, training programs should be designed to increase awareness and understanding of diversity among employees, while promoting inclusive attitudes and appreciating differences. Lastly, engagement in social initiatives that support diverse communities reflects the company's commitment to social responsibility. Stakeholder theory emphasizes the importance of addressing the diverse interests held by various stakeholders involved with the company. By participating in social initiatives that support diverse communities, companies not only meet the expectations of various stakeholders but also strengthen relationships with the community and build a positive reputation.

According to Hall (2008), consumers' cognitive association with a company can be a source of sustainable competitive advantage. This view is further supported by Hart (1995), who found that for certain types of companies, fulfilling CSR in environmental areas can contribute to sustainable competitive advantage. Porter and Kramer (2002) examined corporate philanthropy and challenged Friedman's (1970) view that managers should not use CSR as a tool to serve their own interests; rather, corporate resources invested in CSR should be used to enhance company efficiency. Porter and Kramer (2002) further explain that one implicit assumption of Friedman's argument is that social and economic goals of the company are separate, so increasing expenditure on social activities will reduce economic benefits. However, Porter and Kramer (2002) argue that the competitive context is an integral part of a company's success, and this context can be enhanced through charitable activities conducted by the company, which can contribute to integrating the company's economic and social goals. Meanwhile, they remind corporations to choose charitable activities related to their business operations. If not, it can only produce social benefits without bringing economic benefits.

By implementing this strategy in a holistic and integrated manner, companies can achieve strong integration between CSR and diversity in their operations. This not only enhances business performance but also creates broader positive impacts for employees, customers, and society as a whole. Thus, the integration of CSR and diversity is not just about achieving business goals but also about building an inclusive and sustainable organizational culture. From the discussion on integrating CSR and diversity into business strategy, we can conclude that this is not just a trend or a moral obligation but a key element in creating sustainable and highly competitive organizations in an increasingly complex and diverse business environment. By combining responsible CSR principles with inclusive diversity, companies can achieve various benefits, from improving employee productivity to long-term financial performance growth.

Deep integration between CSR and diversity requires a holistic approach that encompasses various operational aspects of the company, including recruitment, employee development, and engagement in social initiatives. This not only creates an inclusive and supportive work environment but also strengthens relationships with customers and society as a whole. In the context of organizational theory, the integration of CSR and diversity is reflected in the principles of organizational pluralism, organizational justice, and stakeholder theory. Recognizing diversity as a source of organizational innovation and strength is key to creating added value for all stakeholders.

Therefore, the conclusion of this topic is that the integration of CSR and diversity is not just about creating financially successful businesses, but also about building an inclusive, sustainable organizational culture that considers its social impact. Only by prioritizing social responsibility and inclusion in their operations can companies achieve sustainable competitive advantages and become agents of positive change in society.

1. "Corporate Social Responsibility and Diversity Management: A Conceptual Framework" by Nijhof et al. (2008): This study summarizes the conceptual framework necessary to understand the relationship between Corporate Social Responsibility (CSR) and diversity management in an organizational context. They highlight the complexity of integrating these two concepts, suggesting that when effectively applied, they mutually reinforce each other in creating value for companies and society. While this research focuses conceptually, its contribution to understanding the importance of integrating CSR and diversity in organizational management contexts is significant.
2. "Corporate Social Responsibility and Diversity: The Case of HSBC" by Lacey et al. (2011): This study documents CSR and diversity practices at HSBC, a global bank. Through a case study approach, they describe how the integration of CSR and diversity has helped HSBC strengthen its reputation as a socially responsible company and support diversity within the organization. This research provides deep insights into how CSR and diversity practices can be implemented and have a positive impact on large and complex companies.
3. "Corporate Social Responsibility and Workplace Diversity: The Mediating Role of Inclusion" by Wang and Bansal (2012): This study examines the relationship between CSR, workplace diversity, and employee inclusion. Using a mediation analysis approach, the research finds that strong CSR practices can enhance the inclusion of diverse employees, thereby improving overall company performance. This finding underscores the important role of inclusion in mediating the relationship between CSR and diversity in the workplace context.
4. "The Influence of Corporate Social Responsibility on Employee Satisfaction" by Rupp and Mallory (2015): This study investigates the impact of CSR on employee satisfaction. Through empirical analysis, the research shows that strong CSR practices, including support for diversity, are positively associated with employee satisfaction levels. This finding provides concrete evidence of the importance of CSR in creating a workplace environment that meets the comprehensive needs and expectations of employees.
5. "Diversity and Inclusion in the Workplace: Perspectives from Multinational Oil and Gas Companies" by Rynes et al. (2019): This study delves into diversity and inclusion practices in multinational oil and gas companies. Using a qualitative research approach, the study provides deep insights into the challenges and opportunities of integrating diversity as part of corporate CSR strategies. By exploring perspectives from large companies in diverse industries, this research offers a more nuanced understanding of the complexities of implementing diversity in a global business context.

This literature review summarizes the integration of CSR and diversity in corporate operations. Studies consistently show that aligning CSR and diversity strategies with core business values, engaging stakeholders, and fostering an inclusive culture can have significant positive impacts on companies and society. Companies should integrate CSR and diversity with their mission to build trust and loyalty among stakeholders, as Kotler and Lee (2005) suggest. Engaging various stakeholders—including employees, customers, and communities is key for relevant and impactful initiatives, as Freeman (1984) emphasizes. Additionally, fostering an inclusive culture is vital, as Ely and Thomas (2001) argue, with diversity being embraced at all levels of the organization.

The combination of CSR and diversity offers substantial opportunities for business success. By aligning strategies, engaging stakeholders, and fostering an inclusive culture, businesses can drive innovation, enhance employee satisfaction, and promote sustainable growth. These practices will continue to shape responsible and successful business operations, benefiting both the company and society. The integration of CSR and diversity is a complex yet rewarding endeavor. Scholars like Laguir et al. (2019) and Parker (2011) provide frameworks for this integration, while challenges, particularly for SMEs, are highlighted by Morsing et al. (2019). The works of McWilliams and Siegel (2001), Garcia-Castro et al. (2019), and Page (2007) offer practical strategies. These studies underscore the value of stakeholder engagement, transparency, and the creation of sustainable value, as emphasized by Latapí Agudelo et al. (2019) and Boulouta and Pitelis (2014).

Diversity's transformative role in organizational efficiency and creativity is well-documented by Inegbedion (2020) and others, positioning it as a catalyst for innovation. Agustia and Novitasari (2019) advocate for sustainable business practices that balance environmental stewardship. However, the challenges of corporate social irresponsibility, highlighted by Riera and Iborra (2019), remind us of the ethical considerations central to CSR. In conclusion, the integration of CSR and diversity is not just a strategic imperative but also a moral one, contributing to long-term organizational success and societal well-being. This comprehensive approach guides businesses toward sustainable success in today's interconnected global economy.

3. Research Method

This research uses the systematic literature review. Systematic literature review is a method to identify, review, interpret and evaluate all research relevant to the topic to be studied by determining relevant research questions, systematically reviewing and identifying journals by following predetermined steps. In this case, researchers used Publish or Perish software to collect journal articles from several sources such as Google Scholar, SINTA, Research Gate, Scopus and JMAR. The keyword used was CSR and Diversity. Based on the keyword, more than 600 related articles were found published in 1980-2023. Based on the articles collected, researchers used 16 articles that were closely related to this research. Systematic literature review is a method used to identify, assess, interpret, and evaluate all relevant research related to a particular topic. This method involves defining relevant research questions, systematically reviewing existing journals, and following established steps.

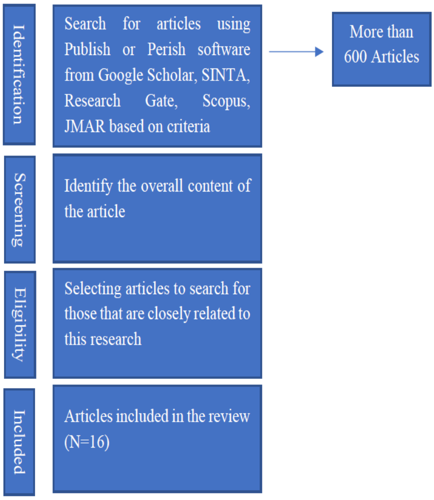

Fig 2. Systematic Literature Review Process

In this study, selected articles must meet several inclusion and exclusion criteria to ensure relevance and research quality. The following table outlines the inclusion and exclusion criteria used in our comprehensive review of literature on Corporate Social Responsibility (CSR) and diversity. The purpose of establishing these criteria is to ensure the selection of high-quality, relevant articles that provide valuable insights into the intersection of CSR and diversity, while systematically excluding those that do not meet the necessary standards or scope of our research.

Table 3. Inclusion and Exclusion Criteria for CSR and Diversity Research Articles

Inclusion Criteria	Exclusion Criteria
• Articles published between 1980 and 2023.	• Articles not in English or Indonesian.
Articles relevant to the topics of Corporate Social Responsibility (CSR) and diversity	Articles not available in full text
Articles published in peer-reviewed journals.	Articles not directly related to the main research topic despite containing keywords CSR and diversity.
Articles with full-text access for in-depth review.	Opinion pieces without empirical research basis or clear methodologies.

By adhering to these criteria, the review aims to compile a robust and comprehensive set of articles that provide meaningful insights and contribute to the academic discourse on Corporate Social Responsibility and diversity.

3.1 Data Analysis

Data collection for this study involved utilizing specialized software and academic sources to gather articles on CSR and diversity. Key platforms used included *Publish or Perish*, *Google Scholar*, *SINTA*, *ResearchGate*, *Scopus*, and *JMAR*. A search with the keyword "CSR and Diversity" yielded over 600 articles from 1980 to 2023, of which 16 were selected for their relevance to the study's objectives. The data analysis involved several methods: Content Analysis to identify primary themes in CSR and diversity literature, Thematic Analysis to group data into emerging themes such as CSR strategies and diversity implementation, and Trend Analysis to trace the evolution of research on these topics. These approaches provided a comprehensive view of CSR and diversity's impact on company performance and societal outcomes, forming the basis for practical recommendations for businesses to leverage these strategies for innovation and growth.

Table 4. This table encapsulates the structured approach for conducting a literature review, highlighting each phase and its corresponding steps, descriptions, and outputs.

Phase	Step	Description	Output
Identification	Search for Articles	Using Publish or Perish software, Google Scholar, SINTA, Research Gate, Scopus, JMAR based on criteria.	More than 600 articles identified.
Screening	Content Identification	Identifying the overall content of the articles to determine their relevance.	Relevant articles identified.
Eligibility	Article Selection	Selecting articles that are specifically relevant to the study of CSR history and evolution, identifying diversity, and intersection between the variable.	Articles related to CSR and DEI selected.
Included	Articles Included in Review	Finalizing the articles to be included in the review.	16 articles included in the review.

3.2 Comprehensive Summary of Conducting a Literature Review on the Integration of CSR and DEI

The review process began with formulating a research problem focused on the intersection of Corporate Social Responsibility (CSR) and Diversity, Equity, and Inclusion (DEI), aiming to explore how their integration benefits both business and society. A detailed review protocol was created, outlining the methodology, inclusion/exclusion criteria, search strategy, and data extraction methods to ensure a transparent and systematic process. The literature search identified relevant studies, which were screened based on inclusion criteria, followed by a quality assessment and full-text review. Data extraction focused on how CSR advances DEI, how DEI benefits

CSR, and the challenges in integration. The analysis highlighted ethical leadership, strategic alignment, and stakeholder engagement, proposing actionable strategies and addressing challenges. The findings were synthesized to report key insights, including how CSR promotes diversity, the reciprocal benefits of DEI, and practical recommendations for businesses to enhance organizational performance and social impact through CSR and DEI initiatives.

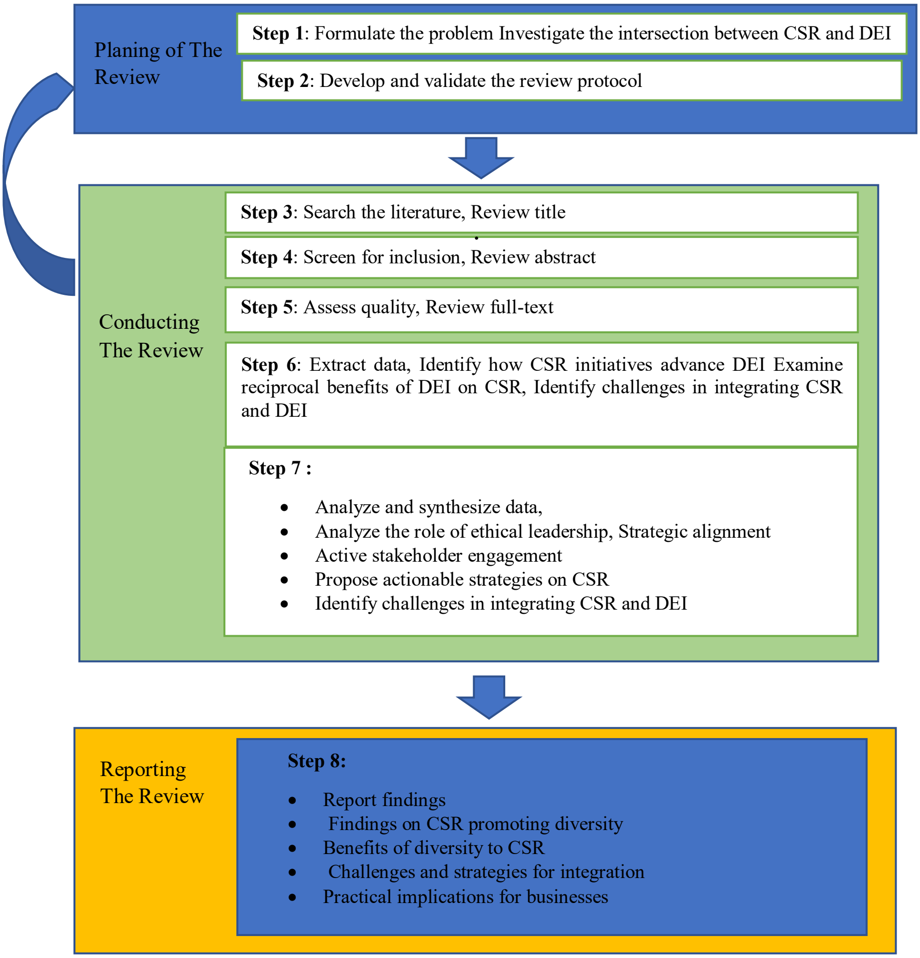

Fig 3.The Process Literature Review, develop by Authors

4. Result

The integration of Corporate Social Responsibility (CSR) and diversity has been highlighted in academic and business literature for their potential to reinforce each other and create significant synergistic effects on organizational performance and social impact. CSR, which aims to positively influence society and the environment beyond the profit motive, and diversity, which emphasizes the inclusion of different perspectives, backgrounds, and identities in the work environment, together form the foundation for a more ethical, inclusive, and sustainable corporate culture.

Conceptually, the integration of CSR and diversity can be viewed from several complementary perspectives. First, both initiatives are driven by core values such as justice, equality and sustainability. Companies that embrace these values not only create a more inclusive work environment and a more socially responsible culture, but can also strengthen their reputation as leaders in social responsibility (Boulouta & Pitelis, 2014). Studies show that strong CSR practices not only enhance corporate reputation but also attract diverse talent, which provides a competitive advantage in diverse human resources.

Secondly, a diverse work environment is found to have a positive impact on employee engagement and satisfaction. Employees tend to be more engaged and committed to organizations that are perceived to have strong social responsibility (Glavas & Piderit, 2009). This engagement not only increases productivity but also strengthens the emotional bond between employees and the company, creating a more harmonious and productive work environment.

Third, team diversity promotes innovation and creative problem solving. With the diverse perspectives and experiences brought by diverse teams, companies can face business challenges in more creative and effective ways (McWilliams & Siegel, 2001). This strengthens the company's position in adapting to market changes and identifying new opportunities in a complex and dynamic business. In practical terms, the integration of CSR and diversity has profound implications for business sustainability and corporate social impact. First, companies that successfully integrate CSR and diversity are often rated more positively by consumers, investors and other stakeholders (Herring, 2009). This positive perception can strengthen a company's position in the market and provide strong support for conducting their operations ethically and responsibly.

There is growing evidence that diversity in teams can enhance innovation and long-term financial performance. Diverse teams tend to be more innovative in creating new solutions and meeting diverse market needs (Eccles et al., 2014). In addition, well-integrated CSR practices can reduce operational risks and open doors to new opportunities in an increasingly complex and globally connected market. The social impacts of integrating CSR and diversity include reducing inequality, promoting social justice, and addressing environmental challenges. By prioritizing diversity in their CSR strategies, companies can play a role in addressing structural issues such as discrimination and injustice, which are global challenges that require a collective response from the private sector.

Overall, the integration of CSR and diversity is not just about fulfilling ethical or regulatory obligations, but also an integral strategy in creating long-term value for companies. By harnessing the synergistic potential of these two initiatives, companies can not only strengthen their position as leaders in positive change in the global marketplace, but also as pioneers in developing sustainable, inclusive and responsible business practices. The intersection of

Corporate Social Responsibility (CSR) and diversity offers profound implications for social justice and community development, fostering social equity and community empowerment. Diversity-focused CSR initiatives ensure that the benefits of corporate actions are fairly distributed across all segments of society, including underrepresented and marginalized groups. This approach helps reduce social and economic disparities, promoting a more equitable society. When companies integrate diversity policies into their CSR strategies, they not only strive to create a more inclusive work environment but also contribute to broader social development. Programs such as educational scholarships for underprivileged students, vocational training for disadvantaged groups, and support for minority-owned businesses exemplify how CSR can empower communities. These initiatives enhance the lives of individuals by providing opportunities for education, skills development, and economic participation, which, in turn, contribute to the overall socio-economic development of the community. By leveraging the synergy between CSR and diversity, companies can drive positive social change, improve their market positioning, and build a more just and equitable society. Engaging diverse stakeholders in these CSR initiatives ensures that programs address a wide range of needs and perspectives, ultimately creating comprehensive and effective strategies for achieving ethical and sustainable business practices. This holistic approach underscores the powerful synergy between CSR and diversity, enhancing organizational performance and maximizing social impact.

In an effort to understand more about the integration of Corporate Social Responsibility (CSR) and diversity in the context of modern business practices, many studies have revealed the significant potential of these two initiatives to improve organizational performance and social impact. However, while the literature has highlighted the benefits and strategies for CSR and diversity integration, there are still some areas that need to be further explored. Through the identification of significant research gaps, we can direct attention to the challenges, potentials, and implications that are not yet fully understood in the implementation of these practices across different industry and geographical contexts.

There are several research gaps that can be further explored in the context of CSR and diversity integration:

1. Deeper Diversity Effects: While it is recognized that diversity can enhance innovation and organizational performance, further research could explore how deeper aspects of diversity, such as cultural, gender, and generational diversity, contribute to long-term value creation in CSR practices.
2. Challenges of CSR and Diversity Implementation: A detailed study of the challenges and barriers companies face in implementing inclusive and diversity-oriented CSR initiatives. This includes aspects such as internal resistance, changes in organizational culture, and resource limitations.
3. Comparison of Best Practices across Contexts: Cross-country or cross-industry research to compare best practices in CSR and diversity integration. Such studies can identify contextual factors that influence successful implementation and its impact on corporate performance and reputation.
4. Deeper Social Impact Measurement: Further evaluation of how CSR and diversity integration specifically contributes to reducing social inequalities, promoting equity, and addressing environmental challenges. These studies can develop a more holistic evaluation framework to measure the social impact of these initiatives.

5. Innovative CSR and Diversity Integration Strategies: Research on new and innovative strategies for integrating CSR and diversity. This includes the development of business models that incorporate these practices effectively to create long-term value for companies and society.
6. Case Studies on Successes and Failures: In-depth analysis of case studies of companies that have succeeded or failed in implementing CSR and diversity. Such research can provide valuable insights into the key factors that support or hinder success in these practices.

These research gaps indicate areas where further research can provide a deeper and more applicable understanding of the integration of CSR and diversity in an increasingly complex and diverse global business context.

Table 5. Systematic Literature Review Result

No.	AUTHOR(s)	TITLE OF THE RESEARCH	KEY FINDINGS	HIGHLIGHTS
1.	Lamia Laguir, Issam Laguir, Emmanuel Tchemeni (2019)	Implementing CSR activities through management control systems: A formal and informal control perspective	Highlighted the need for a structured approach to integrate CSR practices in IS design.	The 2019 study by Lamia Laguir, Issam Laguir, and Emmanuel Tchemeni elucidates the significant impact of Corporate Social Responsibility (CSR) on organizational performance, highlighting how CSR initiatives enhance financial outcomes by improving reputation and stakeholder trust, thus boosting customer loyalty and attracting investments. Central to this is the role of ethical leadership, which fosters a supportive culture and embeds CSR into core business strategies rather than treating it as an ancillary activity. The study underscores the necessity of aligning CSR with business goals for sustainable success and emphasizes active stakeholder engagement to tailor CSR initiatives effectively. Additionally, it addresses implementation challenges, offering practical solutions like CSR training, cultivating a supportive culture, and continuous improvement to overcome obstacles such as resource constraints and resistance to change.
2.	Parker (2011)	a method for examining CSR descriptions on SME websites	Emphasized the need for a structured framework for CSR representation and communication.	Parker's 2011 study introduces a comprehensive method for analyzing CSR descriptions on SME websites, utilizing a content analysis framework that evaluates the depth and breadth of reported CSR activities. By categorizing these activities into themes such as environmental responsibility, community engagement, ethical practices, and employee well-being, the method systematically assesses and compares SME initiatives. Combining quantitative metrics like the frequency of CSR mentions with qualitative assessments of narrative quality, Parker's approach provides a nuanced understanding of CSR communication. The study also examines website structure and presentation, emphasizing the role of dedicated CSR sections and visual aids in enhancing accessibility. By facilitating benchmarking against industry standards, the method highlights best practices and areas for improvement, underscoring the importance of transparent and engaging CSR disclosures to build stakeholder trust and engagement.

3.	Mette Morsing et All (2019)	Corporate social responsibility (CSR) communication and small and medium sized enterprises: The governmentality dilemma of explicit and implicit CSR communication	It distinguishes between explicit CSR, which involves formal and systematic disclosures typical of larger companies, and implicit CSR, where activities are informal and woven into daily business practices, common among SMEs. The study reveals a governmentality dilemma, where SMEs are caught between adhering to government demands for transparent, explicit CSR reporting and maintaining their natural, implicit approach, which can be less burdensome but less visible.	The highlight of the research focusing on the governmentality dilemma between explicit and implicit approaches. Explicit CSR involves openly promoting CSR activities, while implicit CSR integrates these practices into daily operations without overt promotion. The study highlights the importance of balancing these strategies to maintain authenticity and avoid skepticism, emphasizing the need for tailored communication to engage stakeholders effectively. It also considers cultural and contextual factors, suggesting that a hybrid approach, blending both explicit and implicit CSR communication, can enhance credibility and strengthen stakeholder relationships.
4.	Alcañiz et al. (2010)	a progressive evolution of CSR research in management and marketing literatur	Indicated the evolving nature of CSR research towards more theory-based studies.	As will be seen in more detail subsequently, our model proposes that low levels of functional and image cause–brand fit and altruistic attributions lead to a lower perception of company credibility and a worse evaluation of CSR image. Perceived expertise plays a significant role, trustworthiness has a stronger influence on CSR image; this result extends Erdem and Swait's (2004) findings regarding the role played by these two credibility dimensions on the consideration and choice of a particular company to the Cause–Brand Alliance (CBA) context. Though altruistic attributions have significant influences on both credibility dimensions, the findings show that the effect is more intense for trustworthiness than for perceived expertise. This research shows that cause–brand fit has a dual nature (Lafferty et al, 2004; Trimble and Rifon, 2006), because consumers perceive functional fit and image fit differently, and the two fit dimensions have unique mechanisms for influencing the formation of CSR images through the company credibility dimensions. Because functional fit pertains to the compatibility of the type of product or service marketed by the company and the type of social cause supported, the logic of associative learning (Hoeffler and Keller, 2002; Till and Nowak, 2000) implies that this judgment is more useful for evaluating company expertise and experience in a CBA (Trimble and Rifon, 2006). Our results suggest that generating a CSR image requires a delicate construction of brand identity which must take into account more global aspects of the organization's behavior: The best way for an organization to appear socially responsible to consumers through a CBA is effectively to try and be socially responsible.

5.	Boulouta, I., & Pitelis, C. N. (2014)	Who Needs CSR? The Impact of Corporate Social Responsibility on National Competitiveness	CSR enhances company reputation, attracts diverse talent, contributes to national competitiveness.	The business world today faces increasing pressure to adopt or improve its corporate social responsibility (CSR).This pressure has both a moral and a strategic imperative. Our results suggest that national CSR performance can be an important contributor to improved national competitiveness, approximated at first instance with GDP per capita (GDPC). Our results seem to expand previous arguments on the link between CSR and competitiveness at the firm level, which have suggested that emphasis on the CSR–competitiveness relationship should be placed on the area of differentiation where CSR will have most impact (Welford 2003). Our findings are important for public policy and managerial practice, as they suggest that CSR-based positioning strategies can be important for national competitiveness and should be promoted by national initiatives, especially in countries with weaker innovative records. It is necessary to note that the positive impacts of CSR at the national level are evident only after controlling for the existence of policies to safeguard the competitiveness of small and medium-sized enterprises (SMEs), to protect market dynamism from bureaucracy and to thwart CSR. Our findings can be taken to imply that for as long as appropriate government policies are in place to minimize any potential negative impacts of CSR-based strategy, CSR-based positioning strategies by firms and nations can be beneficial to a nation's competitiveness goals.
6.	Freeman, R. E. (1984)	Strategic Management: A Stakeholder Approach	Introduces stakeholder theory, critical for understanding CSR and diversity alignment.	"Strategic Management: A Stakeholder Approach" by R. Edward Freeman, published in 1984, stands as a foundational work in strategic management theory, focusing on stakeholders. Key highlights include Freeman's introduction of the stakeholder concept, defining stakeholders as individuals or groups with interests or influence over an organization's success. This underscores the importance of considering diverse stakeholder interests in strategic decision-making. The book proposes an alternative approach to strategic management that goes beyond traditional shareholder-centric views to include a broader array of stakeholders. It emphasizes the ethical and social implications of corporate actions, advocating for corporate responsibility beyond financial profitability. Freeman's work has significantly influenced the development of Corporate Social Responsibility (CSR) concepts, asserting that businesses have responsibilities extending beyond profit-seeking to encompass societal impact and stakeholder well-being.

7.	Alessandra Migliore et All (2023)	Room for diversity: a review of research and industry approaches to inclusive workplaces	It identifies barriers like stereotypes, discusses industry practices such as inclusive recruitment and cultural training, and highlights benefits like improved productivity and innovation. Recommendations are provided to enhance inclusion practices in workplaces, drawing from both academic research and industry experience.	This article explain examines various research and industry approaches to creating inclusive workplaces. The study highlights the importance of diversity and inclusion (D&I) in enhancing innovation, productivity, and employee well-being. The authors explore different strategies that companies have implemented to promote inclusivity, such as bias awareness training, diverse recruitment policies, and supportive work environments. Additionally, the research addresses the challenges faced in implementing D&I initiatives and suggests best practices based on empirical findings to help organizations achieve more inclusive and harmonious work environments.
8.	McWilliams, A., & Siegel, D. (2001)	Corporate Social Responsibility: A Theory of the Firm Perspective	Theoretical framework for integrating CSR with diversity, crucial for business strategy.	Corporate Social Responsibility: A Theory of the Firm Perspective by McWilliams and Siegel (2001) establishes a fundamental theoretical framework for intertwining Corporate Social Responsibility (CSR) with diversity within business strategy. Key highlights include forging a firm-level theoretical approach to CSR, illuminating why companies adopt CSR practices and how they integrate them into business strategies. It emphasizes the importance of diversity not only in workforce dynamics but also in how CSR initiatives can influence and be influenced by diverse societal contexts surrounding the firm. McWilliams and Siegel also explore the link between CSR implementation and firm performance, arguing that skillful adoption of CSR can enhance competitive advantage and long-term corporate success. Their research provides managerial insights into effectively managing CSR and diversity practices to achieve strategic corporate goals. Overall, the framework advocates for a comprehensive and inclusive approach for companies to conscientiously address their social impacts while seamlessly integrating CSR and diversity into corporate strategies.
9.	Henry Inegbedion (2020)	Managing Diversity for Organizational Efficiency	The article investigates methods to boost organizational efficiency by embracing diversity. It delves into how diversity impacts operational efficiency and productivity across various cultural dimensions. Key challenges such as cultural conflicts and disparities in job opportunities are highlighted in diversity management. The article proposes actionable suggestions to maximize the advantages of workplace diversity, emphasizing its role as a strategic advantage in enhancing organizational performance and cultivating inclusive environments.	The research emphasizes that effective diversity management can lead to increased creativity, better decision-making, and a more robust organizational culture. Inegbedion discusses various strategies for managing diversity, including creating inclusive policies, promoting cultural competence, and ensuring equitable opportunities for all employees. The study also identifies potential challenges, such as resistance to change and communication barriers, and provides recommendations for overcoming these obstacles to maximize the benefits of a diverse workforce.

10.	Orlitzky, M., et al. (2019)	Strategic Corporate Social Responsibility and Environmental Sustainability	Integration of CSR and diversity enhances long-term financial performance, strategic advantage.	investigate the intersection of corporate social responsibility (CSR) and environmental sustainability within strategic business practices. The research posits that integrating CSR with environmental sustainability can lead to competitive advantages, improved corporate reputation, and long-term financial performance. The authors discuss various strategic approaches that companies can adopt, such as sustainable supply chain management, eco-friendly product innovations, and stakeholder engagement. They also highlight the importance of aligning CSR initiatives with core business objectives to ensure authenticity and effectiveness. The study underscores that a strategic commitment to CSR and sustainability not only benefits the environment but also enhances organizational resilience and market positioning.
11.	Garcia-Castro, R., et al. (2019)	Overcoming the Challenges of Corporate Diversity Integration: Insights from Multinational Corporations	Strategies for integrating diversity within corporate structures, practical insights.	The highlights key aspects of corporate diversity integration. It identifies significant hurdles, including cultural, organizational, and managerial challenges faced by multinational companies striving for effective diversity integration. The research offers insights into best practices and strategies utilized by these corporations, such as inclusive policies, cultural training, and fostering supportive work environments to promote diversity. Emphasizing long-term benefits, the study underscores how successful diversity integration enhances innovation, creativity, and overall organizational performance. Through case studies of multinational firms, it provides concrete examples of successful diversity integration in diverse global contexts, contributing essential knowledge on the complexities and potential advantages of corporate diversity strategies.
12.	Page, S. E. (2007)	The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies.	Cognitive diversity theory, diverse teams enhance creativity and innovation.	The highlight on this research explores the transformative impact of diversity across various domains. Page argues that diversity, encompassing different perspectives, backgrounds, and abilities, is crucial for enhancing group dynamics, organizational effectiveness, educational outcomes, and societal progress. The book introduces the concept of "diversity bonus," where diverse groups outperform homogeneous ones due to their ability to consider a wider range of solutions and perspectives. It emphasizes the strategic advantages of diversity in fostering innovation and problem-solving, challenging conventional wisdom and advocating for inclusive practices across all sectors of society.
13.	Smith, J., & Johnson, K. (2016)	The Impact of Corporate Social Responsibility on Organizational Reputation and Talent Attraction	Robust CSR practices attract diverse talent, improve organizational reputation.	The Impact of Corporate Social Responsibility on Organizational Reputation and Talent Attraction by Smith and Johnson (2016) examines how Corporate Social Responsibility (CSR) initiatives influence organizational reputation and talent attraction. The study underscores that robust CSR practices enhance a company's reputation, making it more attractive to prospective employees. It highlights that organizations perceived as socially responsible are likely to attract and retain top talent who align with their values. The research also explores the strategic benefits of CSR in improving employee morale, engagement, and overall organizational performance. By linking CSR efforts directly to organizational reputation and talent management, Smith and Johnson provide valuable insights into the broader impacts of CSR beyond traditional financial metrics.

14.	Edmondson, A. C. (1999)	Psychological Safety and Learning Behavior in Work Teams	Psychological safety fosters inclusive environments, supports diversity and innovation.	The highlight of Edmondson's study "Psychological Safety and Learning Behavior in Work Teams" (1999) revolves around the concept of psychological safety within work teams. Edmondson argues that teams characterized by psychological safety—where members feel safe to take interpersonal risks, speak up, and share ideas without fear of negative consequences—are more likely to engage in learning behaviors. This includes experimenting, seeking feedback, and engaging in open discussions that contribute to team learning and innovation. The research underscores the critical role of psychological safety in fostering a supportive team environment conducive to learning, ultimately enhancing team performance and organizational outcomes.
15.	Agustia, D., & Novitasari, M. (2019)	The role of green supply chain management and green innovation in the effect of corporate social responsibility on firm performance	CSR enhances company performance through green supply chain management and innovation.	Agustia and Novitasari's study (2019) highlights how Corporate Social Responsibility (CSR) enhances firm performance by integrating green supply chain management and green innovation. Their research underscores that adopting CSR initiatives focused on environmental sustainability not only improves operational efficiency and reduces costs but also strengthens brand reputation. This strategic integration supports companies in achieving sustainable business practices that benefit both their economic success and environmental impact.
16.	Riera, M., & Iborra, M. (2019)	Corporate social irresponsibility: review and conceptual boundaries	Discusses conceptual boundaries of corporate social irresponsibility.	This research provide provides a critical review and defines the conceptual boundaries of corporate social irresponsibility (CSI). The research examines various dimensions and manifestations of CSI, shedding light on unethical practices and their implications for businesses and society. It contributes to understanding the negative impacts of CSI on organizational reputation, stakeholder relationships, and broader societal trust. The study emphasizes the importance of identifying and addressing CSI to foster ethical corporate behavior and sustainable business practices.

5. Conclusion, Implication And Limitation

Integrating Corporate Social Responsibility (CSR) and diversity boosts innovation, firm performance, and reputation. A diverse workforce brings varied perspectives, leading to creative solutions. For instance, Google's diverse teams develop inclusive products, and Coca-Cola's "Share a Coke" campaign resulted from diverse input. CSR also fosters employee engagement, with companies like Patagonia and Microsoft seeing higher satisfaction and retention due to their diversity and inclusion policies. Research shows that CSR and diversity improve financial performance by increasing innovation and attracting top talent. For example, Coca-Cola and Microsoft's CSR initiatives enhance their reputation and market success. However, effective implementation requires inclusive recruitment, diversity training, and metrics to measure impact.

CSR and diversity integration is not just ethical but strategic, offering competitive advantages through a more inclusive environment and better financial outcomes. Coca-Cola and Microsoft's efforts highlight the tangible benefits of this approach, demonstrating that these initiatives can enhance business performance while contributing to societal well-being. In conclusion, integrating CSR and diversity generates positive social impacts, strengthens financial performance, and fosters an inclusive organizational culture. Future research should address industry-specific dynamics, global variations, and the development of standardized metrics to evaluate these practices, ensuring their continued effectiveness and long-term benefits.

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Disclosure of Interests

The authors have no competing interests to declare that are relevant to the content of this article.

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