

## **CORPORATE FACEBOOK PRACTICE AND ITS EFFECT TO THE ACCOUNTABILITY OF CSR STRATEGY**

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### **ABSTRACT**

Social media, such as Facebook, creates an important opportunity for corporation to increase stakeholder's engagement. On the other hand, the benefits of CSR strategy are depending on stakeholder awareness and engagement. This study examines the corporate Facebook practice that affect the accountability of CSR strategy, with the level of stakeholder engagement as an intervening variable. Based on content analysis of corporate official Facebook pages and CSR report from company website, research data are collected from 30 companies listed on Kompas 100 index. The data analyzed by using descriptive analytic research method and simple regression. The results shows that corporate Facebook practice have a positive significant effect on the level of stakeholder engagement. Moreover, the level of stakeholder engagement has a positive significant effect on CSR strategy accountability. The analyses also show corporate Facebook practice and CSR strategy accountability also positive significantly mediated by stakeholder engagement as intervening variable.

**Keywords:** Facebook, Stakeholder Engagement, Corporate Social Responsibility, and CSR Strategy Accountability.

## INTRODUCTION

To understanding accountability and responsibility is a critical moment for the leaders of commercial, government and non-government organizations. However, most of responsibility and accountability processes are difficult to understand, and to be implemented in the company. One specific construct of responsibility that gaining moment is corporate social responsibility (CSR). Corporate Social Responsibilities in a corporation consisted of two aspect: the identification of an entity (the corporation) and the entity's nature (the entity sees itself as having a social contract with the society) (Bergsteiner & Avery, 2010).

The word "accountability" has taken root and prospered in a very specific economic, social and political context. The term accountability is to maintain and increase the position of the people with powerful position in three ways: (1) Accountability serves as cure for people's problems. Calls are made to hold the most powerful people to account, especially when they abusing of power behavior. Usually the state responded by implementing measurement systems by giving a juridical term of accountability a juridical guise. (2) Accountability's role is to immunize the most powerful from criticism. Government's official can pretend that they are in control by the introduction of performance measurement, that can be changed and adapted therefore it will be immunizing them from criticism.(3) Accountability in the form of performance

metrics serves to "individualise" employees. This condition can serve to weaken the bargaining position of employees by creating their fearful feeling (Cooper & Johnston, 2012).

Based on recent years corporation crime such as Enron, WorldCom and Tyco in the USA, Barings Bank in UK, Parmalat in Italy, uncovered series of serious fraud and/or other mismanagement by senior company officials, reckless and riskier financial and business management practices and/or malpractice in creative accounting. Such cases have prompted the public to demand better corporate accountability, to question the implementation of corporate governance, and to criticize external auditors for failing to sound warning and blow the whistle (Porter, 2009)

Various recent examples of misconduct in corporate governance have triggered a trust crisis that has its impact throughout the economic system. What is corporate social responsibility? Corporate social responsibility (CSR) is an approach in business that companies have to include social, environmental, and economic objectives in their activities. This idea has become very popular by "Triple P" concept, or people, planet, and profit. Therefore have a balanced approach in doing business is merely a big challenge for company in to achieve their business objectives. (Moratis, Hoff, & Reul, 2006).

Nowadays, the three most widely recognized CSR reporting standards are the Global Reporting Initiative's (GRI) G3

standards, Accountability's AA1000 Series, and the United Nations (UN) Global Compact's Communication on Progress (COP). Actually, in practices there are many domestic CSR reporting guidelines, principles, regulations, and standards, and several other global initiatives, for example Organization for Economic Cooperation and Development (OECD) Guidelines, International Labour Organization (ILO) Conventions, and International Organization for Standardization (ISO) Standards. However, the GRI's G3, AA1000 Series, and UN's COP are still the most recognized standards and included rigid external reporting about issues on social and environment which is internationally recognized (Tschopp & Huefner, 2014). CSR is multi-dimension and really complex, because including almost all managerial aspects and also some other sciences disciplines (Watts, 2015). The drivers of CSR impacts are that it maintain the engagement of consumer and employees, augment the reputation of companies, lowers firm-idiosyncratic risk, increases profits, and attracts and retains best talent in companies (Watts, 2015).

The communication regarding CSR activities is one of several communicative practices that promote the organization collectively. Consequently, whether or not CSR communication has an impact within the organization depends other communicative practices, especially communication regarding profitability. Furthermore, the process of CSR communication cannot be completely and determined by single actors. In the context of

CSR, the company's constituents view the CSR practices to become communicatively and other stakeholder to become part of the organizations through their involvement in the communication of CSR (Schoeneborn & Trittin, 2013).

There are six reputations driver for the systematic stakeholders engagement, such as vision and leadership, financial performance, internal climate, social responsibility, quality of products and innovation. For this reason, stakeholder's engagement has not been merely limited to listening the need and stakeholder's requirement but widening into the implementation of co-decision making processes and collaboration about the reputation drivers themselves (Romenti, 2010).

Many companies voluntarily provide CSR reports to their stakeholders in order to disclose the corporation activities on environmental and social issues. These voluntary CSR reports are known by many different names, such as "sustainability reports," "environmental reports," or "citizenship reports". Whatever the title, these reports should comply three criteria: a focus on social and environmental issues, distinction from the firm's annual report, and content that is not specify by standard reporting requirements (Thorne, S. Mahoney, & Manetti, 2014). Indeed, the disclosure is about informing investors about corporate activities as opposed as being legitimation and image enhancement tools (Charles H. Cho, Giovanna Michelin, Dennis M. Patten, & Robin W. Roberts, 2015).

The study by (Hetze & Winistörfer, 2016) highlight patterns within the titles of CSR reports and main contents that show several similarities and differences. The two CSR's concepts used most widely with the title of "responsibility" and "sustainability". With the most commitment is shown concerning the society and the environment. Furthermore, legal and ethical compliance is more relevant during the periods of recession because stakeholders have lost confidence corporation's moral and there are the tendency that stakeholder will more closely supervise the failed business domain and bring crisis to the companies (Pérez & Rodríguez del Bosque, 2014). Managers should design customized relationships with various types of customers depending on their value and perceptions towards the CSR practice. Personalizing the CSR report and good strategy in communication will increase the efficiency of the company and resulting in the positive outcomes of CSR initiatives, for example in customer and stakeholder satisfaction (Pérez & Rodríguez del Bosque, 2015).

In the mining sector, with broad issues in social and environmental, as a case study in China shows that it is need to fulfill its social responsibilities and increase its information flow through activity disclosures to the society. Research by Shidi & Xu (2016) also suggest that listed mining company tend to have the better CSR disclosures in response to the regulatory requirement from both the stock exchanges and expectation from international community. But,

the quality of disclosure of CSR in the most mining firm in China has become a new issues (Shidi & Xu, 2016). On the other hand, in Australia research by Kaur & Lodhia, (2014) found that the community is the key stakeholder in the local councils in relation to sustainability concerns, issues and reporting. Stakeholders being engaged in two ways communications. The study also found that stakeholder engagement strategies and processes in local councils are driven more by state regulations than the frameworks from international accountability. Therefore, nation-wide regulations is needed to encourage local councils in Australia to bring stakeholders in sustainability issues in order to attain the goal of sustainable development (Kaur & Lodhia, 2014)

In the developing countries, to take CSR reporting to the next level, company needs to pay attention to strengthening the driver of CSR institutionally, and push the company to move beyond rhetoric, philanthropy, image and public relation contents in CSR Reporting. There is a huge role for to management to conduct strategic choice and use CSR as opportunity for learning and strategic positioning of their company and also using all resources in achieving those strategic alignment (Jamali, 2014). Professionals construct CSR competencies, an expertise that exceeds the profession's minimum requirements, by being open, involved and demonstrating a normative commitment to the profession and the organization. The accounting profession could integrate CSR issues more formally in its

accreditation process in order to more fully engage in its role as a resource provider in the construction of accountants' CSR competencies (Caron & Fortin, 2014).

The communication strategies of companies are changing because of the widespread use of social media. It can facilitate communication that more dynamic and interactive way that is leading to increasing the engagement of stakeholder (Bonsón Ponte, Carvajal-Trujillo, & Escobar-Rodríguez, 2015). Based on a research by wearesocial.com, Facebook is the most popular social media platform in 2015 with 1,5 billion active users. Specifically in South East Asia, there are 232 million users, with Indonesia as the larger user by 79 millions active user (Kemp, 2015). Facebook is a very successful business, a corporate leader in social media. It has a current valuation of \$85 billion and is projected by 2015 to earn \$11 billion in profits on \$22 billion in revenues and have a market value of \$234 billion. Revenue is primarily derived from companies willing to pay for access to each Facebook members and their networks in order to advertise and marketing their product (Lilley, Grodzinsky, & Gumbus, 2012). The principal benefits of the Facebook are from the interaction process rather than the product itself. The learning and communication platform created by integrating Facebook and weblogs (Susilo, 2008).

The research by Manetti & Bellucci (2016) shows that only a small number of company use social media to engage their stakeholders as a

tools of disclose the content of sustainability reports. The research also shows that social media for interacting with stakeholders, obtain their opinions, and collecting data not yet a common practice among organizations that disclose their CSR using GRI reports. However, the research finds a higher level of online interaction with the "community" for more common CSR topics. The use of a Facebook profile for interacting with the society is more often oriented in facilitating a dialogue on CSR topics rather than Safety, Environment, and Social Responsibility contents (Manetti & Bellucci, 2016). The research also determined that messages posted with the aim of interacting with users are not usually for a specific category of stakeholders, but rather for the general. Social media sites are still used mainly as mono-directional channels for promoting products, services, and activities, rather than as platforms in which to interact with stakeholders and gather relevant data for sustainability (Manetti & Bellucci, 2016).

Facebook already become a powerful mainstream channel for marketing. However, the benefits of Facebook advertising are difficult to exploited and assessed. The effectiveness of Facebook as a marketing channel for most part are depends on how well marketers can identifying, and obtaining specific segments using Facebook campaigns and other promotional activities (Shao, Ross, & Grace, 2015). Consumer thinks that updating status, pictures, and the design of companies' profiles

are to be the most important functions of Facebook. Each corporate activity should have a clear meaning and useful to members. The company should be committed to sending out new and timely information (Hansson, Wrangmo, & Søylen, 2013). This signals that both product and service firms may benefit from disclosing for their consumers the desired information in the Facebook. The research by (Pelletier & Blakeney Horky, 2015) shows a significant difference in perceptions of connectedness between product- and service-based brands, with Facebook members feeling more connected to service brands than to product brands.

Another research by Haigh (2015), show that user-generated Facebook posts with negative tone will impact stakeholders significantly. When then stakeholders were accessed to negative Facebook posts, the perception of stakeholders regarding the corporation will less than positive significantly (Haigh & Wigley, 2015). These studies also expand Haigh (2013) result that the interaction with a Facebook page can increase the perceptions of corporate social responsibility. User generated post with negative tone will counter the positive perception from organization produced posts on the Facebook (Haigh & Wigley, 2015). The research from Etter and Vestergaard (2015) also show that even social media have been praised for influencing news media in a significant way, it shows that mainstream media that influence the corporation in crisis. When crisis occurs, and resources need

to be allocated (Etter & Vestergaard, 2015). Additionally, the research by Shao et al (2015) shows that the Facebook user are segmented based on motivation that offers deep knowledge into how individual use Facebook for multiple purposes.

## METHODS

The research objects are the corporate Facebook practice, stakeholder engagement and the accountability of CSR strategy. This study is use single country studies and explanatory research. Research instrument used in this study by Facebook Page observation consisted of three instruments using ratio scale. **Corporate Facebook Practice** has four indicators based on (Haigh, Brubaker, & Whiteside, 2013), **Stakeholder Engagement** by three indicator based on Bonsón & Ratkai (2013), and **Accountability of CSR Strategy** by six indicator (Kim, Kim, & Sung, 2014).

The analysis unit companies listed in Kompas100 Index for the period August 2015-February 2016, and there are 56 companies that have official Facebook pages. However companies that have less than 5 posts in the Facebook page are not included in the research, therefore only 30 companies used as analysis unit of this research. Observation period is the first semester of the year 2016.

For hypothesis test the author uses multiple regression analysis (Sugiyono, 2012) (Nazir, 1988), The data was tested for classical assumption test; normality test, multicollinearity

test, heteroscedasticity test and autocorrelation test (Supranto, 2008). Analysis of hypothesis testing, the stages through partial regression coefficient test (t test), simultaneous significance test (F- test statistic), and the coefficient of determination. The statistical tool that was used in this research is SPSS 20.

## RESULTS AND DISCUSSION

### 3.1 Descriptive Analysis

#### a. Corporate Facebook Practice

Data obtained from corporate Facebook official pages. Using 1 value if the indicator is available and 0 if the indicator in unavailable (Haigh et al., 2013). The result can be shown in table 1.

Table 1. Corporate Facebook practice

<i>Organizational Disclosure</i>	n	<i>Information Dissemination</i>	n	<i>Involvement</i>	n	<i>Tabs</i>	n
Programs/Services	30	Links to news items	20	Email Address	18	Information	30
Organizational History	18	Photograph	30	Phone Number	26	Video	26
Mission Statement	7	Video Files	20	Message Board	26	Photo	30
Link/Website Address	30	Audio Files	0	Calendar of Events	20	Note	26
Logo	30	Press Releases	20	Volunteer Opportunities	6	Discussion Forum	2
Official Facebook Page Statement	22	Campaign Summary	20	Fan Wall	2	Interactivity	20
Legal Statement	1	Info About Achievement/Awards	20	Company Wall	30		
Link to Twitter Feed	7	CSR Reports	0	Discussion Forum	8		
Link To Blog	0						

#### b. Stakeholder Engagement

To measure the Stakeholder Engagement, this research using the indicator from Bonson dan Ratkai (2013) and the result of post, likes, comment and shares can be shown in table 2.

Table 2. Stakeholder Engagement

Table 2. Stakeholder Engagement

<i>Popularity</i>	AVE	MIN	MED	MAX
Total posts with likes/total posts	0.966666667	0.4	1	1
total likes/total posts	15.85238208	0.4	9.425925926	50.3912037
(P2/number of fans)*1,000	0.227626749	0.00574366	0.135348295	0.723574907
<i>Commitment</i>				
Total posts with comments/total posts	0.675687835	0	0.707863456	1
Total comments/total posts	5.000924627	0	2.407995297	33.31168831
(C2/number of fans)*1,000	0.071809032	0	0.034576768	0.478327565
<i>Virality</i>				
Total posts with shares/total posts	0.584769476	0	0.53831517	1.510040161
Total shares/total posts	3.178878776	0	1.620380636	17.41563786
(V2/number of fans)*1,000	0.262387967	0	0.097256584	1.657916552

From table 2, it can be concluded that user has tendency to post *likes* for the official Facebook pages for 96%, followed by posting comment for 67%, and share 58%.

#### c. Accountability of CSR Strategy

The measurement of accountability of CSR strategy is based on indicator from Kim, Kim, dan Sung (2014). The result is shown in table 3.

Table 3. Accountability of CSR Strategy

Total Facebook Posts	5787	
Environmental Stewardship	28	0.48%
Philanthropic Contribution	56	0.97%
Educational Commitments	12	0.21%
Community Employee Involvement	18	0.31%
Public Health Commitments	56	0.97%
Sponsorship of Cultural/Sport Activities	142	2.45%
<b>Total CSR Posts</b>	<b>312</b>	<b>5.39%</b>

Based on data in table 3, it shown that company's post regarding CSR strategy is only 5.39% from all facebook post in the official pages. Therefore most companies utilize Facebook as marketing tools or another activities.

### 3.2 Hypothesis Testing Result

Before hypothesis testing is conducted, we test the normality of data using classical assumption test, which consisted of normality test, multicollinearity test, heteroscedasticity test and autocorrelation test. It can be summarized that the distribution of data is normal, and multicollinearity, heteroscedasticity and autocorrelation is not an issue in this research.

#### a. F-stat testing.

The research hypotheses of this study are:

H<sub>0</sub>: There are no significant effects of Corporate Facebook Practice (X) to Successful Stakeholder Engagement (Y).

H<sub>a</sub>: There are significant effects of Corporate Facebook Practice (X) to Successful Stakeholder Engagement (Y).

Table 4. F-Test Statistic Result

F stat	df	F table	Sig	result	Conclusion
9,298	df1 = 3	2,709	0,000	Ho rejected	Significant effect
	df2 = 87				

Based on the result in can be concluded that there are significant effect of Corporate Facebook Practice to Successful Stakeholder Engagement.

#### b. T-stat testing

The Research hypothesis of the effect of Stakeholder Engagement to the accountability of CSR Strategy are:

H<sub>0</sub>: There negative effects of Stakeholder Engagement (Y) to the Accountability of CSR Strategy (Z).

H<sub>a</sub>: There positive effects of Stakeholder Engagement (Y) to the Accountability of CSR Strategy (Z).

Table 5. t-test Statistic Result

Variable	t stat	df	t table	Sig	Result	conclusion
Y	8,700	89	1,987	0,000	Ho rejected	Significant

Based on the calculation, the result of t-stat is 8,700 with positive value, because t-stat > t-table therefore Ho Rejected. It means Stakeholder Engagement has positive effect to the accountability of CSR Strategy.

### 3.3 The Coefficient Regression

Table 6 . The Coefficient Regression of X to Y

Variable	Coefficient Regression	Std. Error	t	Sig.
(Constant)	17,633	2,879	6,214	0,000
X	10,070	4,368	2,305	0,024

Based on the data on table 6, therefore the simple regression model is:

$$Y = 17.633 + 10.070 X$$

Its means than for each value of corporate Facebook practice will increase the value of Stakeholder engagement of 10.070 point.

Table 7. The Coefficient Regression of Y to Z

Variable	Coefficient Regression (b)	Std. Error	t	Sig.
(Constant)	0,004	0,004	0,947	0,346
Y	0,001	0,000	8,700	0,000

Based on the data on table 7, therefore the simple regression model is:

$$Z = 0,004 + 0,001 Y$$

Its means than for each value of stakeholder engagement will increase the value of accountability of CSR strategy 0.001 point.

### 3.4 Coefficient Determination

Table 8. The Coefficient Determination of Y to Z

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,678 <sup>a</sup>	,460	,454	,03177

a. Predictors: (Constant), Stakeholder Engagement (Y)  
b. Dependent Variable: The accountability of CSR Strategy (Z)

Based on the calculation it can be concluded that Stakeholder Engagement successful is influence the accountability of CSR strategy for 46%. Meanwhile, 54.0 % is explained by another variable such as corporate communications, CSR-based communication (Planken, Nickerson, & Sahu, 2013).

## CONCLUSION

Based on the result of the research it can be concluded that:

1. Corporate Facebook Practice has significant and positive effect to the successful stakeholder engagement.
2. Successful stakeholder engagement has positive and significant effect to the accountability of CSR Strategy.

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