Performative Tensions of Corporate Social Responsibility (CSR) Communication in Organizational Networks

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zur Erlangung des Grades
Doktor der Wirtschafts- und
Sozialwissenschaften
(Dr. rer. pol.)

genehmigte Dissertation von
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Die einzelnen Beiträge des kumulativen Dissertationsvorhabens sind oder werden wie folgt veröffentlicht:

Araujo, T. and Kollat, J. (2018), "Communicating effectively about CSR on Twitter: The power of engaging strategies and storytelling elements", *Internet Research*, Vol. 28 No. 2, pp. 419-431. https://doi.org/10.1108/IntR-04-2017-0172

Kollat, J. and Farache, F. (2017), "Achieving consumer trust on Twitter via CSR communication", *Journal of Consumer Marketing*, Vol. 34 No. 6, pp. 505-514. https://doi.org/10.1108/JCM-03-2017-2127

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1 ,Talk the walk': Eine kommunikationszentrierte Perspektive auf CSR

1.1 Hintergrund und Definition von CSR

Corporate Social Responsibility (CSR) ist eines der Konzepte der Wirtschaftswissenschaften, das genutzt wird, um sich einem Verständnis des vielschichtigen Beziehungsgeflechts zwischen Unternehmen und Gesellschaft anzunähern. Wie Carroll und Shabana (2010, S. 86) erläutern, ist CSR „a dominant, if not exclusive, term in the academic literature and in business practice". Unter dem Begriff CSR wird dabei gefasst, dass Unternehmen nicht losgelöst von den sie umgebenden Kontexten agieren können, sondern sie vielmehr aus einem Wechselspiel zwischen gesellschaftlichen und ökonomischen Anforderungen heraus existieren. CSR impliziert folglich, dass Unternehmen neben dem wirtschaftlichen Erfolg auch Verantwortung für ihr Handeln auf gesellschaftlicher Ebene übernehmen müssen. CSR repräsentiert demnach die Idee, dass Organisationen in der heutigen Zeit dazu verpflichtet sind, neben den ökonomischen auch die sozialen und ökologischen Auswirkungen ihres Handelns zu berücksichtigen und zu verantworten (Matten & Moon, 2004). So hat sich CSR, zunächst noch als irrelevant für wirtschaftlichen Erfolg belächelt, in den letzten Jahren als essentieller Bestandteil des ökonomischen Systems etabliert, der von unterschiedlichsten Stakeholdergruppen gefordert und gefördert wird (Mirvis & Googins, 2006). Der Begriff CSR beschreibt ein dynamisches und damit durchaus flexibles Konstrukt, das entsprechend auf keine endgültig festgelegte Definition zurückgehen kann. Carroll (1979, S. 500) versteht CSR als „the economic, legal, ethical and discretionary expectations that society has of organizations at a given point of time" und liefert damit eine der ersten Definitionen von CSR. CSR wird auch als wirtschaftliche Strategie aufgefasst, die soziale und ökologische Aspekte integriert und so zu einer integrierenden, geteilten Wertschöpfung, einem „shared value" (Porter & Kramer, 2011), führt . Die Europäische Kommission hat 2001 die soziale Verantwortung der Unternehmen daher zunächst definiert „als ein Konzept, das den Unternehmen als Grundlage dient, auf freiwilliger Basis soziale Belange und Umweltbelange in ihre Unternehmenstätigkeit und in die Wechselbeziehungen mit den Stakeholdern zu integrieren", 2011 wurde diese Definition in „Eine neue EU-Strategie (2011-14) für die soziale Verantwortung der Unternehmen (CSR)" überarbeitet und CSR nun als „die Verantwortung von Unternehmen für ihre Auswirkungen auf die Gesellschaft" definiert. Die normativ-ethische Dimension von CSR wird damit deutlich betont und das strategische, auf Freiwilligkeit basierende Element der vorherigen Definition revidiert. Eine einheitliche, in allen Wissenschaftsbereichen geltende Definition kann der Begriff CSR damit nicht liefern. Gemein ist

ihnen, dass CSR als Verantwortungsübernahme von sozialen wie ökologischen Auswirkungen des ökonomischen Handelns verstanden wird, die es entsprechend zu berücksichtigen gilt.

1.2 CSR und Kommunikation

Für Unternehmen ist dabei entscheidend, nicht nur verantwortungsvoll im Markt zu agieren, sondern ebenso über ihr kommunikatives Verhalten Transparenz und Offenheit gegenüber ihren Stakeholdern zu gestalten, um sich wirtschaftlich behaupten zu können (Du et al., 2010). CSR sollte damit zum Bestandteil organisationaler Identität werden. Diese Anforderung an die Identitätsbildung ist dabei ein mächtiger Trigger für kommunikativ sinnstiftende Prozesse innerhalb von Organisationen, da sowohl die Organisation selbst als auch ihre Stakeholder sich gerade mit identitätsbedrohenden Anforderungen zwangsläufig auseinandersetzen müssen (Maitlis & Christianson, 2014; Weick, 1995). Nijhof & Jeurissen (2006, p. 319) nehmen diesen Gedanken auf und liefern eine neue Definition von CSR, die stärker zugrunde liegende kommunikative Prozesse berücksichtigt: „we can define CSR as an interactive social process in which CSR is systematically organized by creating and recreating an internally and externally shared frame of reference in relation to CSR objectives, activities, and results".

Wie Organisationen mit ihren Stakeholdern in Bezug auf CSR kommunikativ interagieren, ist daher zunehmend in den Blickpunkt wissenschaftlichen Interesses gerückt und hat mittlerweile eine Vielzahl interdisziplinärer Forschungsansätze hervorgebracht, die sich damit auseinandersetzen, die Rolle von Kommunikation im Hinblick auf die Konstitution von Bedeutungen, Erwartungen und Handlungen zu eruieren (Crane & Glozer, 2016; Golob et al., 2013). Allerdings wurde CSR dabei mehrheitlich aus einer instrumentalen Perspektive heraus betrachtet (Garriga & Melé, 2004), Fragestellungen der effektiven Übermittlung von CSR-Botschaften thematisiert (Du et al., 2010) und CSR-Kommunikation entsprechend häufig auch im Sinne einer einseitigen, asymmetrischen Informationsstrategie aufgefasst (Morsing & Schultz, 2006). Dementsprechend beschäftigt sich ein beachtlicher Anteil der CSR-Kommunikationsforschung (vgl. Crane & Glozer, 2016; Golob et al., 2013) mit der erzielten Wirkung von CSR-Kommunikationsbemühungen auf beispielsweise das Commitment (siehe u.a. El Akremi et al., 2018; Gomes et al., 2014; Brammer et al. 2007; Stites & Michael 2011) oder die Arbeitsleistung der Mitarbeiter (z.B. Story & Neves, 2015). Stakeholdergruppen werden entsprechend als Adressaten im Sinne eines passiven Bezugspunktes für die CSR-Botschaften der agierenden Organisation gesehen. Das diesen Ansätzen zugrundeliegende Sender-Empfänger-Modell in der Tradition von Shannon und Weaver (1949) folgt dabei einem stark vereinfachten Bild von Kommunikation,

in dem Kommunikation als quasi-automatisch linearer Prozess skizziert wird. Doch gerade aus einer kommunikationswissenschaftlichen Perspektive heraus gilt eine solche Vereinfachung des Kommunikationsprozesses als nicht zwingend realitätsabbildend.

So erfordert gerade auch die digitale Transformation neue Lösungen in Organisationsprozessen und Unternehmensstrukturen sowie ein Überdenken der bisherigen Prämissen des Stakeholder-Dialogs. Gerade die Technologien des Web 2.0 erhöhen im Sinne der Stakeholder den öffentlichen Druck auf Unternehmen und bisher geltende Kommunikationshierarchien zwischen Sendern und Empfängern werden so mehr und mehr aufgelöst (Moreno & Capriotti, 2009). Aus dieser Perspektive heraus wird die Beziehung von Wirtschaft und Gesellschaft zu einem gewissen Grad demokratisiert. Wie Whelan et al. (2013) festhalten, können die neuen Informations- und Kommunikationstechnologien des Web 2.0 als neue „citizenship arenas" verstanden werden, in denen Stakeholder gegenüber Unternehmen stark an Einfluss gewinnen. Diese Auflösung bisher bestehender institutionellen Machtgefüge im öffentlichen Kommunikationsraum spielt insbesondere auch im Hinblick auf die CSR-Kommunikationsforschung eine immer größere Rolle (Castelló et al., 2013; Schultz et al., 2013). Das Web 2.0 ermöglicht jedem individuellen wie organisationalen Akteur öffentlich und ohne Zeitverzug auf andere Akteure zu reagieren (Kaplan & Haenlein, 2010). So etablieren sich neue, dynamische Kommunikationsstrukturen, die unsere heutige Netzwerkgesellschaft bestimmen und neue Machtgefüge zwischen Wirtschaft und Gesellschaft hervorbringen (Castells, 2007).

Einerseits stehen kritischen Stakeholdern, angeführt von beispielsweise Menschenrechts-, Umwelt- und Naturschutzorganisationen, mit den sozialen Medien stimmgewaltige Instrumente von hoher Reichweite zur Verfügung, die die Legitimität von Unternehmen infrage stellen können. Im Extremfall können diese kritischen Diskurse unerwarteten Einfluss gewinnen, so die Unternehmen in Bedrängnis bringen und ihren sinnstiftenden, identitätsgebenden Kommunikationsraum prägen und verändern (Albu & Etter, 2016). Andererseits können sich Unternehmen aber gerade diese Legitimität auch über die sozialen Medien sichern, da sie ihre Stakeholder hier direkt ansprechen und die sogenannte Gatekeeper-Rolle der klassischen Medien übernehmen können (Fieseler et al., 2010), d.h. sie können zunächst einmal entscheiden, welche Themen sie auf ihren Kanälen bearbeiten (Agenda-Setting) und wie sie diese darstellen (Framing). Mit anderen Worten, die Kommunikationstechnologien des Web 2.0 bedingen einen Paradigmenwechsel innerhalb des öffentlichen Kommunikationsraumes und lösen bisherige institutionelle Rahmenbedingungen der Massenkommunikation auf (Castells, 2007). Unternehmen

agieren gerade auch im Hinblick auf CSR zunehmend in einer Netzwerkgesellschaft (Castelló et al., 2013; Schultz et al., 2013).

In der Konsequenz stehen Unternehmen vor der Herausforderung einer Vielzahl heterogener Stimmen mit unterschiedlichsten Anliegen zu begegnen. Aus einer theoretischen Perspektive heraus können, wie bereits erwähnt, instrumentelle Ansätze nur unzureichende Erklärungsansätze liefern, insbesondere im Hinblick auf Kontrollmechanismen, Konsistenz und Konsens im Kommunikationsprozess „as they focus on hierarchical instead of multiple forms of reality negotiation (control-bias), regard a tight alignment between words and action as crucial for legitimacy building (consistency-bias) and disregard the potential productiveness of dissent and multiple opinions expressed simultaneously (consensus-bias)" (Castelló et al., 2013, S. 684).

1.3 CSR als performativer Netzwerkprozess

Um diese zugrunde liegenden, dynamischen Prozesse von Kommunikation verstehen zu können, sind also theoretische Ansätze gefordert, die die Auswirkungen und Bedingungen von Kommunikationsprozessen in Unternehmen in den Mittelpunkt der Betrachtung rücken und als aktive, konstruierende Kraft berücksichtigen. Wie Ashcraft et al. (2009, S. 22) zusammenfassen, sollte Kommunikation als „axial – not peripheral to organizational existence and organizing phenomena" verstanden werden. Weick bringt es noch prägnanter auf den Punkt: „the communication activity is the organization" (Weick, 1995, S. 75). Dieser Annahme entsprechend findet eine neuere Strömung der Organisationskommunikationsforschung immer mehr Beachtung: der Communication Constitutes Organization (CCO)-Ansatz. Die CCO-Sichtweise folgt einem konstitutiven Kommunikationsverständnis, in dem Kommunikation als grundlegende Voraussetzung für jegliche Organisationsprozesse angesehen wird (Ashcraft et al., 2009; Schoeneborn et al., 2014; Taylor & Van Every, 2000). Aus diesem Verständnis heraus wird der prozessuale Charakter von Organisationsstrukturen betont (Cooren et al., 2011), die Organisation ist als kommunikativer Prozess der Herausbildung gemeinsamer Handlungen, Haltungen und geteilter Bedeutung zu verstehen. In anderen Worten, Organisationen werden über performative und iterative Kommunikationsereignisse erzeugt und aufrechterhalten (Blaschke et al., 2012; Kuhn, 2008). Aus dieser Perspektive heraus geht es also nicht länger darum sich damit auseinander zu setzen, welche Strukturen und Rahmenbedingungen die Organisation für Kommunikation bietet, sondern im Sinne des CCO-Ansatzes ermöglicht Kommunikation überhaupt erst die Entstehung, den Fortbestand und die Erneuerung von Organisationen.

Der CCO-Ansatz betrachtet CSR demnach als organisationalen Prozess, der über die Artikulation (mündlich und/oder schriftlich) der Stakeholder entwickelt und derzeitige wie künftige CSR-Maßnahmen manifestiert (Christensen et al., 2013; Christensen & Cheney, 2011). Zudem gilt es aus der CCO-Perspektive heraus, CSR-Kommunikation nicht losgelöst, abgekoppelt von anderen Kommunikationspraktiken zu betrachten, vielmehr sollte CSR, um im Unternehmen tatsächlich relevant zu werden, als integrale kommunikative Praxis verstanden werden, die im Kerngeschäft des Unternehmens verankert ist (Schoeneborn & Trittin, 2013). CSR wird als sich wechselseitig bedingender, performativer Prozess zwischen Organisationen und ihren Stakeholdern verstanden, der nicht vorab definiert werden kann. Um diesen dynamischen Prozess durchdringen zu können, ist es unabdingbar, die konstitutiven Kommunikationsbedingungen innerhalb organisationaler Netzwerke zu verstehen und so die diskursive Meinungsbildung in Bezug auf CSR nachzuvollziehen. So erfordert die CCO-Perspektive CSR-Kommunikation als integralen Sensemaking-Prozess zu verstehen, der die unterschiedlichsten organisationalen Praktiken begleitet und formt. In diesem Sinne wird auch die Performativität von CSR-Kommunikation im organisationalen Kontext hervorgehoben und in den Blickpunkt des Interesses gerückt. Die Performativität von Kommunikation bestimmt demnach die Konstitution der Organisation (Gond et al., 2016). Mit anderen Worten, um die Dynamik von Verhaltensweisen in Organisationen verstehen zu können, ist es unabdingbar die Performativität von Kommunikationsinhalten und -wegen nachzuvollziehen, was auch die relationale Einbindung kommunizierender Akteure bzw. Stakeholder beinhaltet.

Die hier vorgelegte Dissertation befasst sich genau mit dieser Problemstellung und geht übergeordnet der Frage nach, wie und unter welchen Bedingungen CSR-Kommunikation Performativität in organisationalen Kontexten entfaltet. Die implizierte Grundannahme von Netzwerktheorien, dass Kommunikationsprozesse strukturell gekoppelt sind, eröffnet dabei neue Möglichkeiten, aktuellen Herausforderungen von CSR-Kommunikation zu begegnen und Lösungsansätze zu entwickeln. Es werden die relationale Einbettung sowie die daran beteiligten Sinnstiftungsprozesse von internen wie externen Stakeholdern miteinbezogen. So soll die Dissertation dazu beitragen, das organisationale Spannungsfeld näher zu beleuchtet, innerhalb dessen sich die kommunikativen Dynamiken und Implikationen von CSR verorten lassen. Thematisiert werden dabei Prozesse der individuellen Rezeption (Mikroebene) und kommunikativen Aushandlung von organisationalen Wirklichkeiten (Mesoebene).

2   Einordnung der Forschungsarbeiten

Das Forschungsfeld der CSR-Kommunikation ist, wie aufgezeigt, keinesfalls einfach zu bestimmen, sondern beinhaltet multidisziplinäre Ansätze und divergierende theoretische, epistemologische wie ontologische Zugänge. Crane und Glozer (2016) schlussfolgern daher, dass die Forschung entsprechend einen strukturierten Überblick über die Komplexität des Feldes braucht: "In order to provide this more solid, integrative foundation for future CSR communication research, we propose a '4Is' framework" (S.1239). Mithilfe eines solches Frameworks, so die Überzeugung der Autoren, lassen sich einerseits potentielle Wissenslücken im wissenschaftlichen Diskurs schneller identifizieren; andererseits eröffnet das Framework Forschern die Möglichkeit, ihre eigenen Forschungsarbeiten zu positionieren und das eigenen Narrativ einzuordnen. Im Folgenden werden die ,4Is' des Frameworks (CSR Integration, CSR Interpretation, CSR Identity und CSR Image) von Crane und Glozer kurz vorgestellt, ehe dann die in diese Dissertation einfließenden Forschungsarbeiten innerhalb des Frameworks positioniert werden. Da diese kumulative Dissertation interdisziplinär angelegt ist, soll das von Crane und Glozer gelieferte Framework zum einen dazu genutzt werden, um die unterschiedlichen Arbeiten zusammenzubringen und im Feld der CSR-Kommunikationsforschung zu verorten. Zum anderen dient das Framework dazu, den Entwicklungsprozess dieser Dissertation zu illustrieren, da sich die einzelnen Forschungsarbeiten nicht ausschließlich einem der ,4Is' des Frameworks zuordnen lassen, so aber eine entsprechende Einbettung erfahren.

Basierend auf einer umfassenden Literaturanalyse lässt sich die CSR-Kommunikationsforschung laut Crane und Glozer zunächst anhand der folgenden Forschungsparadigma aufteilen. So wird in der wissenschaftlichen Auseinandersetzung mit CSR-Kommunikation einerseits auf funktionalistische Konzepte zurückgegriffen, in der Kommunikationsprozesse als die Realität reflektierend konzipiert sind. Andererseits wird CSR-Kommunikation mithilfe konstruktivistischer Theorieansätze konzeptioniert und Kommunikation so eine konstitutive Rolle in der Wirklichkeitskonstruktion zugeschrieben. Entsprechend lassen sich Forschungsarbeiten zunächst anhand dieser zugrundliegenden Forschungsparadigma aufspalten. Weiterhin, so Crane und Glozer, lässt sich das Forschungsfeld der CSR-Kommunikation anhand des Forschungsinteresses, also des gesetzten Fokus im Sinne des adressierten Publikums, aufteilen. So wird sich in der wissenschaftlichen Auseinandersetzung mit CSR-Kommunikation in der Mehrheit entweder auf externe Stakeholder (wie beispielsweise Investoren oder Konsumenten) oder interne Stakeholder (wie beispielsweise Mitarbeiter) konzentriert. Zusammengefasst entstehen so die 4 Is, namentlich: CSR Integration (theoretische Perspektive aus Kommunikation:

funktionalistisch; Adressat: interne Stakeholder), CSR Interpretation (theoretische Perspektive auf Kommunikation: konstitutiv; Adressat: interne Stakeholder), CSR Identity (theoretische Perspektive auf Kommunikation: funktionalistisch; Adressat: externe Stakeholder) und CSR Image (theoretische Perspektive auf Kommunikation: konstitutiv; Adressat: externe Stakeholder). „By this", so fassen Crane und Glozer zusammen, „we mean that because paradigm and audience can both largely be reduced to two discrete options, they succeed in capturing the considerable variability of the literature in a relatively simple but illuminating way" (S. 1239).

Unter CSR Integration werden also jene Arbeiten gefasst, die sich aus einer funktionalistischen Perspektive heraus damit befassen, wie interne Stakeholder über CSR-Initiativen informiert werden können, um beispielsweise ein größtmögliches Engagement oder Commitment im Hinblick auf das organisationale Verhalten zu erzeugen (vgl. S. 1240). Auch Arbeiten, die unter CSR Interpretation fallen, rücken interne Stakeholder in den Blickpunkt des Interesses, allerdings wird hier untersucht, wie beispielsweise Sensemaking-Prozesse, Narrative oder Performativität dazu beitragen, CSR im organisationalen Kontext erfahrbar zu machen und in die Wirklichkeitskonstruktion einzubeziehen (vgl. S. 1241). Im Rahmen der CSR Identity richtet sich die übergeordnete Fragestellung wieder danach, wie CSR möglichst effektiv kommuniziert werden kann. Als Zielgruppe werden hierbei jedoch nicht interne, sondern nun externe Stakeholdergruppen betrachtet. Aus dieser Perspektive heraus, basierend auf dem klassischen, instrumental gedachten Sender-Empfänger-Modell, sind bis heute sicherlich die meisten Forschungsarbeiten entstanden. CSR wird hier als konkreter Bestandteil organisationaler Identität verstanden und soll mittels der CSR-Kommunikation möglichst effektiv und effizient an externe Stakeholder weitergegeben werden (vgl. S. 1242). Das CSR Image eröffnet dagegen, laut Crane und Glozer, ein Forschungsfeld, das sich zwar auch auf externe Stakeholder konzentriert, aber dabei davon ausgeht, dass CSR-Kommunikation nicht das ,eine', gewollte Bild von CSR erzeugen kann. Vielmehr existieren, so die Grundannahme, im organisationalen Kontext eine Vielzahl und Vielfalt konkurrierender CSR-Vorstellungen. CSR wird daher als dynamisches Konstrukt gesehen, dass erst in der diskursiven Auseinandersetzung zwischen der Organisation und ihren Stakeholdern entsteht. Im Hinblick auf das CSR Image werden genau diese Prozesse näher beleuchtet und sich damit von einer funktionalistischen Perspektive auf Kommunikation abgewendet (vgl. S. 1244).

Insgesamt greift das Modell von Crane und Glozer also die bereits vorgestellten Entwicklungen innerhalb der CSR-Forschung auf und fasst sie prägnant zusammen. Die Frage von

Performativität von CSR-Kommunikation innerhalb von organisationalen Netzwerkstrukturen, die dieser Dissertation zugrunde liegt, ist in den einzelnen aufgezeigten Forschungsrichtungen demnach unterschiedlich eingebettet und verstanden.

In diese Dissertation fließen die folgenden Paper ein und werden in den kommenden Kapiteln näher erläutert und in den Gesamtkontext gerückt:

1. Kollat, J. (n/a), Exploring Meaning Structures in Organizational Networks: The Case of Corporate Social Responsibility

2. Kollat, J. and Araujo, T. (n/a), The constitution of communication structures toward CSR engagements on Twitter

3. Kollat, J. and Farache, F. (2017), Achieving consumer trust on Twitter via CSR communication, Journal of Consumer Marketing, Vol. 34 No. 6, pp. 505-514.

4. Araujo, T. and Kollat, J. (2018), Communicating effectively about CSR on Twitter: The power of engaging strategies and storytelling elements, Internet Research, Vol. 28 No. 2, pp. 419-431.

2.1   Die Entstehung von Meinungsstrukturen in organisationalen Netzwerken

Die erste Forschungsarbeit, die in diese Dissertation einfließen soll, konzentriert sich auf die internen Stakeholder einer Organisation. Unter dem Titel *"Exploring meaning structures in organizational networks: The case of Corporate Social Responsibility"* nutzt diese Arbeit den CCO-Ansatz, um nachvollziehen zu können, unter welchen Umständen CSR in performativen Netzwerkstrukturen stattfindet, wie also Strukturen der Meinungsbildung entstehen. Diese Forschungsarbeit lässt sich entsprechend im Framework der 4Is der CSR Interpretation zuordnen.

Die übergeordnete Forschungsfrage dieser Arbeit lautet, wie Kommunikationsstrukturen im organisationalen Kontext die Genese von Meinungsstrukturen im Hinblick auf CSR bedingen. So will diese Arbeit dazu beitragen, Wissen über die Prozesse und Bedingungen der Meinungsbildung in organisationalen Netzwerken aufzudecken sowie die Rolle der agierenden Akteure näher zu beleuchten. Den CCO-Ansatz zu verfolgen, heißt CSR-Kommunikation als performativen Organisationsprozess zu betrachten, der gegenwärtige und künftige Aktivitäten und Vorstellungen von Organisationen rund um CSR beinhaltet (Christensen & Cheney, 2011). Damit geht einher, so die Schlussfolgerung von Schoeneborn & Trittin (2013), dass CSR in einem

Unternehmen nur dann gelebt werden kann, wenn es integraler Bestandteil organisationaler Kommunikationsprozesse wird und nicht als separate Organisationsaktivität dargestellt wird (Schoeneborn & Trittin, 2013). Die CCO-Perspektive erscheint für diese Arbeit daher besonders geeignet, um die kommunikativen Netzwerkprozesse aufzudecken, die das CSR-Verständnis der Organisation bedingen (Gond et al., 2016). So geht diese Arbeit davon aus, dass CSR strukturell an kommunikative Netzwerkprozesse gekoppelt ist und über die Kommunikationsprozesse konstituiert wird. Dabei wird insbesondere das Konzept der Performativität von Sprache zugrunde gelegt (siehe dazu Cabantous and Sergi 2018).

Methodisch nutzt die Arbeit dabei sowohl Netzwerkdaten als auch qualitative Daten, die in einem mittelständischen Unternehmen gewonnen wurden. Die Triangulation der Methoden erlaubt es sowohl die individuelle Perspektive (Mikroebene) als auch die interpersonelle Perspektive (Mesoebene) einzubeziehen, sodass die individuellen Prozesse der Meinungsbildung als auch deren strukturelle Kopplung in das organisationale Netzwerk verbunden werden können und so ein umfassendes Bild zur Konstitution von CSR im unternehmerischen Kontext gezeichnet werden kann.

Für die Netzwerkanalyse wurden die Netzwerkdaten der Verwaltungsebene (49 der 300 Mitarbeiter) im Unternehmen erhoben. So konnte sowohl ein Einblick in das generelle Kommunikationsnetzwerk als auch speziell in das CSR-Kommunikationsnetzwerk gegeben werden. Schon die deskriptiven Daten zeigen, dass erhebliche Unterschiede zwischen den Strukturen der zwei Netzwerke bestehen. Zusammengefasst existieren im CSR-Kommunikationsnetzwerk deutlich weniger Verbindung, die zudem weniger häufig genutzt werden und weniger häufig reziprok sind. Innerhalb der Zentralitätsmaße, die sich mit der Struktur des Gesamtnetzwerkes befassen, ist insbesondere interessant, dass die Akteure von CSR-Kommunikation relativ zentralisiert im Netzwerk zu finden. CSR-Kommunikation also überwiegend aus dem Kern des Netzwerkes heraus betrieben wird. Um diesen ersten Eindruck aus den Netzwerkdaten zu schärfen, wurde im Anschluss zudem eine Regressionsanalyse durchgeführt. Das Ergebnis der Analyse zeigt auf, dass die Position im CSR-Kommunikationsnetzwerk sehr davon abzuhängen scheint, wie zentral der jeweilige Akteur bereits im alltäglichen Kommunikationsnetzwerk der Organisation positioniert ist. Die Möglichkeit, die organisationale Meinungsbildung zu bestimmen, ist also davon abhängig, ob ein Akteur im Kommunikationsnetzwerk als mächtig (Beta-Zentralitätsmaß), einflussreich (Betweeness-Zentralitätsmaß) und aktiv (Senderposition) gilt. Im Sinne der CCO-Perspektive sind diese Eigenschaften jedoch nicht statisch, sondern werden in

Kommunikationsprozessen konstituiert. Foucault (1980) beschreibt Macht in Netzwerken daher auch als ein dynamisches Konstrukt: „What makes power hold good, what makes it accepted, is simply the fact that it doesn't only weigh on us as a force that says no, but that it traverses and produces things, it induces pleasure, forms knowledge, produces discourse" (S. 119). Die in der Arbeit durchgeführte Regressionsanalyse bestätigt daher, dass die simple Übermittlung von CSR-Informationen von einem Akteur zum nächsten nicht zu einem organisationalen Verständnis von CSR führen kann. Vielmehr sollte CSR, um tatsächlich wahrgenommen werden zu können, sich im Kern des Unternehmens etablieren und dort als identitätsbildend autorisiert werden. Dies deckt sich dann auch wieder mit der von Schoeneborn und Trittin (2013) aus CCO-Sicht aufgestellten Hypothese, dass CSR in Organisationen nur dann wahrgenommen werden kann, wenn es sich an die Kommunikation im Kern des Unternehmens anschließt.

Um diese aus den Netzwerkdaten gewonnenen Erkenntnisse anzureichern, wurde im Rahmen dieser Forschungsarbeit im Anschluss eine auf qualitativen Daten basierende Analyse der individuellen Wahrnehmung von CSR-Kommunikation angeschlossen. Im Rahmen der Analyse kristallisiert sich die Rolle des Wissenstransfers im Hinblick auf die Meinungsbildung innerhalb des Netzwerks als entscheidender Faktor heraus – sowohl im Zentrum als auch in den Rändern des Netzwerks. Allerdings bestehen erhebliche Unterschiede darin, wie Wissen über CSR gebildet und wie die zugrundeliegenden Kommunikationsprozesse diese Wissensgenese konstituieren. Wichtig ist in diesem Zusammenhang, dass Wissen sowohl explizit (übertragbar beispielsweise über Texte) oder implizit (gekoppelt an individuelle Tätigkeiten) auftreten kann (Nonaka, 1994). Zusammengefasst zeigt die Auswertung der qualitativen Daten, dass im Zentrum des organisationalen Netzwerkes implizite Wissensbestände über CSR vorhanden und so performative Kommunikationsprozesse entstehen, die die Meinungsstrukturen um CSR bestimmen. Im Gegensatz dazu können an den Netzwerkrändern insbesondere explizite Wissenstransferprozesse beobachtet werden, die das CSR-Bild des Unternehmens zwar durchaus beeinflussen können, an der eigentlichen Genese der Meinungsstrukturen aber nicht beteiligt sind.

Die gewonnenen Erkenntnisse aus der Netzwerkanalyse und der Analyse der qualitativen Daten werden abschließend in einem umfassenden Modell zusammengefasst, das helfen kann, sowohl individuelle als auch interpersonale Bedingungen für die Genese von Meinungsstrukturen im organisationalen Kontext zu identifizieren. So wird ein neuer theoretischer Ansatz, basierend auf den Annahmen der CCO-Perspektive, geliefert, der künftig zu einem Verständnis führt, wie

CSR im organisationalen Kontext auf der Mikro- sowie auf der Mesoebene an Relevanz gewinnen kann. Das vorgelegte Modell lässt dementsprechend ein neues Verständnis von den in Unternehmen ablaufenden Kommunikationsprozessen im Hinblick auf das Themenfeld CSR zu. Zusätzlich werden Netzwerkvariablen einbezogen, sodass das Modell sowohl auf der Mikro- wie Mesoebene Erklärungsansätze für die Herausbildung von Meinungsstrukturen liefert.

Die Arbeit ist demnach nach dem Modell von Crane und Glozer (2016) der Forschungsrichtung von CSR Interpretation zuzuordnen. Die Forschung fokussiert auf die internen Stakeholder, die Mitarbeiter eines mittelständischen Unternehmens, und begreift CSR als ein dynamisches Konstrukt, das über kommunikative Netzwerkprozesse konstituiert wird. Da dieses Forschungsfeld in der Gesamtschau der wissenschaftlichen Auseinandersetzung noch vergleichsweise wenig bearbeitet wurde, liefert die Arbeit entsprechend neue Einsichten. Insbesondere eine Verknüpfung der CCO-basierten CSR-Kommunikationsforschung mit Konzepten des Wissenstransfers bereichert das Forschungsfeld um eine interessante Perspektive.

2.2 Die strukturelle Kopplung von CSR in Netzwerken

Nachdem sich das erste Paper auf die internen Stakeholder konzentriert und hier neue Erkenntnisse liefert, rückt die nächste Forschungsarbeit, die in diese Dissertation einfließen soll, externe Stakeholder in den Blickpunkt des Interesses, ebenfalls aus der konstitutiven Perspektive. Die Arbeit ordnet sich daher im 4Is Framework dem CSR Image zu.

Kramer (2020) sieht gerade auch in der aktuellen Corona-Krise, CSR als unabdingbare Aufgabe, die den Wert der Unternehmen langfristig prägen wird: „The way large companies respond to this crisis is a defining moment that will be remembered for decades […]. A great many large companies talk about having a social purpose and set of values, or about how much they care for their employees and other stakeholders. Now is the time for them to make good on that commitment. Research suggests that people only truly believe that their company has a purpose and clear values when they see management making a decision that sacrifices short-term profitability for the sake of adhering to those values". CSR wird in der Öffentlichkeit wahrgenommen und prägt das Bild. Die Social Media Plattform Twitter dient dabei dem Paper *„The constitution of communication structures toward CSR engagements on Twitter"* als Kristallisationspunkt organisationaler Kommunikation mit einer bestimmten Gruppe an Stakeholdern. Twitter ist als Kommunikationsplattform deswegen so spannend, da hier sowohl

Organisationen als auch Individuen, NGOs etc. gleichberechtigt kommunizieren können und so das Bild der Organisation auf Twitter wechselseitig bedingen. Organisationen sollten daher verstehen, wie bestimmte textliche Äußerungen, in diesem Fall Tweets, die Netzwerkbildung auf Kommunikationsplattformen bedingen. Doch gerade daran, diese Dynamiken der Netzwerkbildung zu verstehen, scheitern Organisationen häufig. Dies wird insbesondere dann deutlich, wenn Tweets und Hashtags im Kontext von CSR als ‚Greenwashing' verstanden oder ihnen neue Bedeutungen zugeschrieben werden; die Gefahr sogenannter „Shitstorms" gegen die Unternehmen droht (siehe hierzu auch Sikkenga, 2017). Insbesondere im Kontext von CSR erscheint diese Gefahr besonders prävalent (Pizzi et al., 2021). Die in diesem Paper durchgeführte Analyse von Twitterdaten (10 Millionen Tweets) geht daher zunächst der Frage nach, wie bestimmt organisationale Inhalte, in dieser Untersuchung CSR, Netzwerke auf Twitter generieren und formen. Zudem wird untersucht, inwiefern bestimmte Inhalte (CSR-Bezug vs. kein CSR-Bezug) die Position der Organisation im Netzwerk bedingen.

Um sich dieser Frage über Netzwerkdaten zu nähern, löst sich diese Arbeit von der in der Literatur häufig vorherrschenden individualistischen Perspektive und lenkt den Blick auf die strukturellen Dynamiken und Muster, die auf den Beziehungen der in den Netzwerken agierenden Akteure beruhen. Die soziale Netzwerkanalyse führt so in der Organisationsforschung zu einem neuen Verständnis von kommunikativen Prozessen der Meinungsbildung oder, wie Fuhse (2009) formuliert, "network research has to deal with the interplay of structure and meaning" (Fuhse, 2009, p. 52). Die Grundannahme von Netzwerktheorien, dass Kommunikationsprozesse strukturell gekoppelt sind, eröffnet damit im Rahmen der Organisationsforschung neue Möglichkeiten, aktuellen Herausforderungen der CSR-Kommunikation zu begegnen und Lösungsansätze zu entwickeln. Mithilfe der Beschreibung und Analyse organisationaler Netzwerke und ihrer inhärenten Kommunikationsprozesse kann es so gelingen, das Bild der Organisation analytisch sichtbar zu machen und damit die Identität der Organisation zu bestimmen.

Twitter, als eine der bekanntesten Social Media Plattformen, bietet der Organisation dabei einerseits die Möglichkeit Informationen schnell und direkt einem großen Publikum zugänglich zu machen, andererseits bietet Twitter gleichzeitig über „Mentions", d.h. die direkte Ansprache einzelner User, als auch „Retweets", d.h. die Wiederholung von Tweets anderer User auf der eigenen Seite, die Möglichkeit des direkten, wechselseitigen Beziehungsaufbaus. Beiträge der User auf Twitter werden daher auch als "writing about their thoughts and quick reflections" (Ebner & Schiefner 2008, p.158) beschrieben. Die Tweets als "quick reflections" tragen

entsprechend zu einem breiten, vielstimmigen Diskurs innerhalb des Mediums und darüberhinausgehend bei. Dieses mögliche Involvement der User macht Twitter gerade auch im Hinblick auf die involvierende, partizipativ ausgerichtete (Morsing & Schultz 2006) CSR-Kommunikation zu einem spannenden Medium. Allerdings stellt Etter (2013) fest, dass Organisationen auf Twitter dazu tendieren, keine aktive, involvierende Rolle auf Twitter einzunehmen, sondern vielmehr nur reaktiv auf die direkte Ansprache von Stakeholdern zu agieren. Dementsprechend kann nicht davon ausgegangen werden, dass Organisationen sich aktiv um die Netzwerkbildung auf Twitter bemühen. Zu einem ähnlichen Ergebnis kommt auch Colleoni (2013) und zeigt in ihrer Studie, dass Organisationen mehrheitlich informativ ihre Stakeholder adressieren, jedoch keinen wechselseitigen Dialog initiieren. Die strukturellen Bedingungen auf der Plattform Twitter können aber genau hierfür genutzt werden. So beschreibt Etter (2014), "[Twitter] not only provides a platform to raise awareness of a company's CSR efforts but also opens possibilities for symmetrical communication and relationship management" (Etter 2014, p. 335). In der Folge beschäftigt sich Etter gemeinsam mit Albu (2016) insbesondere damit, inwiefern Hashtags zur Konstitution der Organisation beitragen können. Ihre Studie kommt dabei zu dem Ergebnis, dass Hashtag durchaus zur Konstitution der Organisation beitragen und als „pastiche of the organization" (p. 1) gesehen werden können.

Das hier vorgestellte Paper baut auf diesen Erkenntnissen auf und rückt die Konstitution organisationaler Netzwerke rund um Hashtags in den Mittelpunkt. Im Fokus steht dabei insbesondere, ob und wie die Netzwerkbildung und der damit verbundene, diskursive Meinungsaustausch rund um Hashtags im Hinblick auf das Themenfeld CSR variiert.

Der Blick auf die gewonnenen Realdaten zeigt, dass tatsächlich Unterschiede in der Netzwerkbildung zwischen CSR-bezogenen und nicht CSR-bezogenen Hashtags zu sehen sind. So zeigen die Daten, dass Organisationen auf Twitter, wenn sie sich in den Diskurs über CSR einbringen an Zentralität gewinnen können – im Gegensatz zu Hashtags, die CSR nicht adressieren. Dabei ist allerdings wichtig festzuhalten, dass dies nur dann der Fall ist, wenn die CSR-Hashtags nicht von der Organisation selbst initiiert werden, sondern die Organisation sich über einen CSR-Hashtag in einen Diskurs eingebracht hat, also nicht funktionalistisch orientiert eine Senderposition eingenommen, sondern in einem wechselseitigen Austauschprozess prozessual neue Impulse aufnimmt. Wenn sich Organisationen also auf Twitter in CSR-relevante Diskurse einbinden, werden sie anders wahrgenommen, können im Austausch mit den Usern neue Identitäten bzw. Zentralität im Diskurs gewinnen.

Die in diesem Paper gezeigte Studie schließt daher an die CCO-Forschung an und zeigt mittels quantitativer Daten, dass auf Social Media Plattformen wie Twitter der Aktionsradius von Organisationen über die Inhalte ihrer Kommunikation begrenzt wird. Je nachdem, welchem Diskurs dich die Organisationen anschließen, können sie an Zentralität gewinnen und damit neu wahrgenommen werden. Die Grenzen und Beziehungen der Organisation werden so neu festgelegt.

2.3 Strategische Ansätze für CSR-Kommunikation

Nachdem sich die ersten beiden Arbeiten dieser Dissertation der CSR-Kommunikation aus einer konstitutiven Perspektive heraus genähert haben und hier neue Erkenntnisse zur Konstitution von organisationalen Netzwerken hervorgebracht haben, beschäftigen sich die abschließenden Paper mit der Frage, wie CSR die Kommunikation mit den externen Stakeholdern beeinflussen kann. Hierfür wird in dem dritten Paper *„Achieving consumer trust on Twitter via CSR communication"*, das in diese Dissertation einfließt, CSR-Kommunikation über die Social Media Plattform Twitter simuliert, um anschließend Einstellungen und Verhaltensabsichten der Stakeholder abzufragen. Im vierten Paper *„Communicating effectively about CSR on Twitter: The power of engaging strategies and storytelling elements"* werden die Reaktionen der Stakeholder auf CSR-Kommunikation auf Twitter mittels Realdaten analysiert. Beide Paper blicken aus einer strategischen Perspektive heraus auf CSR-Kommunikation, verstehen Kommunikation dabei aber als performativen Prozess. Die beiden Paper lassen sich demnach in dem von Crane und Glozer aufgestellten Framework der Forschung dem Wechselspiel von CSR Image und Identity zuordnen.

Wie schon im Zusammenhang mit dem Paper *„The constitution of communication structures toward CSR engagements on Twitter"* aufgezeigt, gewinnen gerade Social Media-Plattformen wie Twitter eine große Relevanz im Hinblick auf die Spezifikationen von CSR-Kommunikation. Dabei spielen insbesondere die Deinstitutionalisierung der Kommunikationsstrukturen, die fehlenden Hierarchien zwischen einzelnen User (jeder kann lesen und schreiben, also zum Produzenten von Inhalten werden) sowie die strukturell bedingte Interaktivität innerhalb der Netzwerke eine große Rolle (Bechmann & Lomborg, 2013). Jeder einzelne User kann entscheiden, welche Inhalte und welche Akteure in seinem Netzwerk eine Rolle spielen sollen und entsprechend über Likes, Retweets und Kommentare agieren. Gerade im Hinblick auf CSR

können, wie in Paper 2 gezeigt, die Grenzen organisationaler Kommunikation so neu konstituiert werden und Stakeholdergruppen eingebunden werden.

In dem Paper *„Achieving consumer trust on Twitter via CSR communication"* wird nun insbesondere die Stakeholdergruppe der (potentiellen) Konsumenten und ihre Wahrnehmung von CSR-Kommunikation näher aufgeschlüsselt. Konsumenten spielen als externe Stakeholdergruppe eine entscheidende Rolle für das Kommunikationsverhalten von Organisationen. Sie können mit ihrer Kaufentscheidung den Erfolg von Unternehmen bestimmen und so organisationales Verhalten entweder unterstützen oder sanktionieren. Um aus einer funktionalistischen Perspektive den Erfolg von CSR-Kommunikation bestimmen zu können, wird in der aufgesetzten Studie anschließend das Vertrauen in die kommunizierende Organisation als abhängige Variable gesetzt. So haben vorherige Studien bereits gezeigt, dass CSR-Kommunikation das Vertrauen in eine Organisation generieren und bestärken kann (Martínez & Rodríguez del Bosque, 2013). Gleichzeitig wird in der Studie dieses Papers der Einfluss von Kommunikationsstrategien einbezogen. Gerade im Hinblick auf CSR-Kommunikation, insbesondere über Social Media, werden symmetrische Kommunikationsstrategien gegenüber asymmetrischen Kommunikationsstrategien als potentiell erfolgsversprechender dargestellt (Morsing & Schultz, 2006). Die Forschungsarbeit erweitert also einerseits das Verständnis darüber, wie CSR zu einem höheren Vertrauen in Organisationen beitragen kann. Andererseits setzt sie die von Morsing und Schultz (2006) entwickelten und in der Literatur vielfach beachteten Kommunikationsstrategien praktisch um, um so deren Effektivität im Hinblick auf das Vertrauen der Konsumenten zu eruieren.

Die Daten wurden mittels einer Online-Befragung gewonnen, die ein experimentelles Setting enthielt und den Teilnehmern entweder eine asymmetrische oder symmetrische CSR-Kommunikationsstrategie eines fiktiven Unternehmens präsentierte. Für die Befragung mussten die Teilnehmenden etwa 15-20 Minuten Zeit einplanen. Der Aufbau des Fragebogens blieb über die unterschiedlichen Strategien hinweg immer gleich: Zunächst wurden demographische Angaben und Einstellungen in Bezug auf umweltbewusstes Handeln abgefragt, ehe dann jeder Teilnehmende in eine Konversation auf Twitter eingebunden wurde. Es wurden in jeder Kommunikationsstrategie nacheinander drei Tweets präsentiert, auf die der Teilnehmende reagieren konnte (mittels eines Likes, Retweets oder einer positiven/negativen, vorgefertigten Antwortmöglichkeit). In der asymmetrischen Kommunikation wurde entsprechend der Theorie nicht auf die Reaktionen der Teilnehmenden eingegangen, während in der symmetrischen

Kommunikation die Tweets entsprechend der gegebenen Antworten eingeblendet wurden (siehe beispielhaft Abbildung 1 und 2).

Abbildung 1: Asymmetrische CSR-Kommunikation in der Befragung

Abbildung 2: Symmetrische CSR-Kommunikation in der Befragung

Nach dieser fiktiven Konversation auf der Plattform Twitter wurden Informationsverarbeitungsstrategien sowie die abhängige Variable des organisationalen Vertrauens abgefragt.

Die Ergebnisse der Studie lassen sich sehr gut in die wissenschaftliche Literatur einbringen. So zeigen die Daten, dass tatsächlich die unterschiedlichen Kommunikationsstrategien tatsächlich einen signifikanten Unterschied im Hinblick auf das organisationale Vertrauen erzeugen. Bemerkenswert ist dabei allerdings, dass die asymmetrische CSR-Kommunikation grundsätzlich zu einem höheren organisationalen Vertrauen führt. Dies überrascht zunächst, da in der wissenschaftlichen Diskussion gerade im Hinblick auf CSR symmetrische Kommunikationsstrategien für sinnvoller erachtet werden (Etter, 2014; Morsing & Schultz, 2006; Schultz et al., 2013). Die

Daten dieser Studie zeigen nun, dass eine Involvement-Strategie nicht automatisch zu befürworten ist. Vielmehr müssen die adressierten Stakeholdergruppen genau analysiert und ihre Ansprüche berücksichtigt werden. So zeigt die vorliegende Studie gleichzeitig auch, dass die Nutzer, die sich selbst als umweltbewusst einordnen, auch innerhalb der symmetrischen Kommunikationsstrategie signifikant eher dazu neigen, der Organisation zu vertrauen. Innerhalb der asymmetrischen Kommunikationsstrategie wirkt diese Voreinstellung nicht signifikant auf das organisationale Vertrauen. In der CSR-Kommunikation gibt es also, aus einer eher funktionalistischen Perspektive heraus betrachtet, nicht die eine, in jedem Fall passende Strategie. Vielmehr ist CSR-Kommunikation eine Polyphonie inhärent, die im Kommunikationsverhalten der Organisationen mit ihren Stakeholdern bedarfsgerecht ausgestaltet werden muss. Die symmetrische Kommunikation – insbesondere auf Social Media Plattformen wie Twitter – wirkt sich dabei signifikant besser bei jungen Teilnehmenden aus. In der asymmetrischen Kommunikation spielt das Alter dagegen keine Rolle. Die gelungene Informationsverarbeitung wirkt sich in beiden Kommunikationsstrategien signifikant positiv auf das organisationale Vertrauen aus. Dabei haben sowohl informative als auch transformative Verarbeitungsstrategien einen positiven Einfluss. Innerhalb der symmetrischen Kommunikation zeigt die Einflussstärke zudem eine Tendenz dahingehend, dass transformative Verarbeitungsprozesse einen höheren Einfluss im Hinblick auf das organisationale Vertrauen haben.

Insgesamt konnte diese Forschungsarbeit zeigen, dass in einem experimentellen Setting die unterschiedlichen Kommunikationsstrategien tatsächlich auch unterschiedliche Auswirkungen auf mögliche Konsumenten haben können. Das vorliegende Paper erweitert damit die bisherigen Theorien der CSR-Kommunikationsforschung um eine empirische Erhebung, die bisherige Annahmen ausdifferenziert und so zu neuen theoretischen Ansätzen führt.

Abschließend beschäftigt sich das vierte Paper dieser gesamten Forschungsarbeit ebenfalls mit CSR-Kommunikation auf Twitter. Im Gegensatz zu der vorgestellten experimentellen Studie nutzt das Paper *„Communicating effectively about CSR on Twitter: The power of engaging strategies and storytelling elements"* allerdings gewonnene Realdaten und kann so die in der wissenschaftlichen Literatur sowie in dieser Dissertation aufgestellten theoretischen Ansätze in der Praxis überprüfen. Die übergeordnete Fragestellung dieses Papers lautet dabei, ob und wie CSR organisationale Kommunikationsstrategien auf Twitter bereichern kann. Mit anderen Worten: Führt der Einbezug von CSR-Themen zu einer höheren Anzahl an Likes, sprich einem

höheren Endorsement organisationaler Inhalte, und/oder Retweets, sprich einer höheren Diffusion der organisationalen Inhalte auf der Plattform Twitter?

Um sich diesem Forschungsziel zu nähern, nutzt dieses Paper die Tweets und Twitterprofile von Unternehmen der Lebensmittelbranche aus dem Fortune Global 500 Ranking. Die Lebensmittelbranche zeichnet sich im Hinblick auf CSR dadurch aus, dass sie durchaus vor großen Herausforderungen steht (u.a. Umweltauswirkungen z.B. beim Anbau von Palmöl, Monokulturen oder dem Einsatz von Pestiziden), gleichzeitig aber schon eine Vielzahl von Lösungsansätzen präsentiert (u.a. FairTrade-Siegel, Biolandwirtschaft). CSR ist in dieser Branche also durchaus ein beachtetes Thema. Die Twitterdaten der einzubeziehenden Unternehmen wurden entsprechend gesammelt, sodass letztlich ein Datensatz mit 135 Twitterprofilen von 15 Unternehmen entstand, der dann knapp 300.000 Tweets auf englisch enthielt. Als abhängige Variablen wurden, entsprechend der Forschungsfrage, die Anzahl der Likes und die Anzahl der Retweets gesetzt. Dabei wurden die Daten auf zwei Ebenen analysiert: Zunächst wurde untersucht, ob und wie die Einbindung von CSR auf Ebene der Nachricht selbst, also dem Tweet, zu einer höheren Antwortrate in Form von Likes und Retweets führt. Zusätzlich wurden die Daten dann noch dahingehend ausgewertet, ob die Einbindung von CSR auch Einfluss auf die Gesamtperformance des jeweiligen Twitter-Accounts hat. Es wurde also analysiert, ob Accounts, die über CSR twittern, generell mehr Likes und Retweet erhalten. Neben dieser übergeordneten Analyse wurde zudem überprüft, inwiefern Elemente des Storytellings zu einer höheren Anzahl an Likes und Retweets führen. Zudem wurden, wie auch in dem zuvor vorgestellten Paper, die Effekte der verschiedenen CSR-Kommunikationsstrategien nach Morsing und Schultz (2006) untersucht, in diesem Fall mittels realer Twitterdaten. Da die übergeordnete Fragestellung sowohl die Ebene der Tweets als auch die Ebene der Accounts einbezieht, wurden die aufgestellten Hypothesen mittels eines Multilevel-Modells überprüft. Die Ergebnisse zeigen, dass Tweets, die CSR thematisch aufgreifen, von den Usern tatsächlich eher positives Feedback (Likes) erhalten und eher weiterverbreitet (Retweets) werden im Vergleich zu Tweet, die keine CSR-Inhalte kommunizieren. Diese Erkenntnis lässt sich auch auf die Account-Ebene, die das Modell, wie beschrieben, ebenfalls berücksichtigt, übertragen. Generell gilt, je häufiger Unternehmen über CSR kommunizieren, desto eher gewinnt der Account an Aufmerksamkeit und Reichweite in Form von Likes und Retweets.

Neben dieser übergreifenden Feststellung, dass das Aufgreifen von CSR-Themen signifikanten Einfluss auf Performance des einzelnen Tweets sowie auch des Accounts insgesamt hat, nimmt

sich auch dieses Paper der Frage an, wie CSR, wenn es einen solch unbestreitbaren Einfluss auf die kommunikative Konstitution des Unternehmens hat, strategisch umgesetzt werden sollte.

Die bereits vorgestellten Paper haben gezeigt, dass CSR in Netzwerken durchaus an Relevanz gewinnen kann und zu performativen Kommunikationsprozessen beiträgt, allerdings in Abhängigkeit von der strukturellen Kopplung der Akteure und ihrer individuellen Voreinstellung. Entsprechend, so haben die vorangestellten Paper gezeigt, lässt sich für CSR auch nicht die eindeutige Kommunikationsstrategie ausmachen. Auch die Realdaten dieser Analyse bestätigen die bisher aufgestellten theoretischen Implikationen. Zunächst lässt sich feststellen, dass die von Morsing & Schultz (2006) beschriebene Involvement-Strategie, von Etter (2014) für die Plattform Twitter als Engaging-Strategie bezeichnet, im Hinblick auf die Diffusion der Inhalte (Retweets) signifikant besser bei den Usern ankommt und über ihre eigenen Kanäle weitergetragen wird. Dies deckt sich mit der Erkenntnis aus dem Paper *„Achieving consumer trust on Twitter via CSR communication"*: Bringen die User bereits entsprechende Voreinstellungen mit („being a green consumer") mit, lassen sie sich kommunikativ einbinden und verbreiten bei einer solchen Einbindung, so die jetzige Erkenntnis, diese Inhalte dann auch aktiv über ihre eigenen Kanäle. Betrachtet man dagegen Zuspruch, den die CSR-Tweets in Form von Likes erfahren, ist dagegen kein Unterschied zwischen der symmetrischen Kommunikation (Involvement- bzw. Engaging-Strategie) und der asymmetrischen Kommunikation (Information- bzw. Broadcasting-Strategie) festzustellen. In dem experimentellen Setting aus dem Paper *„Achieving consumer trust on Twitter via CSR communication"* hatte die asymmetrische Kommunikation sogar im Hinblick auf das organisationale Vertrauen höhere Zustimmungswerte erzielt. In diesen Realdaten zeigen beide Strategien nun ähnliche Werte im Hinblick auf das Endorsement der Tweets, allerdings konnten in dem experimentellen Setting auch die Daten derjenigen einfließen, die auf die Tweets nicht reagierten. In den Realdaten können diese User nicht einbezogen werden.

Zusätzlich wurde in diesem Paper noch überprüft, inwiefern Elemente des Storytellings Einfluss auf Performance der Tweets haben. Dabei konnte festgestellt werden, dass der Einsatz von Emotionen, in Form von berührenden Worten, tatsächlich zu signifikant gesteigerten Raten an Likes und Retweets führt. Ebenso konnte gezeigt werden, dass die in der CSR-Literatur diskutierten CSR-Aspirationen (u.a. Christensen et al., 2013) der Unternehmen, obwohl auf die Zukunft gerichtet und noch nicht umgesetzt, durchaus in die Kommunikation mitaufgenommen werden können und dort Wirkung entfalten können. Die Kommunikation von ehrgeizigen

Zielen im Hinblick auf die CSR-Zukunft der Unternehmen steigert ebenfalls signifikant die Likes und Retweets der von den Unternehmen gesetzten Tweets.

Die Paper, die in diese Dissertation einfließen sollen, haben also gezeigt, wie der performative Charakter von CSR-Kommunikation im Hinblick auf die Konstitution der organisationalen Identität in der externen Kommunikation aus einer strategischen Perspektive heraus genutzt werden kann. CSR bleibt dabei ein dynamischer Prozess und entsprechend, so haben diese Paper gezeigt, lässt sich auch nicht die „eine" wirkungsvolle Strategie identifizieren. Vielmehr ist es für die Organisationen wichtig, sich im Hinblick auf CSR mit ihren Zielgruppen auseinanderzusetzen und sich nicht auf eine „One-fits-all"-Kommunikationsstrategie zu versteifen. Die von Morsing und Schultz (2006) aufgeworfenen theoretischen Implikationen der Involvement-Strategie bedingt entsprechend für das Unternehmen nicht nur, sich auf einen wechselseitigen Austauschprozess einzulassen, sondern diesen tatsächlich auch als konstituierende Kraft für die eigene strategische Ausrichtung zu begreifen.

3   Performativität von CSR-Kommunikation: Diskussion und Ausblick

Die vorgestellten Paper eint, auch wenn sie im Framing von Crane und Glozer (2016) unterschiedlichen theoretischen Blöcken zugeordnet werden, die über geordnete Annahme, dass Kommunikation organisationales Handeln nicht begleitet und beschreibt, sondern eine eigene Wirkkraft entfaltet. Organisationale Kommunikation, wie eingangs beschrieben, repräsentiert demnach nicht das organisationale Handeln, sondern bedingt es (Ashcraft et al., 2009). Kommunikation hat also nach Auffassung dieser Dissertation eine performative Kraft und kann nicht nur als Nachrichten übermittelndes Medium gesehen werden, auch wenn gerade die frühe CSR-Kommunikationsforschung (siehe u.a. Ihlen et al., 2011) häufig diesen Ansatz vertritt. Unter CSR verstehen die vorgestellten Paper daher kein feststehendes Konstrukt, vielmehr konzentriert sich diese Dissertation darauf, wie CSR als organisationales Phänomen über diskursive Prozesse konstituierend für die organisationale Identität wirkt.

Dabei stehen Organisationen, so hat diese Dissertation gezeigt, gerade im Hinblick auf CSR vor der großen Herausforderung, dass CSR nicht nur von den Unternehmen selbst bestimmt wird, sondern vielmehr im Wechselspiel mit wirtschaftlichen und gesellschaftlichen Diskursen entsteht. Die Grenzen des organisationalen Handelns stehen so unter einem stetigen Wandel, sodass CSR-Akteure zwangsläufig konstituierende Aushandlungsprozesse initiieren (vgl.

hierzu auch Grisard et al., 2020). Die daraus entstehende Polyphonie fordert ein entsprechendes Verständnis der zugrundeliegenden Kommunikationsprozesse. Der performative Charakter von CSR-Kommunikation, der sowohl die kommunizierenden Akteure als auch ihre Beziehungen im Netzwerk neu konstituiert, zeigt dabei die ungeheure Dynamik dessen, was unter den Begriff CSR fällt. „For these reasons,", so konstatieren Christensen et al. (2021, S. 420), „CSR constitute an ideal context for a discussion of tensions and dynamics between talk and action". So kann, wie diese Dissertation zeigt, anhand von CSR-Kommunikation als Kristallisationspunkt die performative Ausgestaltung von organisationalen Identitäten nachgezeichnet werden und so die Beziehung von CSR-Talk und CSR-Walk beschrieben werden.

Damit wird auch die konventionelle Vorstellung von einer Trennung zwischen Kommunikation und Handlung negiert – wie von der CCO-Forschungsrichtung gefordert und von Schoeneborn et al. in der Reinform kürzlich als ‚T(walking)' beschrieben (Schoeneborn et al., 2020). Die vorliegende Dissertation schließt sich dieser Forschungsrichtung an und liefert zunächst ein theoretisches Modell, das insbesondere auf das Dilemma von parallel existierenden expliziten und impliziten Wissenstransferprozessen in der Kommunikation verweist und so neue Ansatzpunkte für die Forschung liefert. So konnte diese Dissertation zeigen, wie im Hinblick auf CSR in einem unternehmensinternen Netzwerk performative Meinungsstrukturen entstehen. Dabei konnte aufgedeckt werden, dass sowohl implizite wie explizite Wissenstransferprozesse einbezogen und beachtet werden müssen. In einer ihrer aktuellen Veröffentlichungen argumentieren auch Morsing und Spence (2019), dass sowohl implizite wie explizite CSR-Kommunikationsstrukturen organisationale Prozesse bedingen, "where they will transform each other in balancing processes" (S. 1922). Während Morsing und Spence (2019) ihre Forschung insbesondere darauf konzentrieren, wie die implizite CSR-Kommunikation performativ für die explizite CSR-Kommunikation werden kann, konzentriert sich die hier vorliegende Arbeit darauf, inwiefern diese dargestellte Dualität die CSR Interpretation im Sinne von Crane und Glozer (2016) ausfüllt und damit die Organisation im Hinblick auf CSR konstituiert. Die vorgelegte Dissertation trägt damit dazu bei zu verstehen, wie das Wechselspiel aus impliziter und expliziter CSR-Kommunikation im organisationalen Netzwerk die Konstitution von CSR bedingt.

Im nächsten Schritt zeigt die vorliegende Dissertation auf, welchen Einfluss die CSR-Kommunikation auf die strukturelle Kopplung der Organisation in ihren Netzwerken hat. Die Perspektive liegt dabei auf der externen Kommunikation der Organisation auf Twitter. Es wird der Frage nachgegangen, inwiefern sich CSR-Hashtags performativ auf die Netzwerkbildung rund um die Organisation auswirkt. Tatsächlich zeigt die Studie anhand von Realdaten, dass CSR

andere Netzwerke entstehen lässt als herkömmliche organisationale Inhalte und somit die strukturelle Kopplung der Organisationen auf Twitter verändert. So liefert diese Dissertation einen analytischen Einblick in die Formation von Netzwerken rund um CSR-Themen und kann so aufdecken, dass CSR Organisationen in ihren Netzwerken neu konstituiert. Eine solche Analyse anhand von Realdaten, die den CCO-Ansatz mittels quantitativer Daten umsetzt, reichert die bisherigen empirischen Erkenntnisse der CCO-Forschung an. Aufbauende Studien sollten auf Grundlage dieser quantitativen Erkenntnisse über die strukturelle Performativität untersuchen, welche individuellen Prozesse, beispielsweise im Sinne eines Sensemakings der einzelnen User, hier zugrunde gelegt werden können. Die vorliegende Arbeit kann keine Aussagen über die inhaltlichen Dimensionen der Netzwerkverknüpfungen treffen. Eine anknüpfende, qualitative Analyse von Realdaten könnte genau diese inhaltliche Konstitution von CSR innerhalb der Netzwerke auf Twitter betrachten.

Der performative Charakter der CSR-Kommunikation bedingt, so zeigt diese Dissertation weiter, eine Veränderung des CSR Images (nach Crane & Glozer 2016). Inwiefern diese Anpassung der Netzwerkstrukturen Auswirkungen auf die Kommunikationsbeziehung zwischen der Organisation und ihren Stakeholdern hat, wird mittels einer experimentellen Studie und einer Analyse von Realdaten der Plattform Twitter beleuchtet. Es zeigt sich, dass genau das von Morsing und Spence (2019) aufgeworfene Dilemma des performativen Wechselspiels zwischen impliziter und expliziter CSR-Kommunikation zum Tragen kommt und so eine Polyphonie im Diskurs entsteht. Die dahinterliegende Idee ist, dass der von Unternehmen geführte Stakeholderdialog erst dann einen performativen Charakter für die Konstitution des Unternehmens erfährt, wenn ein solcher Austausch tatsächliche CSR-Handlungen bedingt (Schoeneborn et al., 2020). Der Einbezug von Stakeholdern in diesen performativen Kommunikationsprozess – im Sinne einer Involvement-Strategie – funktioniert, wenn auch die Stakeholder implizite CSR-Wissensbestände mitbringen. Ist dies nicht der Fall, müssen Stakeholder informiert werden, ehe sie eingebunden werden können.

Abschließend zeigt diese Dissertation also, dass Kommunikation in der CCO-Forschung, obwohl aus einer konstitutiven Perspektive heraus verstanden, durchaus strategische Implikationen liefern kann. Die hier eingebrachten Studien untersuchen mit ihrem Fokus auf den strategischen Moment der CSR-Kommunikation zwar nicht den von Schoeneborn et al. (2020) eingebrachten Ansatzes des simultanen ‚T(w)alkings‘, gehen aber doch von der von Morsing und Schultz (2006) anvisierten ‚Talk zu Walk‘-Beziehung aus. Künftige Forschungsarbeiten

können hier sicherlich ansetzen und die strategischen Dimensionen des performativen ‚T(w)al-kings' weiter in den Blickpunkt nehmen.

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Paper 1: Kollat, J. (n/a), Exploring Meaning Structures in Organizational Networks: The Case of Corporate Social Responsibility

Exploring meaning structures in organizational networks: The case of Corporate Social Responsibility

Abstract:

This paper applies CCO (communicative constitution of organizations) lens to investigate the performativity of network relations in driving CSR issues. The analysis of the constitution of meaning structures toward CSR involves a social network analysis, and separate analyses of qualitative data for the identified core and periphery of the CSR communication network. Thus, the paper provides valuable insights into the different conditions that allow or constrain actors in organizational networks to engage in communication processes around CSR. The study especially embraces the importance of knowledge transfer processes for the evolution of organizational meaning structures. Such an approach addresses the challenge of incorporating both the *individual* as well as the *interpersonal* level and can, therefore, lead to a better understanding of the evolution of network meaning structures toward CSR. The analysis shows that in the core of an organization's network tacit knowledge transfer processes enable performative communication around CSR and let meaning structures toward CSR arise. In contrast, in the periphery of such a network mainly explicit knowledge transfers can be observed resulting in CSR frames that can (but not necessarily do) shape instead of create certain CSR meaning structures. Self-efficacy on the one hand, and perceived inconsistencies on the other hand are identified conditions that trigger these knowledge transfer processes. Structural ability within the organizational network determines how actors perform CSR into organizational reality. Hence, it is highlighted that both the *individual* as well as the *interpersonal* level constitutes organizational reality and determine when and how actors legitimize talks and texts of organizational discourse.

1 Introduction

Research has shown that narratives around CSR engagements shape actions and behavior within organizations, highlighting the idea that decoupling is merely a transitory phenomenon (Haack et al., 2012). Thus, CSR becomes a co-evolutionary performative process for organizations with no predefined setting. Understanding the dynamics of networks within organizations that enable and constrain constitutive, discursive processes is crucial for

succeeding CSR programs. Consequently, Morsing & Schultz (2006) worked out the stakeholder involvement strategy in which, ideally, "the company as well as its stakeholders will change as a result of engaging in a symmetric communication model, i.e. progressive iterations of sensemaking and sensegiving processes" (Morsing & Schultz 2006, p. 328). In line, Basu and Palazzo propose (2008, p. 2), "an alternative and potentially richer description of CSR might emerge from studying internal institutional determinants such as mental frames and sensemaking processes within which CSR is embedded". Consequently, they developed a model of CSR sensemaking processes that enhances the understanding of how CSR can be successfully integrated into organizations. Thus, by bridging the meso-level of an organization and the micro-level of individuals, sensemaking offers a promising framework for understanding this communicative interplay between organizational members (Schultz & Wehmeier, 2010). It allows observing individuals' understanding about certain issues as talk and text (micro-level) as well as it illustrates the constitution of the organization by linking the individuals' expressions to an aggregated entity (meso-level). Such an approach addresses the challenge of incorporating both the *individual* as well as the *interpersonal* level and can, therefore, lead to a better understanding of the evolution of network meaning structures toward CSR.

However, so far, research that applies a sensemaking perspective, remains mainly analytically bounded to the *individual* perspective as interview data or other textual data is analyzed separately with no empirical investigation of its interconnectedness. The inner working of CSR communication within the organizations remains unanalyzed. Yet, it is increasingly being recognized that there is an urgent practical need for understanding the internal communication roots of CSR issues, focusing on processes of conversation (L. T. Christensen et al., 2013). Thus, the present study explores the following research question: *How do interpersonal evolving communication structures within the organization enable and constrain meaning structures toward CSR?* In sum, the paper contributes to the literature on the performativity of communication in building and transforming organizational processes in the context of CSR.

In the following study a socialized and situated understanding of meaningfulness is adopted to theorize how the interplay between micro and meso level constitutes meaning structures with regard to CSR. In order to explore how and through whom performative communication evolves within networks, the paper draws on a social network analysis (SNA) within a German mid-sized company. Furthermore, based on the results of the SNA, actors are interviewed to

get qualitative insights into underlying conditions. In exploring this case, the paper shows how tacit and explicit knowledge exchange processes enable and constrain meaning structures toward CSR. In doing so, the paper contributes to the literature in two ways. First, the use of mixed methods allows to investigate the *interpersonal* as well as the *individual* level within the organization as social network data as well as qualitative data is used. Second, the paper enriches academic work by investigating a specific topic (CSR) to show how communication structures evolve and constitute organizational behavior. As the paper presents, tacit knowledge is inherently intertwined with performative communication around CSR, and, thus, determines meaning structures within the organization on the *interpersonal* level. Whereas predetermined CSR frames initiate explicit knowledge transfer processes on the *individual* level.

2 CSR Communication as Network Process

The emphasis on the dynamic emergence of order, action, and meaning with regard to CSR in organizational processes calls for approaches building upon the idea that organizations essentially consist of interlocking episodes of communication. These process theories root in symbolic interactionism (Mead, 1934) and draw on a constitutive notion of communication for any organizational process. As Ashcraft et al. summarize, communication is seen as "axial – not peripheral to organizational existence and organizing phenomena" (Ashcraft et al., 2009, p. 22), meaning without communication there would not be any organization. Or, as Weick points, "the communication activity is the organization" (Weick 1995, p. 75). Focusing more on the processes of interaction and following Gidden's Structuration Theory, organizations can also be defined as "collectivities in which the reflexive regulation of the conditions of system reproduction looms large in the continuity of day-to-day practices" (Giddens 1984, p. 200). Condensing these quite heterogeneous perspectives, the theoretical endeavor of the *communicative constitution of organizations* (CCO) has recently gained considerable attention among scholar of organization as well as communication studies. Within CCO theorizing communication can be considered as the building blocks that constitute organizing (Ashcraft et al., 2009; Taylor & Van Every, 2000). In other words, CCO-scholars neglect that organizations can be seen as containers in which communication occurs, but instead organizations have to be understood as processes (Cooren et al., 2011) that come into being through performative, iterative communicative practices (Blaschke et al., 2012b). In that sense, as speech act theorists point, communication goes wide beyond the activity of informing, to the point where communication also participate in the very transformation of situations (Searle & Vanderveken,

2005). As Brindusa Albu (2018) explores in her study of values, which is especially interesting for CSR studies, "when values are invoked in conversations, managers' interactions are a *discursive practice* whereby managers appeal to discourses of cooperation, transparency and democracy for legitimizing their individual and collective identities. When values express themselves in conversations they make a difference to organizational action. That is, managers' interactions are a *social practice* with an ideological dimension, since values both order and disorder organizational power structures and managers' authority" (Brindusa Albu 2018, p. 59). Therefore, academic research has moved to conceptualize CSR communication as a non-hierarchical process that evolves as mutually beneficial communication network between organizations and their stakeholders (Morsing & Schultz, 2006). Accordingly, to acknowledge the particularities of CSR engagements, the CCO-perspective is taken recently for describing CSR communication (Castelló et al., 2013; Schoeneborn & Trittin, 2013).

Adopting the CCO view means to consider CSR communication as organizational process evolving where stakeholders articulate and develop current CSR engagements as well as aspirations (Lars Thøger Christensen & Cheney, 2011). Furthermore, from a practical viewpoint, CSR communication can only gain relevance if it becomes connected to other core communicative practices (Schoeneborn & Trittin, 2013). Consequently, taking the CCO perspective challenges research to investigate CSR communication as integral sensemaking process that occurs across organizational practices of various kinds and, in that sense, underlies the performativity of CSR communication. For that reason, the CCO perspective is particularly suitable for highlighting the fundamental underlying conversational and networking processes of organizational CSR. For CCO-scholars, organizations are performed through the constitution of networks of communicative practices (Gond et al., 2016). CSR action occur within organizational structures, or, as CCO-theorists point out, within communication processes between actors. In other words, to understand the dynamics of certain actions in organizations, we have to understand the performativity of communication routes between organizational members which also includes an understanding of their relational embeddedness.

Building on different research traditions, the concept of performativity has been used to study a variety of organizational phenomena (for an overview see Cabantous and Sergi 2018). Trying to depict the constitution of the underlying mechanisms of CSR in organizational networks confronts research with the key problem of two interrelated levels: first, the level of *individual* perception of CSR, and second, the *interpersonally*, in communication processes established

expectations and practices toward CSR. Especially with regard to the specifics of CSR, organizations require the capability to learn about the individual level, their employee's individual sensemaking of CSR, and need further to understand the interpersonal level, with whom and why employees communicate about their CSR engagements and in that way constitute organizational processes.

Certainly, both levels exist and interplay in complex ways to constitute meaning structures within organizational networks and set boundaries. In that sense, organization attain "a level of effective integration that allows a set of people engaged in social practices to be realistically identifiable as an organization" (McPhee & Iverson, 2009 p. 62). Following Weber (1922), this relational structure can be seen as the probability of specific actions between people: "A social "relationship" is the behavior of multiple actors insofar as it is oriented (in its meaning) towards the behavior of the others. A social relationship thus consists precisely in the probability that social action is predictable (no matter whence this probability)" (Weber 1922, p.13 translated by Fuhse 2009, p. 59). In other words, social structures exist in the minds of people involved, as the subjective meaning of social relationships (Fuhse, 2009). However, this purely subjective view on relationships does not entirely illustrate the individual as well as the interpersonal level as the CCO perspective demands. Granovetter (1992), one of the most popular network theorists, argues that neither the isolated perspective of individuals nor the objectivized view on structures of norms and culture is adequate to explain behavior. Building upon that idea, in line with CCO, Fuhse (2009) states that "the primary nature of meaning is neither subjective nor objective, but rather intersubjective – it only exists as incorporated in specific social structures *between* people". Therefore, meaning structures have to be defined as relational and can solely be depict within interaction. As Barad (2003) points, meaning "is not a property of individual words or groups of words. Meaning is neither intralinguistically conferred nor extralinguistically referenced. Semantic contentfulness is not achieved through the thoughts or performances of individual agents but rather through particular discursive practices" (Barad 2003, p. 818). Arguing within CCO, communication becomes the manifestation and source of shared meanings, offers mutually developed interpretations and creates powerful relationships. In that sense, relationships between employees can be seen as both structure and process, in which employees build up expectations and meaning in interaction. These interpersonally negotiated expectations incorporate a relatively stable relationship culture that determines the evolution of meaning structures. In other words, "whenever one can describe, between a number of statements, such a system of dispersion, whenever, between objects, types of

statement, concepts, or thematic choices, one can define a regularity (an order, correlations, positions and functionings, transformations), we will say, for the sake of convenience, that we are dealing with a discursive formation" (Foucault 1972, p. 38). Therefore, with regard to internal CSR communication, meaning structures arise as discursive practices constituted and restricted by organizational structures on the one side. But on the other side, discursive practices simultaneously constitute and restrict organizational structures, they define the boundaries of organizations. Inherently, these discursive practices attain "a level of effective integration that allows a set of people engaged in social practices to be realistically identifiable as an organization" (McPhee and Iverson 2009, p. 62). In that way, even though the CCO-perspective remains somewhat bounded by its relatively narrow focus on communication processes, it challenges the distinction between organizing and organization and, therefore, allows a new angle on the emergence and boundaries of organizational meaning structures around CSR.

3 Methodology

Identifying the processes around social relationships and investigate the constraints and enablers of CSR communication on the *individual* as well as on the *interpersonal* level calls for a methodological approach that is able to depict these relational dynamics within discursive practices. Giddens (1984) concludes, analyzing "the structuration of social systems means studying the modes in which such systems, grounded in the knowledgeable activities of situated actors who draw upon rules and resources in the diversity of action contexts, are produced and reproduced in interaction" (Giddens 1984, p. 25). In exploring these meaning structures, the paper adopts a social constructionist perspective (Berger & Luckmann, 1966), taking interest into processual emergence of organizational structures around CSR. As both the *individual* as well as the *interpersonal* level play a crucial role, the paper understands the constitution of CSR as a performative, deeply social and thus communicative situated phenomenon. Hence, the paper seeks to decipher discursive interactions and the duality of individual and interpersonal processes in these interactions that bring CSR within organizational contexts into existence.

From a theoretical viewpoint, the CCO perspective has been significantly developed over the last few years and has gained remarkable relevance within the field of organization and communication studies (Blaschke et al., 2012b). However, most studies focus on the *individual* perspective and rely on qualitative methodologies. To overcome this limitation Blaschke et al. (2012) propose SNA as an alternative. They claim that the nodes of a network should represent communication episodes, and the edges should represent individuals participating in these

communication episodes. However, the purpose of the following study is to understand the meaning structures around CSR from both the *interpersonal* as well as the *individual* level. To explore these intertwined levels, the paper embraces method triangulation within a case study to overcome the limitations and restrictions of individual data sources and solely interpersonal sources as proposed by Blaschke et al. (2012). To take the relational, interpersonal perspective social network analysis (SNA) provides, but to integrate the individual perspective as well, a theory-building strategy from qualitative data is appropriate (Edmondson & Mcmanus, 2007), especially as in order to explore and document performativity a close involvement with empirical material is needed (Cabantous & Sergi, 2018). Furthermore, as Cabantous and Sergi (2018, p. 1239) point, "embracing processuality while conducting performative studies redirects the attention from results or effects to processes and places the stabilization process itself center stage".

Therefore, the following study combines social network analysis data as well as textual data from semi-structured interviews and observations within a single case. This single case study approach seemed appropriate because the study aims at exploring how evolving communication structures within the organization enable and constrain meaning structures toward CSR, and, as Yin (2003, p. 1) states "case studies are the preferred strategy when 'how' or 'why' questions are being posed". Performing this methodological triangulation approach allows a detailed look at the dynamic communication processes underlying and constituting CSR communication practices on the *individual* as well as the *interpersonal* level. Furthermore, as CSR serves as crystallization point for sensemaking, the study meets Eisenhardt's (1983) criteria of an extreme situation where the process of interest is transparently observable. It explores how CSR communication comes into being in a local network and how the performativity of communication, accomplishing CSR in situ, results in organizational meaning structures. Identifying these processes help to explain the constraints and triggers that determine the constitution of CSR communication in organizations.

3.1 The Case: a Mid-Sized Firm in Germany

During an informal exchange meeting between researcher and practitioners, the author of the study came in contact with the CEO of a mid-sized firm in the food sector, located in Germany. The firm has been growing rapidly the past years, and, therefore, has to bring the inherent dynamics into new organizational structures. In particular, the CEO complained that the strategic implementation of CSR communication routines did not gain relevance within the

organization, and, therefore, did not lead toward participatory CSR engagements by employees. To study the unfolding processes of CSR communication, the mid-sized firm and its current efforts to implement CSR could, thus, serve as an extreme case on how discursive practices within networks perform CSR and let organizing structures occur. The CEO granted the author access and announced her presence as a researcher publicly within the organization. The case was then carried out between September 2014 and April 2015.

3.2 Social Network Analysis: Exploring Conditions for CSR Meaning Structures

Social network analysis (SNA) focuses on ongoing social relationships and provides a lens through which the structures and ties of a network and individual positions of actors in the network can be recognized. As a result, there has been a rise in the use of SNA across several disciplines (Parise 2007). The approach rejects traditional cause/effect variables and introduces new variables such as connectedness, centrality or power, which measure the extent to which network members are interrelated. Its theoretical assumptions ground in a well-established research area with roots in classic social psychology and is guided by investigations on how physical proximity, similarity of belief and attitudes, amount of interaction, and affective ties are interrelated. SNA does not understand communication as a straightforward process, but rather as a dynamic network process with special structures that highlight the mutual dependences between different actors. The features of SNA belong to the CCO perspective as they focus on understanding these mutual dependencies in relationships. Further, the methodological approach is clearly linked to the question of "who acts?" which is central to performative inquiries (Cabantous & Sergi, 2018).

3.2.1 Data Collection

First, to picture a whole communication network within the case, some practical steps had to be taken to define the network boundary and how the actors within the boundary are to be identified (Laumann et al., 1983). Considering the risk of missing data, it seemed unreachable to conduct the whole network structures between more than 300 employees. Therefore, given the particularities of the case, the research could either focus on the subgroup of low-level employees who mainly operate machines for food production, or, on the subgroup of low-, middle- and high-level employees within the administration department who are integrated, at least partly, in most organizing processes. As the research question demands a focus on the performativity of CSR communication, evolving through diverse interaction processes, the

network data was obtained through the second subgroup of 49 employees. A list of these employees' names was generated, and the employees were asked to indicate, first, with whom they communicate generally (figure 1), and, second, with whom they communicate about CSR related topics (figure 2). The network data was conducted to depict the ties within the organizing core of the organization, and, thus, to represent the structures and dynamics of the internal CSR communication network. Further, the network contains valued data as the respondents were asked to indicate if they communicate with the alters in both cases (general and with regard to CSR) not at all (value 0), rarely (value 1), frequently (value 2), or often (value 3). 43 of the 49 employees within the administration department answered the questionnaire. Because of too many missing values, one more questionnaire had to be excluded from the original sample. In the end, the network data of the study consisted of 42 ego-networks. Namely network nodes 15, 18, 21, 24, 32, 34, 35, and 36 did not contain values conducted by the questionnaire. Unfortunately, many of the following graph-theoretic procedures, such as centrality measures, will treat these missing values as non-ties, which is simply incorrect. To deal with that problem, the data conducted by the alters was symmetrized to the missing ego-networks so that in the end only the values between the missing ego-networks remained undetected. In other words, for practical reasons, the researcher assumes in these cases, as communication is always a dialogical process, that if A tells that she/he communicates with B, then if B had been able to answer the survey, B would as well have indicated that she/he communicates with A (Borgatti et al., 2013, p. 73).

Figure 1: General Communication Network
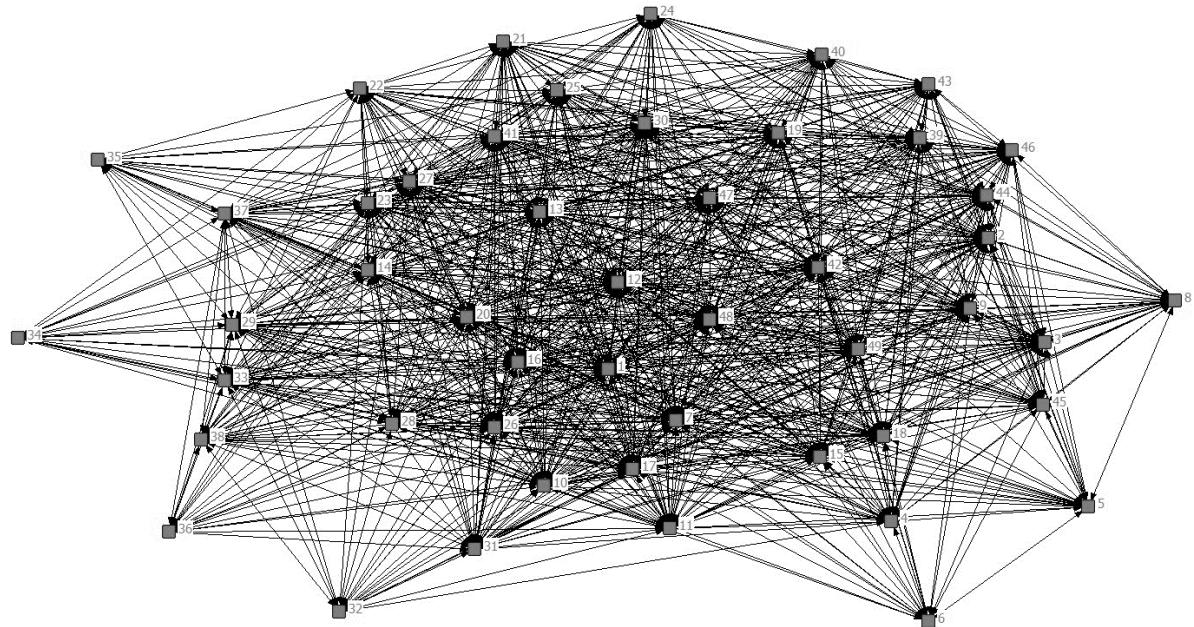
Figure 2: CSR Communication Network
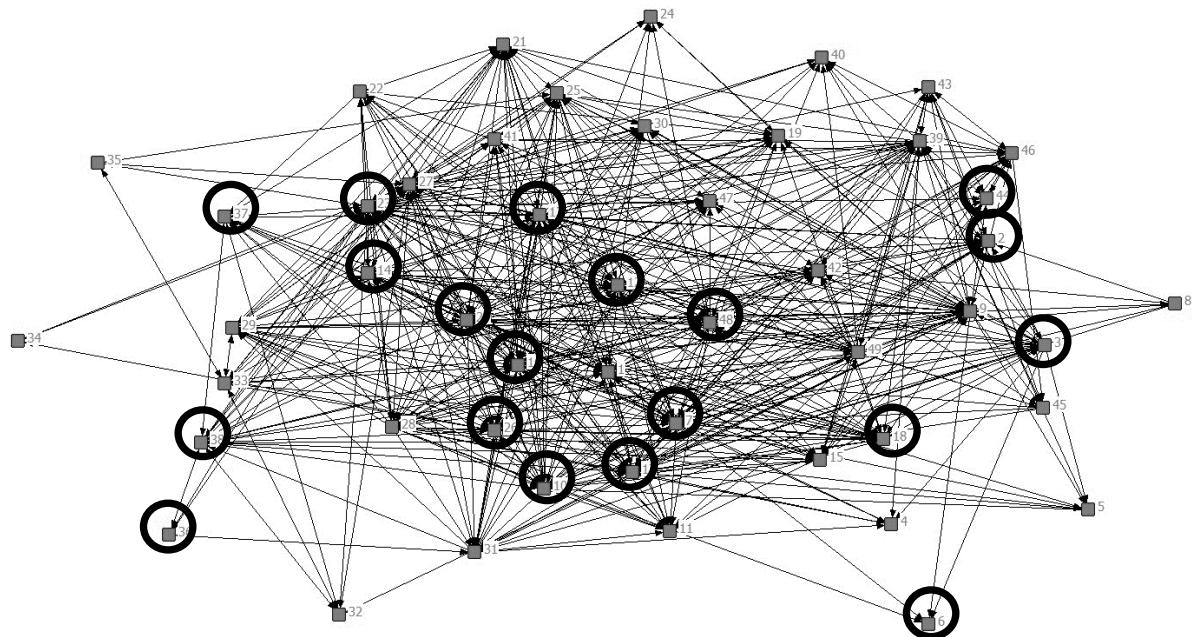
*3.2.2 Network Descriptive Statistics*

The data set was analyzed using a social network analysis software called UCINET, Version 6.653. The following network analysis aims to represent the structures and dynamics of the internal CSR communication network within the organization, focusing on the interpersonal dynamics. It depicts the ties between actors, by analyzing mutual influences and revealing

important actors, maps their positions in the network, and, thus, describes their performative power in communication processes. Hence, the measures offered by SNA are most suited to understand the process by which actors constitute meaning structures enabled through *interpersonal* power relations.

The network figures 1 and 2 were illustrated by NetDraw, Version 2.161. The most common network descriptives are displayed in table 1 for the two conducted networks. Both the illustrations (figure 1 & 2) as well as the descriptives (table 1) present clearly, that there are remarkable differences between the *General Communication Network* and the *CSR Communication Network*. Within the *General Communication Network,* the average degree of the ego-networks is around 35, meaning that on average the ego-networks of the 49 nodes consist of around 35 nodes. When it comes to CSR, the average degree of the ego-networks sizes down to around 13 nodes. Taking a look at the overall network structures, the *General Communication Network* consists out of 937 dyads with a reciprocity rate of 0.844, while the *CSR Communication Network* consist out of 465 dyads with a reciprocity rate of 0.385. A dyad is the smallest possible social group, two connected actors. The connection between the dyad can be symmetrical (described with the same value), but also asymmetrical (Borgatti et al., 2013). Therefore, when dealing with directed dyadic relationships, a common procedure is to take a look at the extent to which ties are reciprocated. Within the *General Communication Network* of all pairs of actors that have any connection, 83,3 percent have a reciprocated connection, whereas within the *CSR Communication Network* only 38,4 percent have. This goes hand in hand with the measured density of the networks. Density is defined as the sum of the values of all ties divided by the number of possible ties. Thus, with valued data, density is the average strength of ties across all possible ties. The actors within the *General Communication Network* communicate on average frequently (value 2.001) with the alters, with regard to CSR they communicate less frequently (value 1.702) within their even smaller CSR networks. To further determine the network structures, lastly, the centralization degrees of the two networks were measured. For directed ties one can calculate the network indegree and outdegree centralization. These network measures represent the degree of variance in the present network as a percentage of that in a perfect 'star network' – meaning that only one central actor is connected to all the others (Borgatti et al., 2013). Interestingly, the in-centralization is for both networks relatively low, indicating a relatively wide-spreading, not centralized diffusion of the incoming ties. In other words, there are in relation to the network size many receivers of communication activities in the core as well as in the periphery of the networks. In the case of the *General Communication Network* this is also true for the senders of communication

activities, but it is not true for the *CSR Communication Network*. Here a relatively high degree of out-centralization (0.614) is present, meaning that outgoing ties spreading CSR communication are relatively central within the network.

Table 1: Network Descriptive Statistics

	Avg. Degree	All Dyads	Dyad Reciprocity	Avg. Tie Value	Out-Centralization	In-Centralization
General Communication Network (n=49)	35.265	937	0.844	2.011	0.271	0.250
CSR Communication Network (n=49)	13.143	465	0.385	1.702	0.614	0.273

3.2.3 Regression Analysis

To further explore network-related conditions for being central in the *CSR Communication Network* a regression analysis was performed.

Within SNA, centrality is often conceptualized as the extent to which an entity is 'important' for the flow of information within communication processes (Bonacich, 1987; Borgatti & Everett, 2006). For the regression analysis the beta centrality within the *CSR Communication Network* was chosen as dependent variable as this centrality computation is driven by the logic that "if second order indices are better than first order indices, then third order indices... should be even better" (Bonacich, 1972, p. 114). In other words, beta centrality assesses centrality within an infinite radius, allowing each actor's centrality to contribute to the centrality of other actors. In that sense and in contrast to other centrality measures, beta centrality specifically esteems actors that are connected to actors who are themselves central in the network. Hence, beta centrality takes into account the entire pattern of a network. Actors are important if they are connected to other important actors. Therefore, actors indicated by high beta centrality have the network position of opinion leaders and can shape interpretation schemes of less central actors. In other words, these actors have influential power within communication processes.

Further, the regression model contains different measures describing network characteristics of

the *General Communication Network*. By incorporating these measures, namely beta centrality, betweeness centrality, average degree of incoming as well as of outgoing ties, and reciprocity, the model identifies conditions within the *General Communication Network* for being an influential actor in the *CSR Communication Network*. Beta centrality, as explained above, describes centrality as dependent of neighbors' centrality, and, therefore, entails the whole network pattern. Betweenness centrality is a measure based on shortest paths. Hence, it assesses actors who can easily reach other actors within a network. These actors may have considerable influence within the network by their control over information passing between other actors, in other words, they are the link between other actors within a network. The average degree of incoming and outgoing ties represents with how many other actors one is connected. Actors who have a higher average degree of ties may be in advantaged positions. Because they have many ties, they may have alternative ways to communicate and get information, and, hence, are less dependent on other individuals in the network. Further, the data distinguishes between incoming and outgoing ties, in other words, between receiver and sender positions. Last, the regression model integrates the reciprocity of ties. Reciprocity assesses the likelihood that actors in a directed network are mutually linked. The results of the regression analysis are presented in table 2.

Table 2: Regression Analysis

	Standardized Coefficients	T	Sig.
Beta Centrality	1,198	5,238	,000
Betweenness Centrality	,183	2,112	,041
Avg. Deg. of Incoming Ties	-,809	-3,199	,003
Avg. Deg. of Outgoing Ties	,371	2,679	,010
Reciprocity of Ties	-,064	-,720	,475

Dependent variable: Beta Centrality in *CSR Communication Network*;
R-Square: .681

The results of the regression analysis firstly show that actors who are general central (measured by beta centrality as described above) in the organizational communication network are also highly likely to be central within the *CSR Communication Network*. Consequently, these actors produce leading meaning structures in both the *General Communication Network* as well as in the *CSR Communication Network*, and in that sense define the boundaries of the organizational

discourse around CSR. As Barad (2003) points, "Discourse is not what is said; it is that which constrains and enables what can be said. Discursive practices define what counts as meaningful statements". This result is further supported by the insight that betweenness centrality and a high average degree of outgoing ties also significantly contribute to actors' power when communicating CSR. Hence, the power to shape the discourse around CSR is highly dependent on being a powerful (measured by beta centrality), influential (measured by betweenness centrality), and actively communicating (measured by high average degree of outgoing ties) actor in general communication processes. In contrast, having primarily a receiver position (measured by high average of incoming ties) within communication processes hinders actors to produce and shape meaning structures within organizational processes. Figure 3 illustrates the described conditions, indicated by the regression analysis, for shaping CSR meaning structures within organizational communication processes. However, taking the constitutive view on organizational processes, power should not be understood as form of domination, or as Foucault (1980, p. 142) states describing power relations, "one should not assume a massive and primal condition of domination, a binary structure with 'dominators' on one side and 'dominated' on the other, but rather a multiform production of relations of domination which are partially susceptible of integration into overall strategies", and, in that sense, enable organizational discourse. In other words, power is inherently bonded to and constituted by dynamic communication processes arising within networks. Foucault (1980, p. 119) further elaborates, "What makes power hold good, what makes it accepted, is simply the fact that it doesn't only weigh on us as a force that says no, but that it traverses and produces things, it induces pleasure, forms knowledge, produces discourse". The regression analysis of the network data shows that, as condition to be able to create and shape meaning structures in the case of CSR, actors within organizational networks have to become active communicators not only topic related but in general. In other words, the presented network analysis clearly supports a CCO-based view on CSR as the study indicates that it is simply not enough to spread CSR from one actor on the periphery of a network but that CSR has to evolve within the core of a network and has to be authorized as meaningful through communication practices from central actors. Thus, in line with Schoeneborn and Trittin's (2013) CCO-based theoretical assumption, CSR communication can only shape organizational discourse and become relevant for organizational performances, if it becomes connected to core communicative practices.

Figure 3: Conditions for Communication Power within the CSR Communication Network

- High Average Degree of Incoming Ties (Receiver Position)

(−)

| Actor in Organizational Network | → | CSR Communication Power |

(+)

- Power in Genreral Communication Network
- High Average Degree of Outgoing Ties (Sender Position)
- Betweenness Centrality
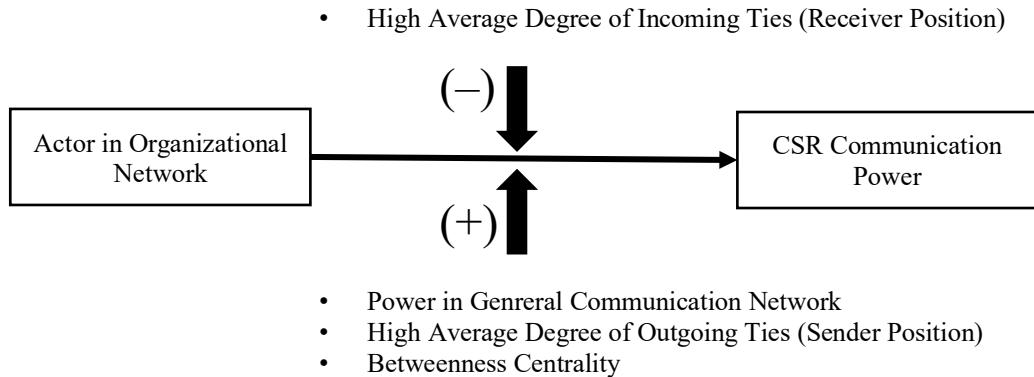
3.3 Qualitative Insights in the Evolution of Meaning Structures toward CSR

As the guiding research question "*How do interpersonal evolving communication structures within the organization enable and constrain meaning structures toward CSR?*" demands not only to understand who can be seen as powerful actors in organizational networks but also to gain a deeper understanding on how meaning structures around CSR arise and establish discursive practices. In doing so, the following analysis studies performativity as constitutive communication (Gond et al., 2016) and focuses on processes of conversation, whereby organization is accomplished in situ, and of textualization (Taylor & Van Every, 2000). Therefore, the study of meaning structures toward CSR involves observing and interpreting organizational members' constructions, which suggests, as described above, the use of intensive qualitative methods. Specifically, qualitative data originating from the communicating actors was needed. Consequently, on the one hand, semi-structured interviews with actors within the network (marked with circles in figure 2) were gathered to illustrate the constitutive underlying communication processes, and, on the other hand, field notes were taken, and formal communication activities observed. In the end, the dataset consisted of 19 interview-transcripts and around 20 pages of secondary data.

The 19 semi-structured interviews focused on the actor's organizational role, communication style and communication routines in general organizational contexts as well as in CSR related contexts. Furthermore, these interviews explored the actor's narratives around CSR and the performativity of this narratives by asking if and how the actor had been involved in CSR

related activities, why they had participated in the way that they had, who else was involved, and on what occasions the CSR related topics were discussed.

All materials were imported into a database using the qualitative data analysis software MaxQDA, version 17. The software allows to code passages within document as well as query and map relationships between codes. Furthermore, it also served for the coders as a repository for memos.

3.3.1 Data analysis

The overall analytical approach was inductive and iterative, with the goal of building and refining theory. Utilizing the explanatory approach of qualitative data, the following analysis aims to develop a model of important triggers and facilitators for the evolution of CSR meaning structures toward CSR within network communication. Therefore, a performative process perspective was taken wherein social communication phenomena are seen as a perpetual state of becoming (Tsoukas & Chia, 2002). Glaser & Strauss (1967) proposed grounded theory as a practical method for conducting research that focuses on this interpretive process by analyzing the actual production of meanings and concepts used by social actors in real settings.

As a first step, the network analysis, specifically the measure of beta centrality, was used to categorize the interviewed actors as influential or not influential within the *CSR Communication Network* in comparison to the *General Communication Network* (see table 1 in Appendix). In other words, the actors were categorized as influential with regard to CSR if they stabilized high centrality measures or even gained centrality within in the *CSR Communication Network* (10 actors, namely A: 7, A: 18, A: 10, A: 16, A: 17, A: 26, A: 23, A: 20, A: 12, A: 14), and as non-influential if they lost centrality with regard to CSR, or if they have low centrality measures in both the *General Communication Network* as well as the *CSR Communication Network* (9 actors, namely A: 48, A: 38, A: 37, A: 13, A: 2, A: 3, A: 44, A: 36, A: 6).

To generate the list of first-order conditions associated with the performative evolution of CSR meaning structures within organizational discourse, a process of constant comparison had to be engaged in two rounds of analysis, the first focused on the central actors, the second on the actors in the CSR network periphery. The identified first-order concepts contain specific factors directly connected to meaning structures that could be described with simple phrases such as "Uncertainty", "Coping CSR Paradoxes" or "Perceived Appreciation". To identify these first order concepts describing conditions associated with CSR meaning structures, we examined

both the central as well as the peripheral network group intensively to ascertain the conditions that distinguished these groups from one another and seem to trigger the evolution of performative meaning structures. This was an inductive and recursive process. When an identified condition did not differentiate these two groups, that condition was either discarded or revised. For instance, one condition that emerged in the early coding as seeming to trigger CSR meaning structures was the actors' identification with the organization; but as this condition was tested with respect to the two different network groups, it did not consistently differentiate the central network group from the peripheral network group. As a result, this condition was discarded from the list of conditions associated with the evolution of CSR meaning structures. These described analytical processes led to the development of a set of first order conditions that described performative communication processes, including characteristics of the actors as well their network positions, associated either with the center or the periphery of the organizational network with regard to CSR.

Second, axial coding (Strauss & Corbin, 1998) was applied to build up more abstract descriptions of conditions; combining first-order concepts to construct a set of second-order themes. These themes represented more abstract and robust descriptions of the conditions associated with performative communication around CSR. After, these second-order themes were aggregated to dimensions that could be used to generate a new theoretical approach exploring the communicative constitution of CSR within organizational networks (see figure 4).

Figure 4: Data Structure

First Order Concepts	Second Order Topics	Aggregated Dimensions
Assumption of Responsibility for CSR	Self Efficacy *(Individual Level)*	CSR Performativity
Persistence	Tacit CSR Knowledge Exchange *(Interpersonal Level)*	
Aspirations	Information Sender Position	Structural Ability
Telling CSR as Strategy	Information Receiver Position	
CSR-related Work Tasks	Explicit CSR Knowledge Exchange *(Interpersonal Level)*	CSR Frames
Hierarchy Position	Inconsistency *(Individual Level)*	
High Network Centrality		
Low Network Centrality		
Need for Justification		
CSR Stories		
CSR as Told Strategy		
Uncertainty		
Coping CSR Paradoxes		
Perceived Appreciation		

4 Developing a Theoretical Model for the Evolution of Meaning Structures toward CSR

The analysis' guiding research question asked how communication between different actors in the organizational network constitute meaning structures toward CSR. The presented data structure revealed a distinct set of conditions for the evolution of CSR communication that were either associated with the center or the periphery of the organizational network. However, not every condition had necessarily to be present for the constitution of CSR meaning structures, although the existence of each condition made the occurrence of performative CSR communication incrementally likely. First, in the remainder of this section, conditions are reported that contribute to CSR meaning structures in the core of the organizational network, second, conditions are reported that contribute to CSR meaning structures in the periphery of the organizational network. Finally, the author of this study explores why these conditions

might be associated with the constitution of performative CSR meaning structures, and consequently, develops a theoretical model for the dynamics of the evolution of CSR meaning structures within organizations.

According to Foucault, discursive practices are the conditions that enable and constrain disciplinary knowledge practices such as speaking, writing, thinking, and filtering. As he points, knowledge is defined by the possibilities of use and appropriation offered by discourse (Foucault 1972, p. 183). In both the core as well as the periphery of the *CSR Communication Network* knowledge plays a crucial role when CSR meaning structures are formed. However, these knowledge transfer processes differ immensely on how knowledge about CSR is generated, and on how the underlying communication processes are triggered. Knowledge can be understood as explicit, coded and storable in e.g. documents, or tacitly held by individuals and embodied in their skills (Nonaka, 1994). Basically, the analysis shows that in the core of an organization's network tacit knowledge transfer processes enable performative communication around CSR, and, consequently, create meaning structures toward CSR. In contrast, in the periphery of such a network mainly explicit knowledge transfers can be observed resulting in CSR frames that can (but not necessarily do) shape instead of create certain CSR meaning structures (see figure 5).

Figure 5: The Constitution of Meaning Structures in Organizational Networks

Interpersonal Level

Facilitator:
  • *Structural Ability (Sender Position)*

Trigger:
  • *Self-Efficacy*

Individual Level

Trigger:
  • *Inconsistency*

Facillitator:
  • *Structural Ability (Receiver Position)*
  • *High Relevance of Non-Human Actors*

CSR Performativity

Tacit CSR Knowlegde   Tacit CSR Knowlegde

Actor   *CSR Meaning Structures*   Actor

Explicit CSR Knowlegde   Explicit CSR Knowlegde

CSR Frames
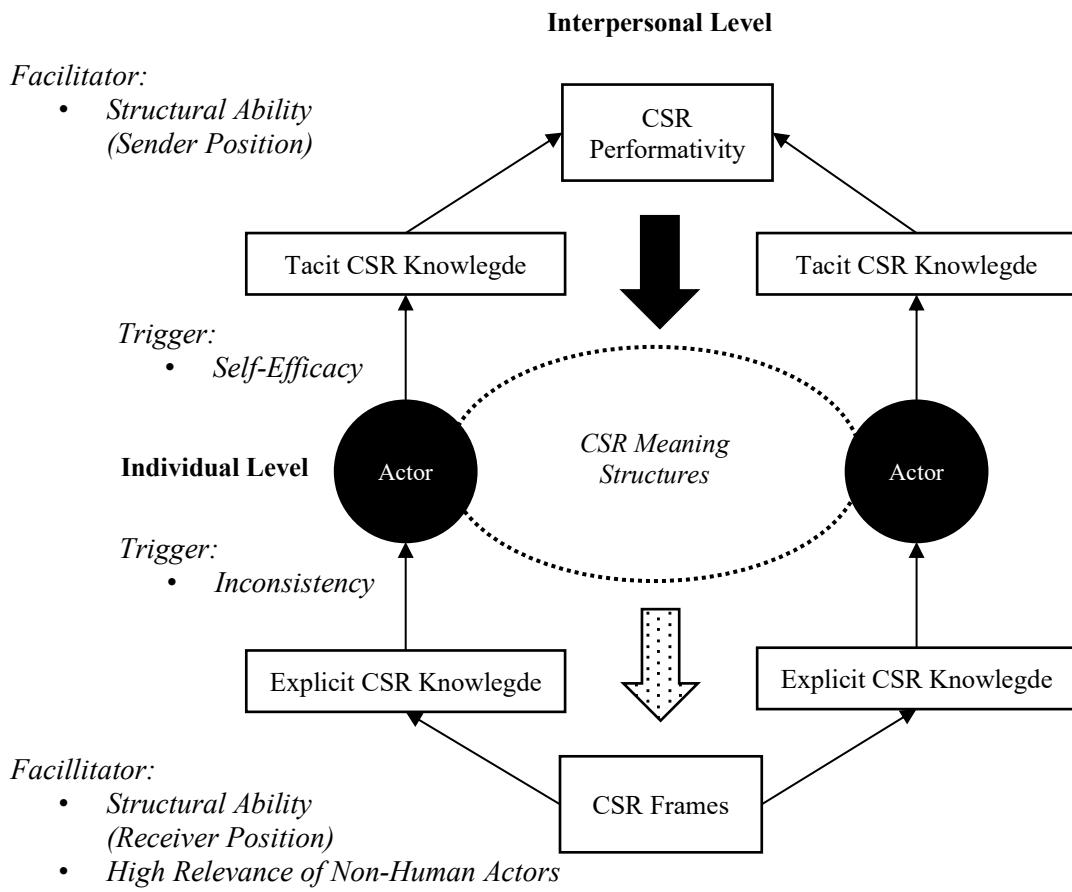
Trigger for tacit knowledge transfer

The analysis of the qualitative data shows that in the core of the presented network three conditions have to be present to trigger constitutive tacit knowledge exchange processes. One the one hand, actors with high centrality measures in the *CSR Communication Network* take CSR as something immensely important especially for future business success. For instance, one actor says, "I believe that in the future, one has to stand out from the crowd, and, for me personally, this inherently involves commitment in the field of CSR" (A: 10). Consequently, these central actors do have aspirations with regard to CSR, "Evidently, we want to achieve our goals in terms of CSR, not only by achieving performance indicators but also by understanding CSR as part of our organizational identity" (A: 16). On the other hand, as the analysis shows, to gain power in organizational discourse practices around CSR, actors need to be persistent. CSR as a fuzzy topic needs to be embraced with full commitment. As one actor describes, "Certainly, one or another hint with regard to CSR falls on deaf ears, but I still do not give up,

because it is my task, so I believe at least, to give hints again and again, and, finally, also to stick to them in front of everyone" (A: 23). Another actor says, "Although it is not easy, we need to address things that are uncomfortable or not working" (A: 7). Additionally, actors in the core of the *CSR Communication Network* seem to assume a certain degree of responsibility for the organization's behavior. Consequently, such actors engage and can identify themselves with their work. As one actor points, "you don't get pre-set what to do and then work it out, but you can play a decisive role in shaping and influencing organizational behavior" (A: 16). Similarly, another actor concludes, "I feel responsible for bringing the company forward" (A: 23). Such involvement is especially important in the case of CSR. As the analysis show, the actors in the network core, take a pro-active role with regard to CSR. For instance, one actor tells "I am also a fan of involving employee committees. My recent project is founding a working group 'The Family Friendly Company' to address social demands in our organization" (A:10). In sum, tacit knowledge transfer seemed to be triggered by the actors' aspirations, persistence and their perceived responsibility for CSR. Thus, constitutive communication processes sought by the actors are dependent on whether they perceive themselves as self-efficient to co-construct meaning around CSR. This leads to the first proposition.

Proposition 1a: Actors will engage in tacit knowledge transfer processes when they feel self-efficient.

Tacit knowledge processes in the network core

 "Both the way we endow our own utterances with meaning and our attribution of meaning to the utterances of others are acts of tacit knowing", points Polanyi (1967, p. 301). Similarly, Nonaka (1991) argues that know-how may be used as a synonym for tacit knowledge because "tacit knowledge consists partly of technical skills – the kind of informal, hard-to-pin down skills captured in the term 'know-how'" (p. 98), and, as Nonaka further explains, "tacit knowledge is […] deeply rooted in action and in an individual's commitment to a specific context" (p. 98). Ambrosini and Bowman (2001) further elaborate, that tacit knowledge is taken-for-granted, practical and context specific and should be studied within an interpretivist framework. As the data of this study shows, tacit CSR knowledge demands CSR-related works tasks, in other words, practical experience in the field of CSR. For instance, one actor told with regard to CSR, "I do work with it, so, naturally, I can influence that something is going to happen" (A: 20). Expressing this statement in another way, one can say that tacit knowledge in terms of its inherent action logically involves power in the sense of transformative capacity (Giddens 1984, p. 15). Further, Giddens (1984) defines organizations as "collectivities in which

the reflexive regulation of the conditions of system reproduction looms large in the continuity of day-to-day practices" (p. 200). Similarly, another actor of the analyzed describes the relevance of CSR in daily work routines, "I have to think about it myself. For example, what products do we use, where do these products come from? In which countries were these products produced, who produced it and under what conditions?" (A: 18). Consequently, in order to create meaning structures with regard to CSR, actors need to implement a tacit knowledge about it. In that sense, to be able to create meaning structures, actors have to have practical knowledge of their surroundings. "It is about real engagement, not only about stories on your homepage […]. We as organization have to live it, otherwise it is not really believable either" (A: 10). Furthermore, this practical knowledge is, as Schoeneborn et al. argue, „certified by the fact that it works, and such knowledge is the basis for the emergence of other knowledge and of interpretive resources as well as the communication flows that constitute organization" (Schoeneborn et al. 2014, p. 289). The analysis shows, tacit knowledge and talking about CSR are closely linked, and, to become relevant on organizational level, talking about CSR needs to be embraced on interpersonal level. The proliferation of tacit knowledge within an organization is the result of a constructive and collaborative process (D'Eredita & Barreto, 2006). As one actor points, "It is an absolute competitive advantage if you do CSR not only in silence […]. We should do good, but we should also talk about it" (A: 16). Only if CSR becomes part of constitutive tacit knowledge communication processes it really contributes to the organization's behavior. Hence, tacit knowledge can be best understood as arising through communication in contested, situated and dynamic contexts (Kamoche et al., 2014). In that sense and in line with the CCO-based view on organizations, organizational communication practices "produce, rather than merely describe, the "subjects" and "objects" of knowledge practices" (Barad 2003, p. 819). Thus, the following proposition can be formulated:

Proposition 1b: Tacit knowledge transfer processes lead to performative CSR communication which constitutes organizational meaning structures.

Facilitators for tacit knowledge transfer

Furthermore, the described tacit knowledge transfer processes can be facilitated by certain circumstances. On the hand, as the regression analysis of the SNA data showed, to be influential within the *CSR Communication Process* it seems to be advantageous to already have power in the sense of centrality within the *General Communication Network*. Furthermore, actors in the core of the CSR Communication Network can be characterized as 'sender' in communication processes. They take a proactive role in communication processes. This is also supported by

the qualitative insights: Most actors in the network core with regard to CSR describe either that they have a relatively high position in the hierarchy of the organization, or that they have relatively close contact with the management board. As one actor tells, "I have regular meetings with the CEO to discuss future developments […]" (A: 12). This formal advantage within the organization's structure seem to facilitate not only constitutive power in the *General Communication Network* but also in the *CSR Communication Network*. "We are all on the same page, full of respect, we can discuss on a mutual basis, on all hierarchy levels. So, there is a good exchange of thoughts and information. I enjoy it and it inspires me again and again in my daily work" (A: 12). Therefore, the analysis lead to the next proposition:

Proposition 1c: High formal position within the network facilitate performative CSR communication which constitutes organizational meaning structures.

Trigger for explicit knowledge transfer

In contrast to the conditions present in the network core, knowledge exchange processes in the network periphery seem to be triggered by different conditions. First, actors in the periphery of the network express uncertainty when they describe their work tasks with regard to CSR: "Sometimes I feel a bit insecure what to do; there were structures implemented here and there that I can't quite understand" (A: 13). This missing understanding of importance and usefulness of CSR results in no action with regard to CSR. However, the actors in the periphery still attach great importance to CSR in organizational contexts. To cope with this paradox, the actors do not see CSR within their responsibility. For instance, one actor argues, "This [CSR engagement] should be left to the young people. However, I do care about our environment, I think CSR is a great thing" (A: 36). Further, actors in the periphery, on the one hand, cannot unite the importance of CSR with their daily work life: "Every company has to think about CSR in order to act ecologically, because actually, that's the name of the game, I think. For the future. There is no other way. For my workplace, however, I cannot tell what to do. I can't say that now. I really can't think of anything now" (A:13). On the other hand, these actors do not see high relevance of CSR for themselves, "Yes, CSR is important. But I do not live here, that's why I sometimes struggle a bit to really feel committed to it" (A: 2), and, consequently, CSR does not have priority for them. So, an actor in the periphery of the *CSR Communication network* tells, "Personally, other things then CSR do have priority for me. But that doesn't mean I don't like it and that I wouldn't support it" (A: 6). Last, the analysis shows that the actors in the network periphery do not feel appreciated, "There should be appreciation and trust in our daily work. But, unfortunately, that is not always the case" (A: 36). Consequently, these actors

do not feel motivated with regard to CSR, so one actor points, "I think it doesn't matter if you behave sustainable, if you act as a role model, a model student or whatever. It's nicer, yes, but in the end, I don't think that it matters for promotion et cetera" (A: 36).

Proposition 2a: Explicit knowledge transfer processes are likely to happen when actors perceive organizational inconsistencies.

Explicit knowledge processes in the network core

As stated above, the analysis of the qualitative data shows that there are two forms of knowledge exchange processes within the organizational network: mainly tacit knowledge exchange in the network core, and mainly explicit knowledge exchange in the network periphery. Explicit knowledge, in contrast to tacit knowledge, does not need to be experienced in own practices. Accordingly, tacit knowledge seem to foster creativity, whereas explicit knowledge seem to make the work environment predictable and guide the way tasks are organized (Brown & Duguid, 2001). Thus, it can be relative easily shared, in other words, this "'know-what', or systematic knowledge is readily communicated and shared through print, electronic methods and other formal means" (Smith 2001, p. 315). Hence, especially in the periphery of the network, communication is not only about human beings conversing with each other, it is also about documents and other media telling people what to do (Cooren, 2004; Kuhn, 2008; Vásquez et al., 2018). This assumption goes in line with Pickering (1994) who states, "The performative idiom invites us to think symmetrically about agency: human beings are not the only actors around; the material world acts too" (p. 414). Thus, CCO studies highlight how communications, on their own and through their materiality, shape organizational constitution and its inherent meaning structures. They do so by revealing: "the active contribution of texts (especially documents) to organizational processes: that is, on the ways that texts, such as reports, contracts, memos, signs, or work orders, perform something" (Cooren, 2004, p. 374). Consequently, actors do receive CSR communication mainly through media. Thus, the actors describe, "We do a lot here via e-mail, although it is sometimes ambiguous" (A: 36); "At least, we do get memos, you always get it late, but at least you get important information then and can act accordingly" (A: 12). So, the explicit CSR knowledge exchange is characterized by CSR stories and frames that are not mutually developed but pre-determined by the network core of the organization. In other words, actors in the periphery do not have the power to create constitutive meaning structures, rather their CSR frames are constituted through given texts. Giddens (1984) depicts this power-relation as follows: "Resources are media through which power is exercised, as a routine element of the instantiation of conduct in social reproduction"

(Giddens 1984, p. 16). Actors in the periphery, hence, do not feel personally involved in CSR but do perceive it as already told story, "Afterwards, they write down on our homepage when they have done something" (A: 2), not concerning themselves: "As I've heard, the CEO does something ecological, something good for the environment. Totally fine for me, all good. If he is interested in it, he should do it" (A: 44). These observations lead to the next proposition:

Proposition 2b: CSR frames in the network periphery initiated by organizational CSR meaning structures cause explicit knowledge transfer processes.

Facilitators for explicit knowledge transfer

These described explicit knowledge transfer processes can be facilitated by the low hierarchy position (receiver position) as well as the perceived relevance of the described non-human actors such as memos, documents, and other media. In contrast to the influential actors in the core, actors in the periphery of the *CSR Communication Network* seem to have relatively low positions within the organization's hierarchy structure. As the regression analysis with the network data has shown, being in a receiver position decreases power within the *CSR Communication Network*. Consequently, these actors do not get information firsthand and do not feel involved. For example, one actor tells, "I definitely need more information, more communication. I wish I could get them" (A: 37). Another actor describes missing information flow from the periphery's point of view: "Sometimes something is kept behind the mountain for a very long time before anyone says anything to us" (A:13). This structural position seems to hinder tacit knowledge transfer processes but to foster explicit knowledge transfer processes. "My impression is, to put it quite clearly, we do not communicate enough within the organization on a mutual basis. That's fact. Unfortunately, in the past it has happened that we as employees have gotten information regarding our organization from the newspaper" (A: 44), summarizes an actor to illustrate the missing information routes. Thus, actors in the network's periphery cannot rely on their day-to-day practices to get information but need to consult other non-human sources. "For example, I use the intranet. There I get needed information" (A: 48), in other words, these actors' CSR sensemaking processes are framed by explicit knowledge transfers. Hence, the following proposition can be posed:

Proposition 2c: Low formal positions within the network facilitate explicit knowledge processes.

5 Discussion and Conclusion

The analysis of the constitution of meaning structures toward CSR involved a social network analysis, and separate analyses of qualitative data for the identified core and periphery of the CSR communication network, which provided valuable insights into the different conditions that allow actors in the organizational network to engage in communication processes. First, the network position in the *General Communication Network* affects the discursive ability of organizational actors on *interpersonal* level to mutually constitute meaning structures toward specific issues like CSR. Being in in a sender or receiver position generally determines significantly the network position regarding new issues. This is reinforced by the actor's formal hierarchy position within an organizational network. Naturally, actors with high hierarchy positions are more likely to be a 'sender' within the network, whereas with low hierarchy positions are more likely to be a 'receiver'. Thus, in figure 5, 'structural ability' as aggregated dimension is proposed as facilitator for different knowledge exchange processes in our model of the conditions associated with the evolution of meaning structures. This insight builds on and extends previous work that has highlighted the importance of such elements as role structure (Gargiulo & Benassi, 2003; Maitlis & Lawrence, 2007) and processes of homophily (for a comprehensive review see McPherson et al., 2001) in constituting organizations on *interpersonal* level. Homophily refers to the principle that a contact between similar people occurs at a higher rate than among dissimilar people – whether by preference or induced by opportunity constraints. In that sense, actors who are more structurally similar to one another are more likely to have issue-related interpersonal communication and to attend to each other's issue positions (Lawrence, 2006). Consequently, the present analysis shows that research has to account for structural roles to understand the evolution of meaning structures toward CSR within organizational networks on *interpersonal* level. In particular, this study's analysis demonstrates the value of conducting contextually sensitive studies in the area and provides practical support in order to identify relevant actors for the constitution of meaning structures on the organizational level. The presented findings support the thesis by Schoeneborn and Trittin (2013, p. 194) that "CSR-related communicative practices can only gain influence if they are resonant with other communicative practices that are at the center of an organization's value creation". Such insights can help firms to improve internal communication strategies and to successfully build the internal relevance of their CSR engagements in both the core as well as the periphery of their network.

For organizational actors within the network core, tacit knowledge transfer processes came with their formal roles (see figure 5). Therefore, the paper supports homophily theories as it demonstrates that interacting exclusively with similar others is efficient to the extent that similarity facilitates transmission of tacit knowledge (Cross et al., 2001). Further, it extends current CSR communication research by the assumption that knowledge creation and utilization are fundamental for evolution of meaning structures and above all organizational processes. In line with CCO, the basic idea is that new practices and concept like CSR emerge from the interaction of actors engaged. The importance of knowledge transfer processes for the evolution of organizational meaning structures on the *individual* as well as on the *interpersonal* level opens up to investigations of when and how actors legitimize texts and fields of organizational discourse. The study, thus, highlights the importance of tacit knowledge transfers for legitimizing matters of organizational authority and deepens insights on how CSR strategies can be practiced and on what types of knowledge it is based upon, which relates to strategy-as-practice theories (Kornberger & Clegg, 2011). As Vásquez et al. (2018, p. 417) point, "for *matters of concern* to become *matters of authority* the three following communicational practices have to occur: (1) voicing and collectively negotiating matters of concern, (2) transporting and materializing matters of concern through texts, and (3) recognizing matters of concern as legitimate (i.e. authorized and authored)". The CSR stories that were told (*individual* explicit knowledge), and the practices by which they were legitimized (*individual* tacit knowledge), were reconstituted as *interpersonal* meanings structures within the organizational network. Thus, these aggregated dimensions were integrated into figure 5.

Furthermore, on the *individual* level the study identifies enablers of knowledge exchange processes for actors in both the core as well as the periphery of the *CSR Communication Network*. One the one hand, for central actors, tacit knowledge exchange processes were enabled by their perceived self-efficacy. Consequently, this enabler was integrated into the theoretical model. This assumption goes in line with self-efficacy theories which state that actors' beliefs in their self-efficacy shape the types of anticipatory scenarios they construct and rehearse (Bandura, 1977; Sadri & Robertson, 1993). On the other hand, as shown in the theoretical model, organizational inconsistencies trigger explicit knowledge transfer processes in the network periphery, eliciting perceptions of corporate hypocrisy and thus adversely affecting their CSR beliefs (Wagner et al., 2009).

In sum, the presented study has shown that meaning structures toward CSR arise through knowledge exchange processes. As Brindusa Albu (2018, p. 7) points, "'talking values' does not simply label or reflect but also constitutes organizational realities". The developed theoretical model, thus, proposes that meaning structures are either performed through performative CSR communication which results from tacit knowledge exchange processes, or actors' explicit knowledge exchange is framed by these meaning structures. Hence, performative communication refers inherently to actors' daily work life, and consequently turns CSR talk into organizational reality.

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Appendix

Table 1: Selection of interviewed actors (sorted by CSR beta centrality)

Actor	n-CSR Beta Centrality	n-General Beta Centrality
7	2,048	1,286
18	1,852	1,324
10	1,827	1,275
16	1,822	1,202
17	1,683	1,451
25	1,508	1,315
21	1,435	1,08
1	1,433	0,715
27	1,426	1,34
42	1,405	1,081
26	1,379	1,394
39	1,129	0,898
23	1,088	1,277
20	1,081	1,2
30	1,057	1,129
12	1,033	1,158
15	0,976	1,07

14	0,964	1,091
11	0,892	1,079
19	0,89	1,157
48	0,89	1,359
29	0,854	1,023
31	0,841	1,101
47	0,81	1,309
38	0,797	0,653
37	0,778	0,759
41	0,756	1,17
28	0,727	0,792
13	0,721	1,111
2	0,697	0,877
9	0,677	0,616
3	0,659	0,891
49	0,61	1,146
22	0,593	0,793
33	0,551	0,731
46	0,55	0,782
43	0,51	0,914
40	0,483	0,868
44	0,45	0,837
45	0,45	0,854
4	0,436	0,688
24	0,43	0,791
5	0,4	0,525
35	0,371	0,468
32	0,313	0,527
36	0,242	0,527
34	0,232	0,418
6	0,227	0,345
8	0,045	0,478

Paper 2: Kollat, J. and Araujo, T. (n/a), The constitution of communication structures toward CSR engagements on Twitter

Organizational network processes: The constitution of communication structures toward CSR engagements on Twitter

Abstract

The present paper investigates organizational networking processes on the social media platform Twitter. Twitter enables both organizational as well as non-organizational members to communicatively constitute the organization's image. Therefore, organizations need to understand the impact communicated issues on social media platforms, especially with regard to corporate social responsibility (CSR), have on the constitution of the organization. As social media activities focus on textual performance, the present study investigates how these texts can bring forth organizational networks and let organizing occur. By comparing CSR with non-CSR related networks in the large data set of over 10 million tweets, the study reveals new insights in how specific topics change the communication networks of organizations and how these networks contribute to the constitution of organizational identity. Beyond, we can present new, surprising insights on hidden actors for strategic CSR communication.

Introduction

In today's world, organizations face societal changes that increasingly extend into the organization itself. Especially the introduction of social media platforms such as Twitter and Facebook has given rise to demands for further conceptualization of organizational communication, acknowledging the formative nature of communication for organizational practices not only in interpersonal but also in network environments (Schoeneborn & Trittin 2013; Schoeneborn 2011; Christensen et al. 2013). Organizations are required to understand the manifold voices of stakeholders and encompass all manner of digressions in convoluted narratives. This also includes engagement across conflicting interpretations of issues related to corporate behavior. The unprecedented power social media gives to its users enables stakeholders to communicate with organizations coequally, and to gain attention from large audiences within short time periods for critical issues in corporate communication – what becomes especially prevalent in terms of corporate social responsibility (CSR).

As concepts of interaction processes, network theories offer insights on the described process of mutually evolving communication. By following specific textual agents of organizational expressions, namely hashtags, on Twitter, we examine how organizations build networks with their stakeholders through texts on CSR-related and non-CSR-related topics, and how these bodies of texts under specific hashtags evolve around an organization. So far, little is known about the performative nature hashtags might have for the evolution of organizational communication networks on Twitter and what power organizations have in such networks. In other words, do organizations play an important role in their initiated networks on social media platforms or do they loose control, which is especially important to know with regard to 'risky' topics such as CSR?

Organizations often fail to understand why their online activities like posts and chosen hashtags on Twitter let occur certain networks that become constitutive for the organization's position within the initiated narrative. This becomes especially prevalent when hashtags used by organizations backfire in unintended ways like it happened with SeaWorld's 2015 campaign on Twitter #AskSeaWorld when NGOs like PETA joined the conversation scrutinizing and accusing the theme parks. The hashtag, originally invented to enhance a positive image as open and responsible organization, has remained and still elicits questions by various stakeholders constituting the organization's identity as an animal harming institution. The example shows how communication enables to frame and constitute through textual agents within a specific system like the social media platform Twitter. Hashtags as remaining objects in the digital world on Twitter can have the power to tie certain stakeholder and form new networks. Therefore, organizations need to understand the constitutive power the networks of a hashtag can unfold. Especially in the context of CSR it is important to detect whether CSR-related hashtags generally differ in constituting organizational networks. Further, the following analysis reveals if organization generally loose control in their networks when they are CSR-related – like it happened in the SeaWorld example. By doing so, the paper presents first insights on so far hidden consequences for organizations when implementing CSR communication efforts.

To explore how hashtags can co-create organizational networks on Twitter with regard to CSR, the present study combines a network perspective with the communication constitutes organizations (CCO)-view. We further contribute to current CCO research by performing an analysis on big data, to be precise on the large data set of over 10 million tweets, and by

extending the CCO view with our methodological approach on organizational network performance. Thus, our study aims at answering the following research question: *How do specific organizational narratives (hashtags) establish and form networks on Twitter?* Further, we investigate: *How do specific organizational narratives (CSR-related vs. non-CSR-related) constitute the organization's position in the network?*

Theoretical Background

The constitution of organizational networks

On social media platforms like Twitter communication does not take place only between one organization and one individual user at one time but simultaneously in networks of multi actors. This assumption demands new theoretical and methodological approaches. The network paradigm gets lately a growing popularity in organization studies (for an overview, see Kilduff & Brass 2010) as it shifts the emphasis from individualistic thinking and atomistic reductionism to the recognition of complex structural patterns highlighting relations between entities embedded in network structures. Consequently, Parkhe et al. (2006, p. 560) state, "of all phenomena in the business world that have emerged in recent years, few have had such a high impact as the understanding of organizational life as networking and the related concept of network analysis". Social network analysis leads to a new understanding of structure constitution and underlying dynamic mechanisms as "networks are structures and networks are flows" (Parkhe et al. 2006, p. 561). Organizational structures are fundamentally composed of cultural constructs reflected in communicative representations such as categories, symbols, or agents. Therefore, "network research has to deal with the interplay of structure and meaning" (Fuhse 2009, p. 52). The description and analysis of organizational networks and in particular communication processes that constitute those network structures enables to catch the character of the organization. Hence, communication has to be understood as dynamic network process that forms the identity of an organization (Schoeneborn 2011).

Social networks consist of dyadic ties between individual and/or collective actors. As one of the earliest reviews in organization network research asserts, "The social network approach views organizations in society as a system of objects (e.g., people, groups, organizations) joined by a variety of relationships" (Tichy et al. 1979, p. 507). Social network analysis (SNA) provides a lens through which the structures and ties of a network and individual positions of

actors in the network can be identified. As a result, there has been a rise in the use of SNA across several disciplines (cf. Parise 2007). SNA does not understand communication as a straightforward process, but rather as a dynamic network process with special structures that highlight the mutual dependences between different actors. Thus, this approach rejects traditional cause/effect variables and introduces new variables such as connectedness, centrality or power, which measure the extent to which network members are connected. The features of SNA belong to the constitutive perspective on communication episodes but with more focus on understanding the mutual dependencies in the actors' relationships. The insights offered by SNA can therefore be relevant both from the analytical perspective of theory building and from a practical perspective on the strategic communication planning of organizations.

Measures of SNA, like centrality, reveal information on the position an actor has in a network because on the actor's relationships. The centrality of an actor within a CSR communication network would thus provide information on how the actor is located in the flow of information, that is, the influencing power the actor has in exchange with others. We thus can identify the actor's role in networking processes leading to the constitution of the organization. Another way to detect the positions of actors provides the calculation of the so-called betweenness centrality. This centrality measure refers to position of an actor between other actors in the network. A high degree of betweenness centrality thus means that this actor has a crucial position in the network as the actor connects other actors who otherwise would not establish a relationship with each other. For illustrating the mutual communication processes, it is extremely important to identify these key players. Furthermore, an important actor is typically close to other actors and can communicate quickly with the other actors in the network, which is calculated by the closeness centrality. Therefore, communication efforts of such actors will reach others in the network in shorter time periods.

Organizational networking processes on Twitter in the context of CSR

CSR, as a fizzy topic, provokes different opinions. As Morsing & Schultz (2006) state, "while one-way information on corporate CSR initiatives is necessary, it is not enough" (p. 325). Therefore, an organization's main task is not only to inform an organization's members about CSR issues but also to integrate them into a mutual, participative network process within the organization. Still, it appears to be hard, if not impossible, to align competitive behavior with

social and environmental-friendly behavior targeting at not harming anyone and anything. Organization, hence, often fail to create a coherent image of their CSR activities and threat their former corporate image. Their willingness to take the responsibility for their actions brings them in a vulnerable position. However, this identity threat is a powerful trigger for co-constitutive interaction processes as the organization as well as its stakeholders often feel a need to engage around the sources of threat (Weick 1995, Maitlis & Christianson 2014). Nijhof & Jeurissen (2006, p. 319) develop on that idea and conclude, "we can define CSR as an interactive social process in which CSR is systematically organized by creating and recreating an internally and externally shared frame of reference in relation to CSR objectives, activities, and results". In other words, CSR should become a co-evolutionary program for organizations with no predefined setting.

Building upon the idea that organizations essentially consist of interlocking episodes of communication, Weick (1995) assumes that 'the communication activity is the organization' (p. 75). Developing that idea, a theoretical perspective, known as 'communicative constitutions of organization' (CCO), gains recently attention among academic scholars in the organizational communication field (see Ashcraft et al. 2009; Schoeneborn et al. 2014): CCO sheds light on the constitutive power that communication has in organizational contexts (Ashcraft et al. 2009, p. 22). Blaschke et al. (2012) portray the CCO perspective by stressing three central aspects that contribute to organizational studies: First, the mechanisms of stability and change can be explained "as the surface realization of the underlying dynamics of communication and the negotiation of meaning" (p. 880). Second, the CCO perspective integrates the micro-level (communication as talk and text), the meso-level (organization) as well as the macro-level (society) in which the communicatively constituted organization is embedded. Third, CCO provides implications to the understanding of the relation between emergence and control as it exposes the limits of managerial control over communication practices (Blaschke et al. 2012). Consequently, the CCO perspective highlights the importance of studying communication in organizational context, defining communication not as an add-on for business success but as an essential manifestation of organizational identity (Schoeneborn et al. 2014). Communication defines organizational culture and makes power in and through networks of interrelated entities visible. In that sense, one might define an organization as an interrelated network of communication processes assembling the organization's core identity (Taylor & Van Every 2000). Thus, communication has to be seen as a constitutive and consequential force in organizational contexts (Ashcraft et al. 2009). Furthermore, as organizational communication

can contain multifold voices incorporating various norms, values, and practices, an organization can be conceived as a polyphonic entity (Cooren 2015).

In terms of organizational communication on social media platforms, it is particularly interesting that the CCO perspective rejects a definite distinction between the 'inside' and the 'outside' of an organization (cf. Cooren et al. 2011). Consequently, communication can extend organizational boundaries dynamically. In that sense, networking processes in all communication events of an organization have the potential to constitute organizational boundaries and create identity. The underlying assumption, as Schoeneborn & Trittin (2013, p. 194) observe, "becomes particularly evident in the case of CSR, where practices of stakeholder involvement invite third parties to co-constitute these communicative boundaries". The growing role of social media networks in organizational communication where the organization shares and creates meaning in collaboration with various stakeholders demands taking such a perspective. In comparison to static web sites owned and created by organizations, social media enable mutual communication by eliminating the gate-keeping mechanisms of former web structures (Etter 2014). When thinking of social media as a (re-)creation in interaction, organizational boundaries are (re-)created in interaction as well. Both organizational and non-organizational members can contribute to the constitution of the communicative organizational entity. Albu and Etter (2016, p. 10) state, "the communicative acts (…) on Twitter continue to challenge assumptions of authorship in a way that makes notions of organization self-presentation puzzling". Nonetheless, organizational boundaries should guide interaction but remain open to contestation and change (Ashcraft et al. 2009).

Twitter provides an encouraging environment for organizations to spread information and interact by mentioning and retweeting with their stakeholders (Stelzner 2015). Tweets, messages of 140 characters, can be sent between various actors. Additionally, in contrast to other social media platforms like Facebook, Twitter's emphasis on accessible dialogic communication in a public sphere is unique (Murthy 2013); most tweets can be seen by everyone and not only by exclusive members of specific networks. Tweeting about certain issues is seen as "writing about their thoughts and quick reflections" (Ebner & Schiefner 2008, p.158). These specific characteristics describe the social structure of Twitter; Tweets as "quick reflections" focus on contributing to a broader discourse and help to keep the polyphony in social networks on Twitter alive. Contrary to other form of online corporate publishing (e.g. blogs or Facebook postings) the nature of Twitter neglects an egocentric focus (Murthy 2013).

Being in a prominent position among users, Twitter can enable stakeholder engagement in organizational communication (Lovejoy et al. 2012) and therefore support mutual networking processes. However, studies dealing with organizational communication on Twitter are mainly concerned with outcome variables (e.g. Saffer et al. 2013, Lee et al. 2013) than actually focusing on mutual networking processes. As especially CSR communication is concerned with aims such as involvement or participation (Morsing & Schultz 2006), a few studies on CSR communication focus on the dialogic features enabled by Twitter. Studying the interactivity of organizations on Twitter with regard to CSR, Etter (2013) examines that organizations tend to interact only if other Twitter users directly address them. This finding implies that organizations might occasional address their stakeholders but they generally do not build networks. In that line, Colleoni (2013) shows that organization are generally more focused on targeting specific, singular important audiences than on building well-connected networks, and do not necessarily let stakeholders communicate equally. Consequently, to be considered as constitutive processes, network creation on Twitter has to be more than a just a reactive dialogue.

Addressing these demands, Castelló et al. (2015) show that organizations should rethink their former corporate communication strategies and incorporate new ways of communication social media calls for (e.g. instant replies, personalized conversation), including opening up their boundaries towards stakeholders and evolving collective communication approaches. They describe this as a proposed shift from strategic manipulation strategies to contextual and structured networked strategies. Additionally, Etter (2014) investigates with reference to Morsing and Schulz (2006) three CSR communication strategies on Twitter: the broadcasting strategy, the reactive strategy, and the engagement strategy (Etter 2014). Although only a few organizations in the study's sample actually use the engagement strategy, Etter (2014) still concludes that Twitter "not only provides a platform to raise awareness of a company's CSR efforts but also opens possibilities for symmetrical communication and relationship management" (Etter 2014, p. 335). Social media can even represent a 'collective mind' (Lee et al. 2013) and therefore come much closer to a two-way dialogue enhancing authenticity of information (Morsing & Schultz 2006). These findings are reinforced by observations of Albu and Etter (2016) of how hashtags coproduce an organizational actor and "act as a pastiche of the organization" (p. 1). Their study concludes that hashtags have the potential to constitute the organization.

Still, none of the presented studies target at observing how CSR topics constitute organizational communication networks on Twitter. It remains to be analyzed how organizations can integrate themselves in CSR communication networks and how this impacts their communicative constitution. Our study aims at answering this gap in current research by taking a look at the evolution of CSR-related and non-CSR-related hashtag networks and their performative nature. By doing so, we want to investigate how hashtags stimulate the constitution of networks around organizations and reveal the power structures of these communication networks.

Social network research grounded in CCO thinking faces can help to understand underlying mechanism and dynamics of communication processes, especially on social media platforms such as Twitter. However, few studies apply a network approach that reflect CCO thinking and enhance the explanation power of network studies. Furthermore, as Blaschke et al. (2012) argue, current network research does not encompass the CCO perspective explicitly, "visualizing, pinpointing, and tracking the dynamics of communicative issues" (p. 899). Using a network approach under the lens of CCO thinking, the present paper thus enhances the understanding that organization is literally achieved in communication and recognized through texts (Ashcraft et al. 2009).

Tweets as entities in organizational constitution

By focusing on textual performance social media challenges the importance of face-to-face interaction as a necessary condition to characterize and constitute organizational life. Therefore, the manifestation of social media activity, the digital texts such as posts or tweets, can contribute to organizational processes (Cooren 2004). Recognizing tweets as textual agency implies to focus on the texts organizational members and stakeholders produce and how these tweets serve in spanning space and time. Tweets as textual agents can bring forth meanings and let organizing occur. Furthermore, textual agents can visualize power structures as they function to coordinate and control actual behavior (Ashcraft et al. 2009). As Cooren (2004, p. 382) states, "ascribing agency to texts never means that humans completely disappear from the picture." Naturally, texts are bond to its producers and extend the producers' networks with non-human entities. Following this line of thought, a network of various human and non-human actors (as texts) constitutes organizations. Specifically, the status-updating practices on social media platforms become a meaningful part of creating identity as textual agency; posting about own practices, developments, and achievements is self-production as well as self-presentation in

exchange with others (Murthy 2013). Being present on social media through texts means to integrate and exclude online profiles in specific apparent narratives. Posting is an essential part of online identity maintenance and confirms at the same time an entity's relations and its position in a whole network structure. Posted statements like tweets characterize the entity and untie the relation to the actual behavior of the person behind; they carry out the role of expressing organizational identity.

Cornelissen et al. (2011) show that materiality plays an important role for anchoring thoughts and emotions. Their case illustrates how materiality mediates interaction processes in networks and reveals its huge impact on the overall commitment process to a certain issue. Their analysis suggests that material cues, like tweets are, "can in highly pressurized contexts also lead to a contraction of meaning with individual actors combining material with readily available frames" (Cornelissen et al. 2014, p. 730). Texts such as tweets reflect identity processes and influence the habits of interpretation of organizational practice that was formed to deal with a specific issue in the environment (cf. Taylor & Robichaud 2004). The tweets as textual agents become an apparent and remaining material linking certain actors and consequently forming new networks.

This view is particularly interesting when considering that organizational entities on Twitter are co-constituted by organizational as well as non-organizational members (Albu & Etter 2016). From an organizational perspective, the outcome of such evolved text bodies under specific hashtags is the achievement of mutually understood objects in co-oriented organizational networking processes. As Taylor and Robichaud (2004, p. 401) clarify, "to form a unit of 'organization', people need to align their ways of dealing with the objective world". The organization is incarnated in the texts that relate to it (Ashcraft et al. 2009). Through textual agents and their forming ties, the identity of the organization itself becomes apparent (cf. Taylor & Robichaud 2004).

Network studies within CCO research may therefore enhance an understanding of how organizing systems evolve (Ashcraft et al. 2009). Social media can serve as a great resource for studying organizational networking processes. Furthermore, having access to such big databases as Twitter provides can extend the more qualitative focus of recent CCO centered research toward a more quantitative research design.

Methodology

Sample

The sample is composed of Fortune 500 companies operating in the food sector, which has been subject to several CSR-related crises in the past. Among all companies listed under the Food, Beverages & Tobacco sector, and Wholesalers: Food and Grocery industry, we identified 14 that had official Twitter corporate accounts with English content: Anheuser-Busch InBev, Archer Daniels Midland, CHS, Coca-Cola, Danone, Edeka Zentrale, Heineken, McDonald's, Mondelez International, Nestlé, PepsiCo, Sysco, Tyson Foods, and Unilever. We also included Twitter accounts targeting consumers for four companies as a control (Coca-Cola, Heineken, McDonald's and PepsiCo).

To explore how organizations form networks on Twitter in a co-evolutionary and constitutive process through tweets regarding CSR and non-CSR topics, we consider that the organization form networks when mentioning, replying to or retweeting a (non-)organizational user. Also, the (non-)organizational user can undertake the active part and integrate his tweets actively in the organizational network by mentioning, replying to and retweeting the organization. In order to explore these interactions, and how they differ when it comes to topics related and unrelated to CSR, we focused on the hashtags used on these tweets, which were considered as the primary topic of the dialogue. We therefore tracked these accounts for approximately one month and, every time that the company posted a tweet containing a hashtag, the data collection scripts immediately started collecting tweets with the same hashtag posted by other users. In total, the sample contained 24,761 tweets from company accounts, and 10,087,758 tweets from other users. To be included in the sample, a user tweet would need to have used at least one of the hashtags used previously by a company account.

It is important to note that actors on Twitter use hashtag (preceded in Tweets by the symbol #) to categorize tweets topic-based and assign them to specific conversations. By using the same hashtag, Twitter users can easily take part in conversations and consequently form the discourse. Originally, the hashtag denotes that a message is relevant to specific topic. Nowadays, hashtags represent even more than just information classification; "they are used as resources for creating specific organizational identities" (Albu & Etter 2016, p. 7). Hashtags incorporate a multifold body of tweets and serve as textual agents that define objects and invite, when used by organizations, both organizational and non-organizational members to follow

and create specific organizational pathways (cf. Cooren 2004). As seen in the #AskSeaLife example, hashtags can assemble various tweets and put together content from any context to initiate organizational networking processes that might even contest an organizational entity for others' interests. Such communicative processes, as the CCO perspective argues, illustrate the performative power textual agents for the organization's position within a specific network tied by a hashtag.

Hashtag Networks

Depicting constitutive networking processes involves identifying separate tweets and, subsequently, how they are related as textual agents within a topic-based network. Consequently, we employ a network analysis technique that explores how the organization occurs within networks of interactions on Twitter with regard to hashtag-specified topics related or unrelated to CSR. Tweeting under specific hashtags evolves in pursuit of a shared interest, but each tweet constitutes the organization's position within that network. As easy accessible conversation settings, without predefined outcomes and hierarchical power structures, hashtags might facilitate that emergent process that has the potential to constitute the organizational identity by altering its power within the discourse (cf. Oliver & Montgomery 2008). An essential outcome of analyzing the interplay between textual agents of organizational as well as non-organizational members can be the recognition of the network position of the organization, which presents the foundation of organizational constitution.

Therefore, after the tweets were collected, we then proceeded to analyze hashtag usage by companies, to create networks combining user and company activity. A new network could be created when a company posted a tweet containing a hashtag (start time). This new network would then be composed of all the tweets containing the same hashtag that had been posted by other users up to 24 hours after the original tweet from the company (end time). If the company itself had posted a new tweet using the same hashtag within these 24 hours, we would then extend the end time for 24 hours after this new tweet from a company. If a company, however, posted a new tweet using the hashtag more than 24 hours after the initial tweet, a new network would be created. Consequently, for each network built in this study, the ties between members of the network are considered as each instance that a user mentioned another user on a tweet containing that hashtag. So, for example, if user A mentioned user B on a tweet for a given hashtag, the network for that hashtag would contain a tie from A to B.

In total, we identified a total of 518 instances in which companies tweeted using hashtags during this period (following the criteria mentioned above), and that therefore could be turned into networks using the Python package NetworkX (Schult & Swart, 2008). In the process of creating these networks, we excluded instances that could not be built because either (1) there were no ties, (2) the networks had density levels equal to 1 (usually very small networks), or (3) that had more than 300,000 ties (for which it would be computationally intensive to calculate the network metrics). Each instance of a hashtag used by a company was then categorized as to whether it was about a CSR topic, and whether it could be considered company-related. A total of 9 instances of hashtag usage could not be clearly identified as whether they were CSR- and/or company-related, and were also excluded from the sample. The final sample was composed of 416 networks.

Measures

The key independent variables of this study were whether the network was about a CSR topic (23.88% of the networks), and whether it was about a company-related topic (23.56%). When analyzing the organizational positioning in each hashtag network, we focused on measures of centrality, as our study seeks at understanding how centrality in organizational networking processes influences the constitution of the organization. To summarize, the measures of centrality used to compare CSR- and non-CSR hashtag networks were (1) degree centrality, which is related to the amount of ties that are directed to or from a given member of the network; (2) betweenness centrality, which indicates how frequently a given member of the network acts as a bridge between other two other members of the same network; and (3) closeness centrality, which measures how close a given member of the network is from all other members of the same network, by analyzing the shortest paths between them.

Analytical strategy

We created multilevel models to answer the research questions of this study. Multilevel models are commonly used to account for instances in which the independence of observations assumption in a regression model is violated and the observations can be nested into groups, as was our case: each network belonged to a specific company account, which could be considered a group. We therefore built models setting the company account as the contextual level. This splits the variance of the dependent variable in two levels, namely the individual level,

associated with each specific hashtag, and the contextual (group) level which, in our case, were factors associated with each company profile. We also included the (1) number of nodes, the (2) density and whether the (3) company profile was targeting consumers as control variables. Moreover, we log-transformed the dependent variables given their skewness, and eliminated instances in which the company profile had a centrality measure equal to zero.

Results

To understand the differences between CSR and non-CSR hashtags, as well hashtags related and not related to the company, we created a series of networks, one for each hashtag used by each company. For each network, we then measured the density, number of members (nodes) and ties (edges), and compared the network centrality measures that the company accounts had in each network type. Table 1 contains the descriptive statistics.

Table 1. Descriptive statistics

Variable	All hashtags	Company		CSR	
		Not related	Related	Not related	Related
Nodes	3341.18 (11556.34)	4331.61 (13062.77)	127.31 (269.68)	3470.93 (11634.33)	2925.71 (11351.23)
Ties	6746.12 (24585.22)	8754.24 (27821.39)	229.97 (545.04)	6793.95 (24198.04)	6592.96 (25912.81)
Density	0.09 (0.16)	0.06 (0.13)	0.18 (0.19)	0.09 (0.14)	0.11 (0.19)
Centrality					
Betweenness	0.25 (0.36)	0.15 (0.3)	0.52 (0.38)	0.27 (0.37)	0.18 (0.33)
Closeness	0.29 (0.37)	0.2 (0.31)	0.6 (0.38)	0.3 (0.37)	0.26 (0.34)
Degree	0.48 (0.68)	0.3 (0.56)	1.05 (0.71)	0.51 (0.69)	0.39 (0.63)

Note: Standard Deviations in parentheses.

The question then becomes, are these differences significant and relevant across organizations? The first step in the analysis was to compare networks for hashtags about topics related to the

company, with hashtags that are generic. As seen in Table 2, even after controlling for number of nodes, and whether the account targeted consumers, the company-related hashtag networks have significantly higher density than non-company-related hashtags. Moreover, even after controlling for the density, the organizational users in the company-related hashtag networks have significantly higher levels of closeness, betweenness and degree centrality than they do in non-company-related hashtag networks.

Table 2. Multilevel models for all hashtag networks

Variables	Density	Closeness Centrality	Betweenness Centrality	Degree Centrality
Company-related	2.06 (0.25) **	1.44 (0.24) **	3.23 (0.49) **	1.63 (0.23) **
Nodes	-0.0001 (0) **	-0.00003 (0) **	-0.0001 (0) **	-0.0001 (0) **
Density		7.69 (0.64) **	14.39 (1.32) **	8.51 (0.60) **
Brand account	-0.296 (0.266)	1.05 (0.38) **	2.29 (1.18)	1.40 (0.32) **
Constant	-4.66 (0.15) **	-4.13 (0.21) **	-7.97 (0.68) **	-4.23 (0.18) **
Intraclass Correlation (Rho)	0.009	0.0614	0.2238	0.0432
Pseudo R^2 Level 1	0.3797	0.4160	0.4300	0.6046
Pseudo R^2 Level 2	0.4217	0.4245	0.3391	0.6696

Note: Standard Errors in parentheses. Snijders/Bosker R-Squared reported as Pseudo R^2. * $p < 0.05$, ** $p < 0.01$.

The next step in the analysis was to explore the differences between CSR and non-CSR hashtag networks. We created a series of models for each dependent variable, as shown in Table 3, one for company-related hashtags, and another for non-company-related hashtags, considering the differences already seen in the previous analysis step. When it comes to company-related networks, CSR hashtags do not differ significantly in density or centrality when compared to non-CSR hashtags. However, for non-company related hashtags, organizational users show higher levels of closeness centrality and of betweenness centrality in networks formed around CSR hashtags when compared to non-CSR hashtags. Density, and degree centrality, however, do not present significant differences.

Table 3. Multilevel models comparing company-related and non-company related hashtags

Variables	Density		Closeness Centrality		Betweenness Centrality		Degree Centrality	
	Company	Non-Company	Company	Non-Company	Company	Non-Company	Company	Non-Company
CSR	0.43 (0.37)	0.49 (0.29)	0.35 (0.31)	0.9 (0.29)**	-0.027 (0.65)	1.43 (0.66)*	0.15 (0.37)	0.41 (0.26)
Nodes	-0.005 (0.0004)**	-0.0001 (0)**	-0.001 (0.0003)**	-0.00002 (0)*	-0.003 (0.001)**	-0.0001 (0)**	-0.002 (0.0004)**	-0.0001 (0)**
Density			2.5 (0.52)**	9.9 (0.86)**	3.27 (1.17)**	18.38 (1.71)**	2.25 (0.63)**	11.34 (0.79)**
Brand	-0.27 (0.35)	0.19 (0.30)	0.49 (0.2)*	1.51 (0.44)**	0.80 (0.45)	3.19 (1.42)*	1.11 (0.4)**	1.54 (0.35)**
Constant	-2.03 (0.22)**	-4.9 (0.18)**	-1.41 (0.17)**	-4.62 (0.25)**	-1.88 (0.39)**	-8.9 (0.81)**	-1.29 (0.28)**	-4.58 (0.21)**
Intraclass Correlation (Rho)	0.12407	0¹	0¹	0.05974	0¹	0.27415	0.18115	0.03523
Pseudo R² Level 1	0.6045	0.2994	0.3941	0.3561	0.3575	0.3434	0.3952	0.5555
Pseudo R² Level 2	0.6265	0.3079	0.4910	0.3398	0.3575	0.1889	0.4521	0.5516

Note: Standard Errors in parentheses. Snijders/Bosker R-Squared reported as Pseudo R². * p < 0.05, ** p < 0.01. ¹Multilevel models do not show variance in the contextual level (thus Rho = 0); results of OLS regression follow the same patterns as multilevel models.

**Figure 1. Examples of non-CSR hashtag networks for Coca-Cola Company**

Non-Company-Related	Company-Related

#fbf: Full network

#tastethefeeling: Full network

#fbf: Ego network for organization

#tastethefeeling: Ego network for organization
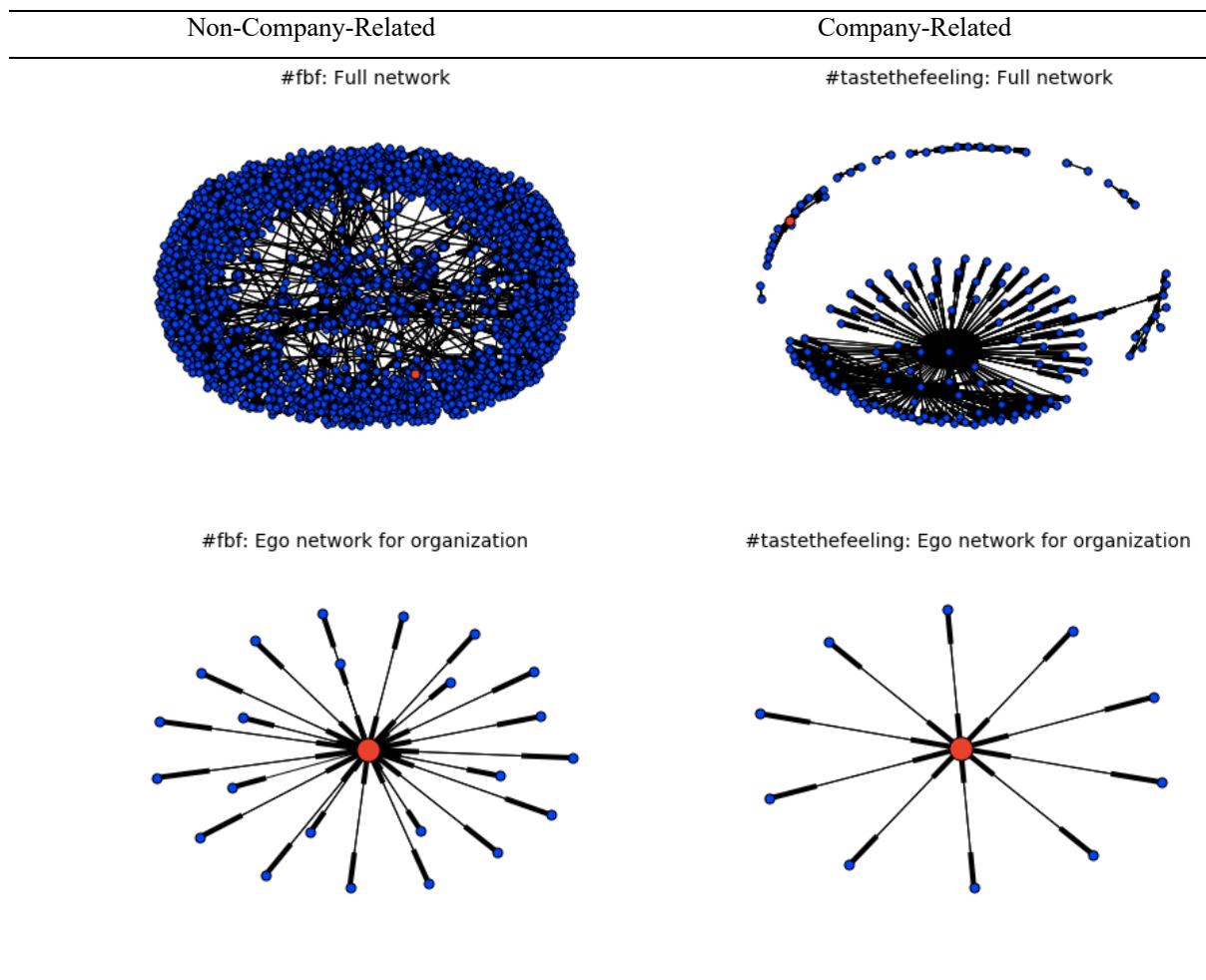
Figure 2. Examples of CSR-related hashtag networks for Coca-Cola Company

Non-Company-Related	Company-Related
#worldwaterweek: Full network	#5by20: Full network

#worldwaterweek: Ego network for organization	#5by20: Ego network for organization
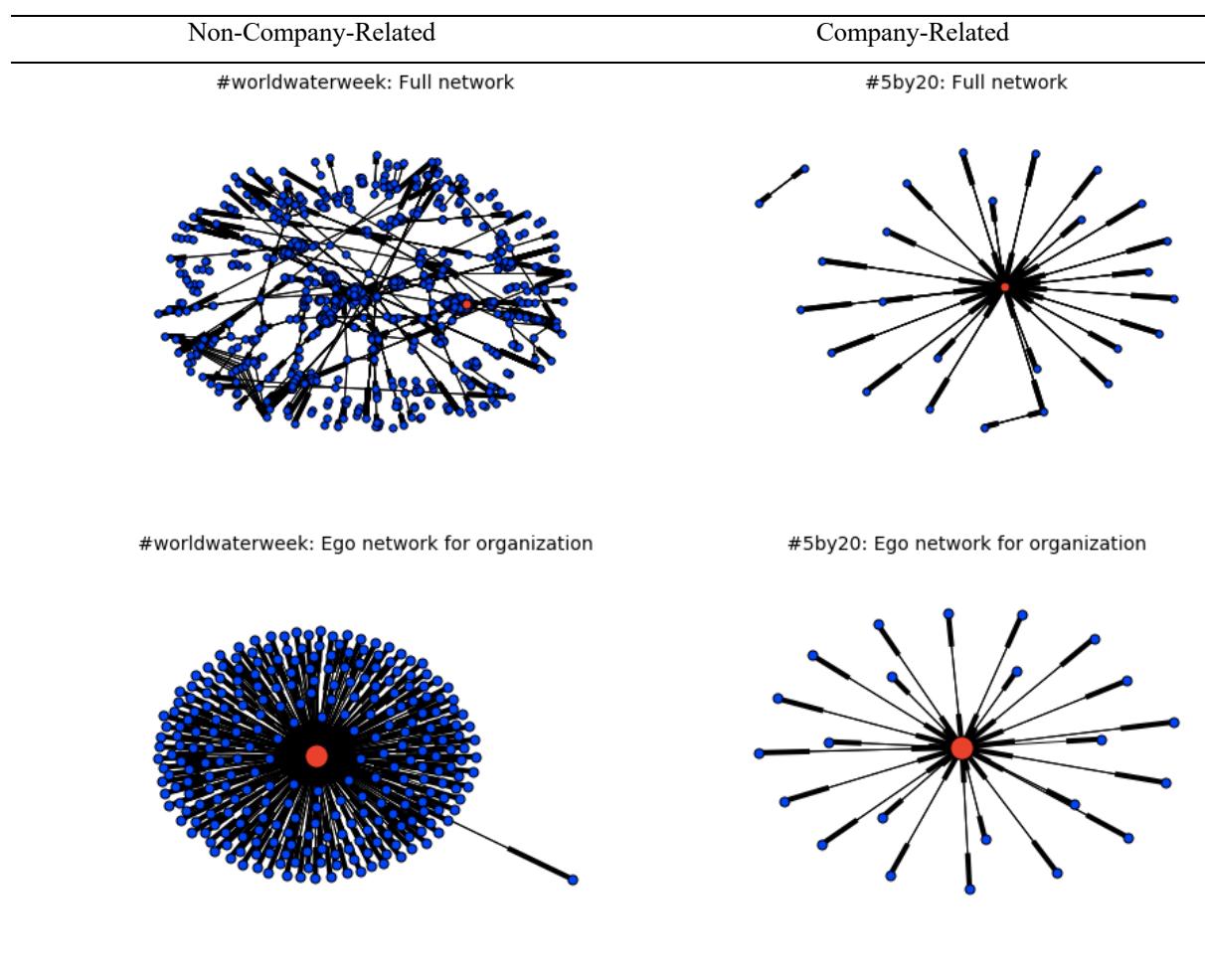
Discussion

In sum, our study provides insights in how organizations are constituted in processes that contribute to the evolution of communicative organizational boundaries maintaining the organizational identity. Therefore, our study sets out to understand how organizations can position themselves in hashtag communication networks and how this resonates their communicative constitution. More specifically, our study explores how CSR-related networks differ from non-CSR related networks. A key finding of this study is that networks for CSR-related hashtags have a significantly higher number of ties than networks for non-CSR-related hashtags. This provides evidence to the idea that even though a similar number of stakeholders may start conversations with the organization about a given topic, when that topic is CSR related, actors are not only more connected to the organization, but also among themselves and a complex communication structure contributes to the organization's constitution. This

suggests that attempts at certain narratives which, for the purposes of our study, could be considered as textual agents represented by tweets with a hashtag and mentioning or retweeting another user, are done in a much more interconnected fashion for CSR-related topics than for other topics. In other words, networking efforts with regard to CSR have a higher impact on the constitution of the organization.

This higher level of interconnectedness is also seen when it comes to how central organizations become in constitutive networking actions on Twitter via hashtags. The analysis of organizational networks shows the impact certain topics like CSR can have on communication structure and the position of the organization within the communication flow. Moreover, the higher levels of closeness and of betweenness centrality indicate that organizations are not only more influential in networking processes that are related to CSR topics (closeness centrality), but seem to have higher levels of control with their textual agents connecting different stakeholders (betweenness centrality). Thus, the process of communicative constitution of organizational networks with regard to CSR becomes visible with such an analysis. It closes a gap in current research by providing empirical evidence for the co-evolutionary process of organizing with regard to CSR in mutual communication processes among stakeholders and the organization.

Therefore, our study supports theoretical assumptions from CCO research and contributes to theorizing the constitutive nature of communication on Twitter for organizations by delivering insights into the communicative practices that organizations draw on when dealing with the polyphony of CSR compared to other topics. Understanding boundaries to be communicatively constructed, we emphasize the co-constructive processes of boundary formation between an organization and its stakeholders. In that sense, we can argue that CSR-related hashtags advance interactivity with stakeholders and generally create higher levels of centrality for organizations. Networking processes with regard to CSR seem to be driven in greater proportion by organizational communication than non-CSR-related hashtags. This indicates that CSR-related hashtags might have the power to create and reinforce relations among organizational stakeholders and constitute new organizational boundaries.

Still, our study does not examine if organizations use engagement strategies as proposed in the literature or if the greater level of engagement in the CSR-related hashtag networks naturally evolve regardless organizational communication behavior. We thus cannot provide evidence

that engagement strategies might lead to greater communication networks. However, our results indicate that engagement strategies take on actual occurring communication processes. Therefore, our study provides first insights that engagement seems to be the most appropriate strategy to foster constitutive networking processes with stakeholders and to extend organizational boundaries.

While this study advances theory by demonstrating how organizational networking on Twitter for CSR- and non-CSR-related hashtag networks constitutes the organization's identity, some limitations need to be considered. Firstly, this study focused on hashtags used by organizational profiles, and started collecting data about a given hashtag immediately after an organizational profile first used that hashtag. This means that the networks created always have one organizational tweet as a starting point, and do not contain tweets that may have used the hashtag that were posted by other users before the organizational profile. Secondly, we while our data collection procedures strived at collecting potentially all (English) tweets by all users that used that hashtag at after the organization first used that hashtag, limitations imposed by the Twitter API mean that we cannot be sure that all tweets were collected. Thirdly, it is important to highlight that our analyses and conclusions should be considered in light of the criteria we used to build the networks, namely that we excluded extremely large networks (computationally intensive to be analyzed for network centrality), networks that were too small (and therefore too densely connected), and networks in which the organization had 0 as its centrality measure (indicating that the organization did not manage to establish connections relevant for that centrality measure). Finally, we focused exclusively on one organizational account at a time (for each network), and did not categorize each specific user that had retweeted, mentioned or replied to a tweet containing the hashtag in question. While the centrality measures provide a good initial indication of the position of the organizations on these communication networks, future research should investigate this in more detail, and for example understand which types of users (including users within the organization, such as employees, brand profiles etc.), hashtags and organizations can influence organizational networking processes the most.

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