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THE MODERATING EFFECT OF OWNERSHIP STRUCTURE IN AFFECTING CSR ON FINANCIAL PERFORMANCE

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Abstract

CSR activities are becoming a trend that companies do to be able to compete in increasingly fierce business competition. The company's consistency in carrying out CSR activities can influence the profits generated by the company, which is shown by the company's financial performance. However, some factors can influence CSR on financial performance, one of which is ownership structure. The company's managerial ownership structure will have an impact on how well business decisions are made. The ownership identity applied by the company will support management decision-making in implementing CSR efforts and improving financial performance. This study was conducted to examine the effect of ownership structure as a moderating variable on the relationship between corporate social responsibility and financial performance in companies located in Indonesia and Singapore. Furthermore, it was also tested by comparing CSR disclosures in the two countries by focusing on companies listed on the LQ45 index and the Straits Times Index. The test analysis uses panel data regression analysis and the Mann-Whitney test to determine the level of difference in CSR in Indonesia and Singapore. The results obtained are that there is no significant difference in CSR between Indonesian and Singaporean companies. Furthermore, the role of ownership structure in strengthening the relationship between CSR and financial performance can be proven in Singapore companies, but cannot be proven in Indonesian companies.

Keywords: CSR, financial performance, managerial ownership, ownership structure

Introduction

Corporate social responsibility (CSR) represents the actions of corporations related to sustainability, environmental impact, and social performance (Garanina & Kim, 2023). A recent survey conducted by KPMG (2020) reveals that a staggering 96% of the world's large firms have published Corporate Social Responsibility (CSR) reports for public consumption. However, there is a concern regarding whether the rapid growth in CSR reporting truly indicates an enhanced level of responsibility among public companies, or if it is simply the adoption of symbolic strategies where companies prioritize their perceived legitimacy over actual societal impact (Garanina & Kim, 2023).

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The ASEAN CSR Network (ACN), a regional organization that promotes corporate social responsibility (CSR) in the ASEAN area, assessed six ASEAN countries with the highest CSR scores. The six countries are Singapore, Malaysia, Indonesia, Thailand, the Philippines, and Vietnam. In 2020, ACN conducted an assessment based on several criteria, including information transparency, detailed disclosure of CSR activities, and CSR performance. The better companies in each country disclose their CSR activities, the higher the percentage of assessment they will receive.

The report states that on average, just 47% of companies from the six countries have effectively implemented the principles of accountability and transparency about how companies are responsible for openly disclosing their CSR activities. According to the assessment conducted by ACN, Singapore is the country with the highest level of CSR disclosure, amounting to 69%. Indonesia ranks fifth, following Thailand, in expressing its social responsibility activities with a score of 36%.

According to Chang (2021), corporate social responsibility (CSR) initiatives have the potential to reflect the efficacy of business profits as indicated by financial statements. By examining the financial performance resulting from these activities, it becomes possible to ascertain whether there is a discernible improvement when they are executed well. According to Ibrahim (2015), the provision of comprehensive and accurate corporate social responsibility (CSR) information can have a positive impact on investor interest and community loyalty.

This, in turn, can influence financial management and sales value, ultimately leading to improvements in overall financial performance. Han (2016) propose that the effective implementation of corporate social responsibility (CSR) activities by a firm, along with a strong commitment to transparently disclosing information about its social initiatives, can provide positive outcomes for its financial performance.

However, in contrast to the findings of Fahad & Busru (2021), the present study indicates that corporate social responsibility (CSR) initiatives do not have a significant impact on the financial success of the organization. The presence of divergent and incongruous outcomes gives rise to the notion that multiple variables may impact the evaluation of financial performance and the assessment of corporate social responsibility (CSR) activities. These factors can contribute to inconsistent findings in research endeavors that examine the direct correlation between CSR and financial performance.

Kabir & Thai (2017) assert that corporate governance elements exert a significant influence on the association between corporate social responsibility (CSR) and financial success. The relationship between corporate social responsibility (CSR) and financial performance can be influenced by the implementation of corporate governance mechanisms that regulate ownership structure.

The influence of ownership structure considerations on a company's financial success can be significant. The ownership structure of a corporation plays a crucial role in shaping its corporate governance procedures since it has the potential to influence the distribution of governance power within the organization (Ang, Shao, Liu, Yang, & Zheng, 2022).

The application of corporate governance known as ownership structure pertains to the allocation of ownership, control rights over shares, and distribution of firm resources. The efficacy of corporate decision-making can be influenced by the specific organizational management approach implemented by a corporation. The implementation of ownership identification by the company would assist managers in making informed decisions regarding the execution of corporate social responsibility activities, thereby contributing to the enhancement of financial performance.

The purpose of this study is to determine the effect of corporate social responsibility (CSR) on financial performance which will also be tested for the moderating role of ownership structure. The focus of this study is companies located in Indonesia and companies located in Singapore. As stated earlier in the assessment of CSR disclosure conducted in six ASEAN countries conducted by ASEAN CSR Network (2020), Singapore became the country with the highest score in CSR disclosure. The comparison between Indonesian and Singaporean companies is carried out to know how CSR activities are carried out by companies and to know the implementation of governance so that it can affect the relationship between CSR and financial performance.

Research Methods

The population that is the object of research consists of companies listed on the LQ45 index from the Indonesia Stock Exchange (IDX) and STI from the Singapore Exchange (SGX) with a data period from 2018 to 2022. In determining the research sample, researchers used the purposive sampling method. Determination of criteria by the research objectives is a technique used so that the research sample can be collected by the research design. After the sampling, the total sample size is 44 companies (22 Indonesian companies and 22 Singapore companies).

This study measures the disclosure of CSR based on the Global Reporting Initiatives (GRI) standards. GRI has developed sustainability reporting standards that may be utilized by organizations from many sectors to measure and report their performance in terms of economic, environmental, and social aspects (GRI ASEAN, 2022). The scoring system is employed to measure CSR disclosure using the Global Reporting Initiative (GRI). The scoring methodology involves assigning a score of 1 when the company has revealed the relevant indicator, and a score of 0 when it has not. The final score for CSR disclosure is determined by dividing the total score of indicators disclosed by the company by the total number of applicable GRI indicators and expressing it as a percentage.

This study primarily examines the profitability ratio as a measure of financial performance, which assesses the company's capacity to generate profit within a specific timeframe. Profitability ratios are metrics utilized to evaluate the financial success of a firm in generating profits, by establishing a connection between these earnings and sales, assets, or company capital (Prihadi, 2010). The profitability ratio in this study will be projected with ROA and ROE.

Return on Assets is a financial ratio used to assess a company's ability to generate profits from its assets (Prihadi, 2010). ROA is measured by summing the net income of a company by its total assets (Diana, 2018). Return on Equity is a financial metric that measures the profitability of a firm by examining the profits generated from the capital invested in the company (Syamsuddin, 1987). The ROE value is obtained by summing the net income by the total equity owned by the company. This study additionally employs control factors to avoid any bias when analyzing the association between the variables. The appropriate control variables are shown in Table 1.

Table 1 Variable Measurement

Variable	Indicator		Variable Definition	Source
Independent Variable				
Corporate Social Responsibility	*Corporate Social Responsibility Disclosure*	CSRD	The ratio of CSR activities disclosed by the company to the total number of applicable GRI indicators.	(Putra et al., 2015)
Moderating Variable				
Ownership Structure	*Managerial Ownership*	MOWN	The ratio of the number of shares owned by management to the number of outstanding shares.	Yasser & Mamun (2017)
Dependent Variable				
Financial Performance	*Return on Assets*	ROA	The ratio of net income to total assets.	Hayat et al. (2018)
	Return on Equity	ROE	The ratio of net income to total equity.	
Control Variable				
Size	*Firm Size*	SIZE	Natural logarithm of total assets.	Kabir & Thai (2017)
Leverage	*Firm Leverage*	LEV	The ratio of total debt to total equity.	Hasan et al. (2022)
Covid	*Covid-19 Pandemic*	COV	The period the company began to be affected by the Covid-19 pandemic.	Aljughaiman et al. (2023)
Board Size	*Board Size*	B-SIZE	Natural logarithm of the total number of board members.	Ang et al. (2022)
Growth	*EPS Growth*	GROWTH	Growth in earnings per share.	Fahad & Busru (2020)
Liquidity	*Liquidity*	LIQ	The ratio of current assets to current liabilities.	Fahad & Busru (2020)

This study generates four empirical models by combining the prior research hypotheses with the variable selection. These four models will be analyzed with panel data regression analysis. Panel data regression is an analysis method that combines two types of data, namely time series data and cross-section data (Basuki & Prawoto, 2016). Time series data is obtained by observing an individual over time. Cross-section data includes information from various individuals at a certain point in time. In this study using panel data regression, researchers analyzed the direct effect of CSR disclosure as an

independent variable on financial performance as the dependent variable, as well as the role of ownership structure as a moderating variable.

First, this study explores the direct impact of CSR on financial performance (ROA and ROE) and establishes the following regression model (models 1 and 2) based on different variables to verify hypothesis 2:

Model 1:

$$\begin{aligned} ROA_{i,t} = {} & \alpha + \beta_1 CSR_{i,(t-1)} + \beta_2 SIZE_{i,(t-1)} \\ & + \beta_3 LEV_{i,(t-1)} + \beta_4 COV_{i,(t-1)} \\ & + \beta_5 BSIZE_{i,(t-1)} + \beta_6 GROWTH_{i,(t-1)} \\ & + \beta_7 LIQ_{i,(t-1)} + e \end{aligned}$$

Model 2:

$$\begin{aligned} ROE_{i,t} = {} & \alpha + \beta_1 CSR_{i,(t-1)} + \beta_2 SIZE_{i,(t-1)} \\ & + \beta_3 LEV_{i,(t-1)} + \beta_4 COV_{i,(t-1)} \\ & + \beta_5 BSIZE_{i,(t-1)} + \beta_6 GROWTH_{i,(t-1)} \\ & + \beta_7 LIQ_{i,(t-1)} + e \end{aligned}$$

Second, the interaction terms of the ownership structure component and CSR are studied separately to explore the impact on financial performance (ROA and ROE). These models are established to verify hypothesis 3 which explains the moderating effect of managerial ownership between CSR and financial performance:

Model 3:

$$\begin{aligned} ROA_{i,t} = {} & \alpha + \beta_1 CSR_{i,(t-1)} + \beta_2 CSR * MOWN_{i,(t-1)} \\ & + \beta_4 SIZE_{i,(t-1)} + \beta_5 LEV_{i,(t-1)} \\ & + \beta_6 COV_{i,(t-1)} + \beta_7 BSIZE_{i,(t-1)} \\ & + \beta_8 GROWTH_{i,(t-1)} + \beta_9 LIQ_{i,(t-1)} + e \end{aligned}$$

Model 4:

$$\begin{aligned} ROE_{i,t} = {} & \alpha + \beta_1 CSR_{i,(t-1)} + \beta_2 CSR * MOWN_{i,(t-1)} \\ & + \beta_3 SIZE_{i,(t-1)} + \beta_4 LEV_{i,(t-1)} \\ & + \beta_5 COV_{i,(t-1)} + \beta_6 BSIZE_{i,(t-1)} \\ & + \beta_7 GROWTH_{i,(t-1)} + \beta_8 LIQ_{i,(t-1)} + e \end{aligned}$$

In the above models, CSR is an independent variable of CSR; ROA and ROE are the dependent variables of financial performance; CSR*MOWN is the interaction variable between CSR and managerial ownership which is the projection of ownership structure as the moderating variable; SIZE, LEV, COV, BOARDSIZE, GROWTH, and LIQ are the control variables; α and β are the coefficients of each variable; and e represents the random error.

Results and Discussion

Descriptive Result

The study employed descriptive statistics to determine the characteristics of each variable. Consequently, by doing descriptive statistical tests, we will be able to determine the mean, standard deviation, minimum, and maximum values of each variable. The descriptive statistical tests are categorized into two groups, focusing on the specific countries: Indonesia and Singapore. The separation of descriptive statistical tests between two countries is conducted to ascertain the features of each variable in each country. A total of 220 observations were recorded, with 110 observations from Indonesian companies and 110 observations from Singaporean companies. Table 2 shows the results of descriptive statistical analysis for each variable in each country.

First, the mean figure of ROA indicates that Indonesian companies can earn profits equivalent to approximately 8.5% of their total assets, whereas Singapore companies can make profits of approximately 3.3% of their whole assets. The minimum and maximum values of Indonesian companies are −0.035 and 0.462, respectively. The minimum and maximum values of Singapore companies are -0.061 and 0.116.

Second, the mean return on equity (ROE) indicates that Indonesian companies are capable of generating profits of approximately 18.1% and Singaporean companies can generate approximately 6.8% for each unit of capital invested in the company. The minimum and maximum values of Indonesian companies are −0.187 and 1.454, respectively. The minimum and maximum values of Singapore companies are -0.146 and 0.250.

Third, Indonesian companies have an average CSR disclosure rate of 38%, while Singaporean companies have a rate of 37.7%. These rates represent the proportion of total activities that should be declared according to the Global Reporting Initiative (GRI) criteria. The mean value of both nations remains below 50%, suggesting that companies in both countries still have the opportunity to improve their CSR disclosure.

Fourth, In Indonesian companies, the average share ownership by managerial parties or insiders is 1.1%, while in Singaporean companies, the average share ownership by management is 2.1% of the total outstanding shares In both countries, the minimum level of managerial ownership is 0% as there are several companies where the management does not own any shares in the company.

Table 2 Descriptive Statistics

	Mean		**Std. Dev**		**Min.**		**Max**	
	INA	**SGP**	**INA**	**SGP**	**INA**	**SGP**	**INA**	**SGP**
Dependent Variables								
ROA	0.085	0.033	0.101	0.029	-0.035	-0.061	0.462	0.116
ROE	0.181	0.068	0.291	0.067	-0.187	-0.146	1.454	0.250
Independent Variable								
CSR	0.380	0.377	0.195	0.191	0.090	0.033	0.876	0.843
Moderating Variable								
OWN	0.011	0.021	0.031	0.050	0.000	0.000	0.124	0.261
Controlling Variables								
SIZE	21.73	23.26	0.977	1.194	19.26	21.16	23.97	26.91

	Mean		Std. Dev		Min.		Max	
	INA	SGP	INA	SGP	INA	SGP	INA	SGP
LEV	1.353	1.206	1.120	0.891	0.083	0.085	4.839	3.447
COVID	0.400	0.400	0.492	0.492	0.000	0.000	1.000	1.000
BOARDSIZE	1.941	2.279	0.337	0.295	1.098	1.386	2.639	2.996
GROWTH	0.126	0.051	2.497	1.041	-16.12	-6.033	9.750	5.952
LIQUIDITY	2.045	1.494	1.274	1.313	0.336	0.069	7.812	8.837

Normality Test

This study initially conducted a data normality test to demonstrate the difference in CSR disclosure levels between Indonesian and Singaporean companies. The normality test is applied to determine the presence of normal distribution in the investigated data. Once the normality of the data is established, the appropriate analysis method may be selected to quantify the extent of disparity between the two countries.

A data normality test is considered to pass if the data follows a normal distribution, shown by a probability value greater than 0.05. Moreover, the independent sample t-test analysis is applicable only when certain conditions are encountered, specifically when the data follows a normal distribution. On the other hand, when the data being examined does not follow a normal distribution, the Mann-Whitney test can be employed. The results of the normality test are shown in the table below:

Table 3 Normality Test

Group	Varia-ble	Obs.	W	V	z	Prob >z
INA	CSR	110	0.9542	4.090	3.141	0.0008
SGP	CSR	110	0.9757	2.172	1.729	0.0419

According to the normality test results, it is evident that both countries have a probability value of less than 0.05. These results suggest that the data utilized does not follow a normal distribution. The Mann-Whitney comparison test was utilized in this study to assess the level of CSR Disclosure comparison.

Mann-Whitney Test

A comparative analysis of CSR disclosure levels was performed in this study using the Mann-Whitney test. The t-test is employed to quantify the extent of disparity between two distinct and unrelated samples, specifically Indonesia and Singapore. A substantial difference between the two samples can be established if the probability value or significance threshold is below 0.05.

On the other hand, if the probability value is higher than 0.05, it cannot be demonstrated that there is a substantial distinction between the two separate samples, or it may be stated that there is no disparity between the two countries. The outcomes of the Mann-Whitney test are displayed in the subsequent table:

Table 4 Mann-Whitney Test

Country	Obs.	Rank sum	Expected
Indonesia	110	12345	12155
Singapore	110	11965	12155
Combined	220	24310	24310

Country	Obs.	Rank sum	Expected
Unadjusted variance			222841.67
Adjustment for ties			-39.68
Adjusted variance			222801.99
			Z = 0.4030
			Prob > |z| = 0.6873
			Exact prob = 0.6883

According to the Mann-Whitney test results in Table 4, the probability value is 0.6873. This implies that there is no significant difference in CSR disclosure between Indonesia and Singapore.

Correlation Analysis Result

Table 5 shows the correlation between the independent variables and the control variable. The table shows that each variable does not reflect multicollinearity, as their correlation coefficients are all below |0.8| (Basuki & Prawoto, 2016).

Table 5 Correlation Analysis for All Variables

	CSR	OWN*CSR	FIRM SIZE	LEV	COVID	B-SIZE	GROWTH	LIQ
CSR	1	0.1155	0.2576	0.0318	0.2994	-0.0372	-0.0926	0.1787
OWN*CSR	0.2712	1	0.2054	0.0552	0.0553	0.0099	0.0685	0.0137
FIRM SIZE	0.1859	0.0572	1	0.2952	0.0428	0.3091	0.0564	-0.1016
LEV	0.0374	-0.0651	0.3100	1	0.0209	0.3597	-0.0782	-0.2297
COVID	0.4968	0.0639	0.0648	0.0859	1	0.0209	0.0131	0.0683
B-SIZE	-0.0425	-0.2124	0.1321	0.0685	0.0379	1	-0.0637	-0.4961
GROWTH	0.0501	0.0534	0.0628	-0.0228	0.1305	-0.0544	1	-0.0350
LIQ	-0.0276	-0.1211	-0.3359	-0.5404	-0.0338	0.1969	-0.0077	1

Note: The lower triangle is the correlation that the object is Indonesia, and the upper triangle is the correlation that the object is Singapore.

Regression Results

Table 6 Regression Results

	Model 1		Model 2		Model 3		Model 4	
	INA	**SGP**	**INA**	**SGP**	**INA**	**SGP**	**INA**	**SGP**
Constanta	0.030**	0.085*	0.001***	0.172	0.078*	0.149	0.008***	0.329
Independent Variable								
CSR	0.482	0.003***	0.603	0.000***	0.578	0.002***	0.576	0.004***
Moderating Variable								
OWN*CSR					0.157	0.061*	0.320	0.011**
Controlling Variables								
FIRM SIZE	0.039**	0.041**	0.001***	0.079*	0.112	0.071*	0.008***	0.186
LEV	0.132	0.129	0.526	0.014**	0.077*	0.129	0.751	0.227
COVID	0.004***	0.133	0.003***	0.005***	0.005***	0.122	0.004***	0.051*
B-SIZE	0.277	0.116	0.452	0.277	0.360	0.151	0.565	0.226
GROWTH	0.114	0.552	0.180	0.368	0.112	0.576	0.178	0.470

	Model 1		Model 2		Model 3		Model 4	
	INA	**SGP**	**INA**	**SGP**	**INA**	**SGP**	**INA**	**SGP**
LIQ	0.156	0.291	0.996	0.813	0.116	0.311	0.943	0.846
R-square	0.2747	0.2237	0.3065	0.2217	0.2848	0.2344	0.3051	0.2417
F Value	6.51	2.37	4.49	3.30	6.80	3.06	5.19	2.30

To analyze the effect of the independent variable on the dependent variable, we can do hypothesis testing using panel data regression analysis. Hypothesis testing involves examining the probability value of each variable measured at significance levels of 0.1, 0.05, and 0.01. Table 6 shows the results of the regression analysis based on each model in each country.

Model 1 illustrates the effect of Corporate Social Responsibility (CSR) on Return on Assets (ROA). The results reveal that the probability value in Indonesian companies is 0.482, which exceeds the significance value. This finding indicates that there is no impact of CSR on ROA in Indonesian companies. In Singapore, companies have a probability value of 0.003. This number demonstrates statistical significance at the confidence levels of 0.1, 0.05, and 0.01. These findings indicate that CSR has a significant impact on ROA in Singaporean companies.

Model 2 demonstrates the impact of Corporate Social Responsibility (CSR) on Return on Equity (ROE). The findings indicate that the probability value in Indonesian enterprises is 0.603, above the significance value. This finding shows that CSR does not have any impact on the return on equity ROE in Indonesian companies. In Singapore, companies have a probability value of 0.000, indicating that the value has statistical significance at the confidence levels of 0.1, 0.05, and 0.01. The results indicated that CSR has a significant impact on ROE in companies based in Singapore.

Model 3 illustrates the impact of managerial ownership on strengthening the relationship between CSR disclosure and ROA. The result shows that the probability value in Indonesian companies is 0.578, which is more than the significance value. The result indicates that managerial ownership as a moderating variable cannot affect the relationship between CSR and ROA. Meanwhile, Singapore companies have a probability value of 0.002. This number demonstrates statistical significance at the confidence levels of 0.1, 0.05, and 0.01. These findings indicate that managerial ownership strengthens the relationship between CSR disclosure and ROA in Singapore companies.

Model 4 demonstrates the effect of managerial ownership in strengthening the correlation between CSR disclosure and ROE. The outcome indicates that the probability value in Indonesian enterprises is 0.576, above the significance value. The findings suggest that management ownership, when used as a moderating variable, does not have an impact on the link between CSR and ROE in Indonesian companies. Meanwhile, Singapore companies have a probability coefficient of 0.004. This value has statistical significance at the confidence levels of 0.1, 0.05, and 0.01. The results suggest that when managers have ownership stakes, the connection between CSR disclosure and ROE is enhanced in companies based in Singapore.

Discussion

The Mann-Whitney Test reveals that there is no statistically significant disparity in corporate social responsibility (CSR) disclosure between corporations in Indonesia and Singapore. Therefore, hypothesis 1 is rejected. The results of this study contradict the research conducted by Aldama et al. (2021), which demonstrated a notable disparity in CSR disclosure between corporations in Indonesia and Singapore. The study undertaken by Aldama et al. (2021) focused on the banking sector.

This study shows a diverse range of industries in its sample, excluding the banking industry, which is not part of the research sample. Furthermore, the sample included in this study comprises firms that possess the utmost amount of market capitalization in their respective countries. In Indonesian companies, the findings indicate that corporate social responsibility (CSR) does not have any impact on financial performance. Therefore, hypothesis 2a is rejected. This finding aligns with the study conducted by (Siregar & Bukit, 2018).

The study found no correlation between CSR and financial performance as measured by ROA and ROE. The result that shows that there is no significant effect of CSR initiatives on financial performance may be attributed to the market's perceptions of CSR. If the market does not attach importance to CSR, then CSR initiatives will not have a significant impact on financial performance. The result of the test in Indonesian companies is different from Singapore companies.

The result of the test shows that there is a significant impact of CSR on financial performance (ROA and ROE). Therefore, hypothesis 2b is accepted. This is because corporate social responsibility (CSR) initiatives have evolved into an integral business function within the organisation. This study aligns with the results explained by Ding (2017), who stated that transitioning a company's operations to a sustainable model includes substantial improvements in the cost structure while also offering possible benefits.

The existence of ownership structure in Indonesian companies does not appear to enhance the effect of corporate social responsibility (CSR) on return on assets (ROA) and return on equity (ROE). Therefore, hypothesis 3a is rejected. The results of this study differ from the tests conducted on companies in Singapore. The test results show that the existence of an ownership structure can strengthen the impact of corporate social responsibility (CSR) on return on assets (ROA) and return on equity (ROE). Therefore, hypothesis 3b is accepted.

The research conducted on several companies in Singapore aligns with the findings of Ang et al. (2022), Javeed & Lefen (2019), (Yeon, Lin, Lee, & Sharma, 2021). All three studies demonstrate a significant positive association between the interaction between managerial ownership and corporate social responsibility (CSR) and firm performance. Moreover, it is important to highlight that all three of the previously mentioned research were carried out in developed countries. It is noteworthy that Singapore, classified as a developed country, is in line with the scope of this research.

Conclusion

The study concluded that there was no statistically significant difference in the CSR disclosure scores between Indonesia and Singapore. Nevertheless, there are differences in the results of analyzing the disclosure of Corporate Social Responsibility (CSR) in Indonesia and Singapore concerning financial performance and the moderating influence of managerial ownership.

Within the analysis of Indonesian companies, it was found that there is no significant impact of CSR disclosure on financial performance and the influence of managerial ownership. When analyzing Singaporean companies, it is shown that CSR disclosure has a significant impact on financial performance. Additionally, managerial ownership plays a crucial role in strengthening the connection between CSR and financial performance.

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