
CORPORATE SOCIAL RESPONSIBILITY AND CONSUMPTION: TENSIONS, CHALLENGES, AND OPPORTUNITIES FOR GENERATING COMPETITIVE ADVANTAGE ACROSS DIFFERENT INDUSTRIAL SECTORS IN CHILE

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SUMMARY

Corporate Social Responsibility (CSR) constitutes a management model aimed at meeting the needs of stakeholders. This model is positioned as a coherent innovation strategy in complex and uncertain environments. Accordingly, the objective of this study consists in analyzing statistical differences in consumers' perceptions of CSR across industrial sectors in Chile. The sample is composed of consumers from industries such as air services, virtual platforms, coffee services, banking services, retail,

and supermarkets. A methodological approach based on confirmatory factor analysis, descriptive statistics, and inferential techniques was applied. The results indicate statistical differences across all dimensions. Finally, the findings offer relevant implications for designing CSR management strategies aimed at more effectively addressing the specific needs and expectations of consumers in each industry, thereby contributing to greater strategic coherence and the creation of sustainable value.

Introduction

The challenges posed by an increasingly complex society have driven business innovation aimed at responding to stakeholder

expectations (Lillo-Viedma *et al.*, 2022; Lalangui-Ramírez *et al.*, 2025). This innovation faces challenges related to sustainability, social responsibility, and environmental awareness (Gallardo-Vázquez *et al.*, 2024; Wu *et al.*, 2024), which are closely linked to strategic decision-making

processes (Alshukri *et al.*, 2024; Yikilmaz *et al.*, 2025). These strategic processes integrate elements such as competitiveness, corporate social responsibility (CSR), and innovative performance in dynamic, multifaceted, and volatile environments (Liu and Huang, 2025).

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CSR is conceived as a modern and dynamic management model oriented toward meeting the needs of stakeholders, including the specific demands of territorial contexts (Severino-González *et al.*, 2021a; Rangoni Gargano *et al.*, 2023). Managing stakeholder needs is key to defining institutional and corporate strategies that create sustainable value (Kusnirova *et al.*, 2024). In this regard, several studies conducted in Asia (Xu *et al.*, 2025), Latin America (Motalebi *et al.*, 2025), and Europe (Delegkos *et al.*, 2025) support the strategic relevance of CSR.

CSR, understood as a driver and articulator of competitive advantages, has been analyzed in different countries (Bernal-Salazar *et al.*, 2025). In China, it has been demonstrated that CSR initiatives directed toward employees, customers, suppliers, and governments foster the sustainable growth of technology companies (Ma *et al.*, 2023). In Spain, there is evidence of a transition toward corporate sustainability through the integration of environmental, social, and governance (ESG) criteria in tourism (Lin *et al.*, 2024; Zervoudi *et al.*, 2025). Conversely, in Mexico, multinational corporations tend to prioritize reported outcomes rather than measured impacts (Vázquez-Maguirre and Benito, 2022). In Colombia, CSR programs targeting indigenous communities have been shown to reinforce firms' social legitimacy (Bustillo-Castillejo *et al.*, 2023). Based on these findings, research on CSR in Chile — particularly across different consumer groups — remains necessary and relevant (Severino-González *et al.*, 2022).

The study of CSR has addressed multiple perspectives and areas of action. The relationship between CSR and business performance encompasses research on human, social, and organizational behavior; economic systems; financial and social performance; leadership; stakeholder management; and management science (Dzage and Szabados, 2024). In the field of family firms, scholars have highlighted the relevance of transparency in sustainability reporting, as well as the need to promote responsible approaches and regulate sustainable taxonomies and investments (Citterio *et al.*, 2024). In this study, it is considered essential to analyze consumer perceptions across different industrial sectors.

In this same vein, CSR literature has emphasized the expectations and perceptions of diverse stakeholder groups (Wendlandt Amezaga *et al.*, 2016; Severino-González *et al.*, 2024). Stakeholder theory integrates socioeconomic and environmental concerns within business processes and strategies (Awa *et*

al., 2024). From this perspective, Cvetkoska *et al.* (2025) argue that CSR initiatives can enhance employee job satisfaction, a view also supported by Licandro *et al.* (2025). Nevertheless, there is still a need for research that articulates these dimensions through comparative analyses across industrial sectors.

CSR has been studied across various industrial sectors, such as transportation, manufacturing, and tourism (Lv *et al.*, 2023; Ngo *et al.*, 2025; Liu and Zhou, 2025). However, the literature does not clearly evidence cross-sector comparisons within the same country, which limits the identification of common elements that could serve as sources of competitive advantage. The degree of development of these strategies varies, given the complexity of generating sustainable value (Ji *et al.*, 2024). This gap highlights a relevant line of research for understanding the implications of CSR in intersectoral competitive dynamics.

CSR as a source of competitive advantage has also received growing attention due to its implications for decision-making processes (Newman *et al.*, 2020). It has been shown that firms can strategically employ their CSR initiatives to strengthen stakeholder relationships and, in turn, consolidate sustainable competitive advantages. In this regard, Omidvar and Palazzo (2024) analyze the influence of CSR on business model innovation, competitive advantage, and organizational performance. Similarly, Truong *et al.* (2024) explore CSR strategies as mechanisms to enhance corporate reputation, thereby facilitating access to competitive advantages. Conversely, Du *et al.* (2011) emphasize the importance of CSR in developing a trust-based environment that enables social commitments to become distinctive advantages.

Nevertheless, a gap remains in the literature regarding the study of CSR in Chile from the perspective of competitive advantage development. Existing research on CSR within the national context has primarily concentrated on the analysis of sustainability reports (Severino-González, 2017) and the role of labor union leaders (Severino-González *et al.*, 2021). Meanwhile, Acuña-Moraga *et al.* (2019) examine the concept of competitive advantage, although their analysis is limited to firms engaged in the production of non-metallic minerals. Consequently, a knowledge gap persists concerning the examination of CSR across different industrial sectors, which underscores the relevance of extending this line of inquiry to other productive contexts.

Based on the foregoing discussion, this research formulates the

following question: Are there statistical differences in consumers' opinions on CSR across industrial sectors in Chile? Accordingly, the main objective is to analyze statistical differences in consumers' opinions on CSR across these industrial sectors in Chile.

Methodology

Participants

The sample consisted of 1,678 consumers from different industrial sectors. Table I presents the sociodemographic characteristics of the study participants. The sample was composed mainly of men (55.5%), while women represented 44.5%. Regarding age, there was a balanced distribution across the different intervals, with the group aged 18 to 23 years standing out at 33.4% of the total, followed by those aged 27 to 37 years (22.6%), 24 to 26 years (19.1%), and 38 to 77 years (24.9%).

In terms of income level, 21.9% of participants reported earning less than CLP 400,000, and 20.2% fell within the range of CLP 410,000 to 600,000. Additionally, 17.3% earned between CLP 610,000 and 1,000,000, while only 6.7% reported incomes above CLP 2,000,000.

Regarding location, the majority of respondents resided in urban areas (84.6%), compared to 15.4% in rural zones. Finally, the most represented industrial sectors were retail (22.9%) and virtual platforms (19.0%), followed by supermarkets (18.2%), banking services (15.2%), coffee services (13.3%), and air services (11.4%). These data reflect a heterogeneous composition of the sample, which supports the diversity and robustness of the comparative analysis across industrial sectors (Table I).

Instrument

Table II presents the structure of the CSR instrument, following the scale proposed by Maignan (2001), which is based on the theoretical framework of Carroll (1991). The scale consists of four dimensions, each comprising four items that represent different organizational practices.

The economic dimension assesses aspects related to efficiency and the maximization of financial outcomes, while the legal dimension focuses on regulatory compliance. The ethical dimension includes items that address moral behavior and adherence to ethical principles beyond economic interests. Finally, the philanthropic dimension

TABLE I
CHARACTERISTICS OF THE RESEARCH PARTICIPANTS

| Characteristic | Category | Percentage (%) |
|--------------------|-------------------------|----------------|
| Gender | Male | 55.5 |
| | Female | 44.5 |
| Age | 18–23 years | 33.4 |
| | 24–26 years | 19.1 |
| | 27–37 years | 22.6 |
| | 38–77 years | 24.9 |
| Income (CLP) | Less than \$400,000 | 21.9 |
| | \$410,000–\$600,000 | 20.2 |
| | \$610,000–\$1,000,000 | 17.3 |
| | \$1,010,000–\$1,500,000 | 13.9 |
| | \$1,510,000–\$2,000,000 | 5.4 |
| | More than \$2,000,000 | 6.7 |
| Area of residence | No income / Don't know | 14.4 |
| | Urban | 84.6 |
| Industrial sectors | Rural | 15.4 |
| | Air services | 11.4 |
| | Virtual platforms | 19.0 |
| | Coffee services | 13.3 |
| | Banking services | 15.2 |
| | Retail | 22.9 |
| | Supermarkets | 18.2 |

captures the voluntary commitment of companies to society through activities that transcend profit generation. Taken together, this instrument provides an

integrated assessment of consumers' perceptions regarding the various manifestations of CSR across the industrial sectors analyzed.

The CSR scale proposed by Maignan (2001) has been widely validated and applied in various international contexts, demonstrating adequate levels of factorial validity and internal consistency. Studies conducted in Mexico and Ecuador reported Cronbach's alpha coefficients above 0.85 and a factor structure consistent with the four dimensions — economic, legal, ethical, and philanthropic — confirming its convergent and discriminant validity (Lalangui-Ramírez *et al.*, 2025; Wendlandt Amezaga *et al.*, 2016).

Similarly, research carried out in Europe and Asia has reported composite reliability (CR) and rho_A values exceeding the recommended thresholds of 0.80, reinforcing the stability and reliability of the instrument (Bernal-Salazar *et al.*, 2025; Xuetong *et al.*, 2024). Finally, studies conducted in Chile have also consistently shown high indicators of reliability and validity, further supporting the instrument's applicability and robustness in different cultural and industrial contexts (Severino-González *et al.*, 2021b; Lillo-Viedma *et al.*, 2022).

Analysis strategy

This research adopted a quantitative approach with a descriptive and comparative scope, aimed at analyzing consumers' perceptions of CSR across different industrial sectors in Chile. This design enabled the examination of significant differences between groups through non-parametric statistical procedures, ensuring an objective evaluation of the data

TABLE II
STRUCTURE AND DIMENSIONS OF THE CSR MEASUREMENT INSTRUMENT

| Dimension | Variable | Statement |
|------------------------------|----------|--|
| Economic Responsibility | E1 | Maximize profits. |
| | E2 | Strictly control production costs. |
| | E3 | Plan for long-term success. |
| | E4 | Continuously improve economic performance. |
| Legal Responsibility | L1 | Ensure that employees act within the standards defined by law. |
| | L2 | Fulfill contractual obligations. |
| | L3 | Avoid breaking the law, even if it could improve performance. |
| | L4 | Always respect the principles established by the regulatory system. |
| Ethical Responsibility | E1 | Comply with ethical standards, even if doing so negatively affects economic performance. |
| | E2 | Ensure that respect for ethical principles takes precedence over economic performance. |
| | E3 | Be committed to well-defined ethical principles. |
| | E4 | Avoid compromising ethical standards in order to achieve corporate objectives. |
| Philanthropic Responsibility | F1 | Help address social problems. |
| | F2 | Participate in the management of public affairs. |
| | F3 | Allocate part of company resources to philanthropic activities. |
| | F4 | Play an important role in society beyond the mere generation of profits. |

(Creswell and Creswell, 2018). Data were collected using a structured questionnaire between the second semester of 2019 and the first semester of 2024, and analyzed through descriptive and inferential statistical techniques, complemented by a Confirmatory Factor Analysis (CFA) to verify the validity of the measurement model (Hair *et al.*, 2019; Kline, 2016).

The analytical strategy integrated several procedures to ensure the validity and reliability of the results. First, the internal consistency of the scales was assessed using Cronbach's alpha, rho_A, and Composite Reliability (CR) coefficients, following the methodological recommendations of Henseler *et al.* (2015). Subsequently, convergent and discriminant validity were examined through the HTMT criterion (Hair *et al.*, 2021). Furthermore, the overall model fit was evaluated using the indices d_ULS (unweighted least squares discrepancy), d_G (geodesic discrepancy), CFI (Comparative Fit Index), TLI (Tucker-Lewis Index), RMSEA (Root Mean Square Error of Approximation), and SRMR (Standardized Root Mean Square Residual).

Finally, to determine the existence of significant differences among industrial sectors, Kruskal-Wallis non-parametric tests were applied. This technique is appropriate when data do not meet normality assumptions and when comparing more than two independent groups (Field, 2018). The combination of these analytical strategies ensured robust

empirical evidence on CSR perceptions and their variation across different industrial sectors in Chile. The processing of the information and the statistical analysis were realized through SPSS 22.0 and Smart PLS 4.

Results

The results show that consumers' perceptions of CSR differ significantly across industrial sectors. Moreover, statistical differences were also observed in relation to certain sociodemographic characteristics. In this regard, it is essential for companies to incorporate the specific characteristics and expectations of their consumers into their CSR implementation strategies, as these factors may influence consumer purchasing preferences.

The findings of this study provide a relevant foundation for the design of policies, programs, and projects aimed at creating value for the various stakeholders that make up the business fabric of each industrial sector and entrepreneurial ecosystem. These actions should be complemented by evidence from similar research, in order to reinforce the coherence and sustainability of CSR strategies within the Chilean context.

Confirmatory Factor Analysis (CFA)

The Confirmatory Factor Analysis (CFA) was conducted considering consumers from different industrial sectors. A formative measurement model

was employed, as each indicator represents a specific dimension of the latent variable's meaning (Martínez Ávila and Fierro Moreno, 2018).

First, multicollinearity was assessed using the Variance Inflation Factor (VIF), with all values falling below the maximum threshold of 3.3 (Kline, 2016; Field, 2018), indicating the absence of relevant multicollinearity issues among indicators.

As shown in Table III, the indicators associated with the four CSR dimensions exhibit high factor loadings, ranging between 0.720 and 0.903, confirming an adequate representation of each item within its respective dimension. These values exceed the 0.70 threshold recommended by Hair *et al.* (2019), thereby supporting the model's convergent validity.

Regarding internal reliability, the rho_A coefficients range from 0.85 to 0.91, surpassing the minimum recommended value of 0.70 (Henseler *et al.*, 2015). This indicates that the dimensions exhibit strong internal consistency and a stable measurement structure. Additionally, both Cronbach's alpha and Composite Reliability (CR) values remain above 0.769, reinforcing the reliability of the evaluated constructs (Hair *et al.*, 2021).

Finally, the Average Variance Extracted (AVE) values are acceptable, as the high factor loadings and CR values confirm that each CSR dimension captures a substantial portion of the

TABLE III
RESULTS OF THE CONFIRMATORY FACTOR ANALYSIS OF THE CSR SCALE

| Variables | Dimension | Loadings | Cronbach's Alpha | rho A | CR | AVE |
|-----------|------------------------------|----------|------------------|-------|-------|-------|
| E1 | Economic Responsibility | 0.755 | 0.868 | 0.88 | 0.769 | 0.456 |
| E2 | | 0.817 | | | | |
| E3 | | 0.865 | | | | |
| E4 | | 0.903 | | | | |
| L1 | Legal Responsibility | 0.842 | 0.933 | 0.85 | 0.847 | 0.581 |
| L2 | | 0.819 | | | | |
| L3 | | 0.826 | | | | |
| L4 | | 0.836 | | | | |
| T1 | Ethical Responsibility | 0.792 | 0.916 | 0.91 | 0.802 | 0.504 |
| T2 | | 0.778 | | | | |
| T3 | | 0.790 | | | | |
| T4 | | 0.720 | | | | |
| F1 | Philanthropic Responsibility | 0.804 | 0.909 | 0.87 | 0.800 | 0.500 |
| F2 | | 0.789 | | | | |
| F3 | | 0.843 | | | | |
| F4 | | 0.827 | | | | |

rho A: coefficient of composite reliability, CR: Composite Reliability, AVE: Average Variance Extracted.

variance in its indicators (Byrne, 2016; Kline, 2016).

Regarding discriminant validity, the HTMT criterion was applied, with all values falling below 0.90, which indicates an adequate level of discriminant validity (Henseler *et al.*, 2015; Kline, 2016). In this study, the criterion was fully met, as the highest HTMT value obtained was 0.869 (Table IV), thereby confirming the presence of discriminant validity among the constructs of the CSR measurement model.

Furthermore, the d_{ULS} and d_G indices proposed by Dijkstra and Henseler (2015) were evaluated as measures of discrepancy

between the observed and modeled covariance matrices. In this study, the obtained values were $d_{ULS}= 2.04$ and $d_G= 2.51$, indicating an adequate fit of the four-dimensional CSR model. According to Henseler *et al.* (2016), values close to zero reflect a high level of congruence between the theoretical model and the empirical data, while values below 2.50 are considered acceptable in complex models.

The overall model fit results also indicated satisfactory values: $\chi^2(94)= 504.94$, $\chi^2/df= 5.37$, CFI= 0.982, TL = 0.977, RMSEA= 0.051, and SRMR= 0.036. In general, CFI (Comparative Fit Index) and TLI

(Tucker–Lewis Index) values above 0.90 indicate a good model fit, while values equal to or higher than 0.95 reflect an excellent fit (Hu and Bentler, 1999; Kline, 2016). Likewise, RMSEA values below 0.06 and SRMR values under 0.08 suggest minimal discrepancies between the theoretical model and the observed data (Byrne, 2016; Hair *et al.*, 2019).

Consequently, considering all these results, it can be concluded that the proposed theoretical model for analyzing CSR exhibits a satisfactory and statistically acceptable fit, supporting its confirmatory factorial validity, discriminant validity, and structural consistency.

TABLE IV
DISCRIMINANT VALIDITY MATRIX ACCORDING TO THE HTMT CRITERION

| Dimensions | Economic Responsibility | Legal Responsibility | Ethical Responsibility | Philanthropic Responsibility |
|------------------------------|-------------------------|----------------------|------------------------|------------------------------|
| Economic Responsibility | - | | | |
| Legal Responsibility | 0.704 | - | | |
| Ethical Responsibility | 0.592 | 0.869 | - | |
| Philanthropic Responsibility | 0.500 | 0.714 | 0.750 | - |

HTMT: Heterotrait-Monotrait ratio of correlations.

TABLE V
STATISTICAL DIFFERENCES BETWEEN INDUSTRIAL SECTORS ACCORDING TO THE DIMENSION ECONOMIC RESPONSIBILITY

| Industrial Sector | Statistic | E1 | E2 | E3 | E4 |
|-------------------|-----------|-------|-------|-------|-------|
| Airline Services | Mean | 4.141 | 4.297 | 4.583 | 4.448 |
| | Median | 4.0 | 4.0 | 5.0 | 5.0 |
| | SD | 1.438 | 1.403 | 1.336 | 1.413 |
| Virtual Platforms | Mean | 4.226 | 4.382 | 4.702 | 4.793 |
| | Median | 5.0 | 5.0 | 5.0 | 6.0 |
| | SD | 1.663 | 1.619 | 1.713 | 1.727 |
| Coffee Services | Mean | 4.964 | 4.996 | 5.036 | 5.157 |
| | Median | 5.0 | 5.0 | 5.0 | 6.0 |
| | SD | 1.138 | 1.113 | 1.11 | 1.138 |
| Banking Services | Mean | 4.118 | 4.29 | 4.639 | 4.576 |
| | Median | 4.0 | 5.0 | 5.0 | 5.0 |
| | SD | 1.665 | 1.558 | 1.563 | 1.498 |
| Retail | Mean | 4.557 | 4.807 | 4.966 | 4.841 |
| | Median | 5.0 | 5.0 | 5.0 | 5.0 |
| | SD | 1.385 | 1.167 | 1.108 | 1.2 |
| Supermarkets | Mean | 3.256 | 4.056 | 4.213 | 4.148 |
| | Median | 3.0 | 5.0 | 5.0 | 5.0 |
| | SD | 1.676 | 1.634 | 1.621 | 1.608 |
| p-value | | 0.0 | 0.0 | 0.0 | 0.0 |
| Significance | | * | * | * | * |

SD: Standard Deviation.

Inferential Analysis

Table V presents the statistical differences in the economic responsibility dimension across the six industrial sectors analyzed. The results reveal significant variations ($p < 0.05$) across all items (E1–E4), indicating differing perceptions regarding financial efficiency, long-term planning, and cost control.

Consumers in the coffee services sector reported the highest mean scores, reflecting a more favorable perception of companies that prioritize economic stability and sustainable growth. In contrast, the supermarket sector obtained the lowest scores, which may suggest a less favorable perception of responsible economic management practices within this industry.

Overall, these findings highlight sector-specific variations in how consumers evaluate corporate economic responsibility, emphasizing the need for sector-tailored CSR strategies aligned with the financial and operational realities of each industry.

Table VI shows statistically significant differences across all variables that make up the legal responsibility dimension. Consumers in the air

services and coffee services sectors reported the highest mean scores, suggesting a favorable perception regarding regulatory compliance and adherence to legal standards.

Conversely, the retail and supermarket sectors exhibited lower mean scores, which may indicate greater consumer skepticism about their commitment to legal or contractual principles. Overall, the high median values observed across nearly all items (L1–L4) reflect a generally positive evaluation of corporate practices aimed at ensuring legal compliance and maintaining integrity in business operations.

Table VII presents significant differences in ethical responsibility across industrial sectors, with p -values below 0.05 for items T3 and T4. The coffee services and virtual platforms sectors achieved the highest mean scores, indicating a positive consumer perception of their commitment to ethical principles, even when such adherence may surpass economic objectives.

In contrast, the supermarket sector showed the lowest mean scores, suggesting lower consumer confidence in the ethical integrity of its operations. Nonetheless, the consistently high median values (5.0–6.0) across most

items confirm that respondents, overall, regard ethical behavior as a central component of CSR.

Table VIII shows significant differences ($p < 0.05$) in consumers' perceptions of philanthropic responsibility across the different industrial sectors. Consumers assigned the highest scores to the air services sector, followed by retail, indicating positive recognition of these industries' efforts to contribute to social well-being and engage in community-oriented activities.

Conversely, the supermarket and banking services sectors reported lower mean scores, suggesting more critical perceptions regarding their voluntary commitment to society. The high median values observed in F1 and F4 (ranging from 5.0 to 6.0) further emphasize the importance of the philanthropic component as a valued element of CSR from the consumers' perspective.

The findings show that the perception of corporate social responsibility varies significantly depending on the industrial sector and the dimensions evaluated. Across all areas analyzed—economic, legal, ethical, and philanthropic—statistically significant differences were identified, demonstrating that consumers do not assess companies' responsible

TABLE VI
STATISTICAL DIFFERENCES BETWEEN INDUSTRIAL SECTORS ACCORDING TO THE DIMENSION
LEGAL RESPONSIBILITY

| Industrial Sector | Statistic | L1 | L2 | L3 | L4 |
|-------------------|-----------|-------|-------|-------|-------|
| Airline Services | Mean | 5.167 | 5.198 | 5.245 | 5.411 |
| | Median | 6.0 | 6.0 | 6.0 | 6.0 |
| | SD | 1.284 | 1.267 | 1.21 | 1.07 |
| Virtual Platforms | Mean | 4.834 | 4.796 | 4.69 | 4.784 |
| | Median | 6.0 | 6.0 | 6.0 | 6.0 |
| | SD | 1.796 | 1.759 | 1.824 | 1.777 |
| Coffee Services | Mean | 5.049 | 5.143 | 5.036 | 5.036 |
| | Median | 5.0 | 5.0 | 5.0 | 5.0 |
| | SD | 1.087 | 1.081 | 1.11 | 1.11 |
| Banking Services | Mean | 4.78 | 4.969 | 4.922 | 4.918 |
| | Median | 6.0 | 6.0 | 6.0 | 6.0 |
| | SD | 1.636 | 1.498 | 1.491 | 1.484 |
| Retail | Mean | 4.646 | 4.836 | 4.682 | 4.701 |
| | Median | 5.0 | 5.0 | 5.0 | 5.0 |
| | SD | 1.207 | 1.113 | 1.294 | 1.279 |
| Supermarkets | Mean | 4.541 | 4.656 | 4.607 | 4.675 |
| | Median | 5.0 | 6.0 | 6.0 | 6.0 |
| | SD | 1.801 | 1.776 | 1.825 | 1.754 |
| p-value | | 0.0 | 0.0 | 0.0 | 0.0 |
| Significance | | * | * | * | * |

SD: Standard Deviation.

TABLE VII
 STATISTICAL DIFFERENCES BETWEEN INDUSTRIAL SECTORS ACCORDING TO THE DIMENSION
 ETHICAL RESPONSIBILITY

| Industrial Sector | Statistic | T1 | T2 | T3 | T4 |
|-------------------|-----------|-------|-------|-------|-------|
| Airline Services | Mean | 4.74 | 4.661 | 4.698 | 4.776 |
| | Median | 5.0 | 5.0 | 5.0 | 5.0 |
| | SD | 1.292 | 1.204 | 1.358 | 1.329 |
| Virtual Platforms | Mean | 4.586 | 4.718 | 4.871 | 4.856 |
| | Median | 5.0 | 5.0 | 6.0 | 6.0 |
| | SD | 1.759 | 1.681 | 1.678 | 1.566 |
| Coffee Services | Mean | 4.641 | 4.798 | 4.879 | 4.789 |
| | Median | 5.0 | 5.0 | 5.0 | 5.0 |
| | SD | 1.265 | 1.193 | 1.189 | 1.303 |
| Banking Services | Mean | 4.58 | 4.784 | 4.906 | 4.671 |
| | Median | 5.0 | 5.0 | 6.0 | 5.0 |
| | SD | 1.6 | 1.484 | 1.452 | 1.565 |
| Retail | Mean | 4.589 | 4.703 | 4.779 | 4.589 |
| | Median | 5.0 | 5.0 | 5.0 | 5.0 |
| | SD | 1.246 | 1.272 | 1.243 | 1.286 |
| Supermarkets | Mean | 4.466 | 4.574 | 4.607 | 4.348 |
| | Median | 5.0 | 5.0 | 5.0 | 5.0 |
| | SD | 1.762 | 1.704 | 1.733 | 1.817 |
| p-value | | 0.152 | 0.053 | 0.002 | 0.0 |
| Significance | | | | * | * |

SD: Standard Deviation.

TABLE VIII
 STATISTICAL DIFFERENCES BETWEEN INDUSTRIAL SECTORS ACCORDING TO THE DIMENSION
 PHILANTHROPIC RESPONSIBILITY

| Industrial Sector | Statistic | F1 | F2 | F3 | F4 |
|-------------------|-----------|-------|-------|-------|-------|
| Airline Services | Mean | 5.109 | 5.089 | 5.0 | 5.302 |
| | Median | 5.0 | 5.5 | 6.0 | 6.0 |
| | SD | 1.155 | 1.134 | 1.282 | 1.136 |
| Virtual Platforms | Mean | 4.655 | 4.257 | 4.219 | 4.63 |
| | Median | 5.0 | 5.0 | 5.0 | 5.0 |
| | SD | 1.707 | 1.776 | 1.734 | 1.732 |
| Coffee Services | Mean | 4.596 | 4.623 | 4.359 | 4.637 |
| | Median | 5.0 | 5.0 | 5.0 | 5.0 |
| | SD | 1.297 | 1.281 | 1.355 | 1.365 |
| Banking Services | Mean | 4.231 | 4.047 | 4.071 | 4.463 |
| | Median | 4.0 | 4.0 | 4.0 | 5.0 |
| | SD | 1.614 | 1.559 | 1.591 | 1.536 |
| Retail | Mean | 4.865 | 4.401 | 4.547 | 4.763 |
| | Median | 5.0 | 5.0 | 5.0 | 5.0 |
| | SD | 1.071 | 1.394 | 1.353 | 1.189 |
| Supermarkets | Mean | 4.41 | 3.934 | 4.348 | 4.459 |
| | Median | 5.0 | 4.0 | 5.0 | 5.0 |
| | SD | 1.775 | 1.765 | 1.782 | 1.734 |
| p-value | | 0.0 | 0.0 | 0.0 | 0.0 |
| Significance | | * | * | * | * |

SD: Standard Deviation.

performance in a uniform manner. Sectors such as coffee services and air transport stand out for receiving more favorable evaluations, while supermarkets and retail tend to receive more critical assessments. Overall, these results highlight the need to implement differentiated, context-specific CSR strategies aligned with the operational, regulatory, and social expectations of each industry, in order to strengthen consumer trust and corporate legitimacy.

Discussion

Regarding the economic responsibility dimension, the findings reinforce that the economic component of CSR is perceived heterogeneously depending on the nature of the sector. This aligns with previous studies highlighting the influence of industry type on the evaluation of responsible economic practices (Lv *et al.*, 2023; Ngo *et al.*, 2025). Such heterogeneity indicates that companies must adapt their economic sustainability strategies to the specific competitive and cultural contexts of each industry, prioritizing flexible, efficient, and context-adaptive management models.

In the case of the legal responsibility dimension, the results are consistent with the arguments of Ma *et al.* (2023) and Bernal-Salazar *et al.* (2025), who assert that compliance with the legal framework is an essential component of corporate legitimacy and a key element of corporate responsibility in competitive markets. Thus, regulatory compliance is not only a formal obligation but also a strategic asset that enhances consumer confidence and strengthens institutional reputation.

With respect to the ethical responsibility dimension, the results corroborate previous studies that identify business ethics as a critical determinant of organizational reputation and trust (Du *et al.*, 2011; Truong *et al.*, 2024). The coherence between declared values and corporate actions emerges as a decisive factor shaping favorable consumer perceptions of organizations. Hence, ethics becomes a strategic resource that transcends regulatory compliance, fostering sustainable relationships, customer loyalty, and social legitimacy.

Concerning the philanthropic responsibility dimension, the findings are consistent with those of Bernal-Salazar *et al.* (2025) and Bustillo-Castillejo *et al.* (2023), who emphasize that philanthropic actions strengthen social legitimacy and the relationship between companies and communities. When genuine and sustained, these practices act as

catalysts of social capital, generating trust and commitment among stakeholders.

Taken together, the results suggest that CSR should not be understood as a uniform strategy. Its effectiveness depends on the alignment between corporate practices and the contextual expectations of consumers, reinforcing the need for sector-specific approaches (Kusnirova *et al.*, 2024). Moreover, these findings contribute to the ongoing debate on the relationship between social legitimacy and sustainable competitive advantage within Latin American contexts.

Conclusions

This study identified statistically significant differences in consumers' perceptions of CSR across six industrial sectors in Chile. The results confirm the theoretical proposition of this research; however, consumers do not perceive CSR homogeneously, given the distinct characteristics of each industry. These differences reveal the diversity of expectations and levels of trust that consumers place in organizations depending on the nature of their services. In this regard, CSR emerges as a context-sensitive strategy, where sectors with greater transparency and interaction with the public tend to be perceived more favorably.

In the coffee services and virtual platforms sectors, the highest scores in the economic and ethical dimensions highlight a direct link between innovation, sustainability, and consumer trust. Companies that communicate their ethical and social commitments coherently establish a positive reputation, which translates into sustainable competitive advantages. These findings reaffirm that CSR is not merely a moral or regulatory function but rather a strategic component of business value management. Ethical practices, combined with the responsible management of economic resources, foster customer loyalty and competitive differentiation in dynamic markets. Thus, the implementation of CSR programs aligned with social expectations and technological trends strengthens corporate legitimacy and supports the development of long-term stakeholder relationships.

Conversely, traditional sectors such as retail and supermarkets face notable challenges regarding social legitimacy and ethical perception. The results suggest that despite their high visibility, these sectors experience a persistent gap between their communicated actions and actual consumer perceptions.

Consequently, transparency and accountability emerge as essential pillars for rebuilding social trust. To strengthen their positioning, companies in these industries must pursue authentic, evidence-based communication and adopt sustainability practices that address both consumer well-being and local community development.

From a theoretical and practical standpoint, this study contributes to understanding CSR as a strategic tool for competitive differentiation in emerging economies. The findings can inform the design of policies and strategies aligned with stakeholder needs and consistent with the dynamics of each industrial sector. Furthermore, integrating CSR into organizational culture not only enhances institutional reputation but also promotes responsible innovation, customer loyalty, and resilience in uncertain environments.

Despite its valuable contributions, this study recognizes several limitations. First, the cross-sectional design constrains the ability to infer causal relationships between consumers' perceptions and actual CSR practices. Furthermore, although the sample is extensive, it is confined to the Chilean context, thereby limiting the generalizability of the findings to other cultural and economic environments.

Future research should therefore adopt longitudinal and cross-national comparative designs to examine how perceptions of CSR evolve over time. Additionally, the aggregation of diverse industrial sectors may obscure sector-specific dynamics, potentially masking meaningful variations across industries. It is also recommended that future studies incorporate mediating variables—such as corporate reputation and organizational trust—to more comprehensively elucidate the mechanisms linking CSR to sustainable competitive advantage.

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RESPONSABILIDAD SOCIAL CORPORATIVA Y CONSUMO: TENSIONES, DESAFÍOS Y OPORTUNIDADES PARA GENERAR VENTAJAS COMPETITIVAS EN DIFERENTES SECTORES INDUSTRIALES EN CHILE

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RESUMEN

La Responsabilidad Social Corporativa (RSC) constituye un modelo de gestión orientado a satisfacer las necesidades de los grupos de interés. Este modelo se posiciona como una estrategia de innovación coherente en entornos complejos e inciertos. En consecuencia, el objetivo de este estudio consiste en analizar diferencias estadísticas en las percepciones de los consumidores respecto de la RSC en distintos sectores industriales en Chile. La muestra está conformada por consumidores de industrias tales como servicios aéreos, plataformas virtuales, servicios de café,

servicios bancarios, retail y supermercados. Se aplicó un enfoque metodológico basado en análisis factorial confirmatorio, estadística descriptiva y técnicas inferenciales. Los resultados indican diferencias estadísticas en todas las dimensiones. Finalmente, los hallazgos ofrecen implicancias relevantes para el diseño de estrategias de gestión de la RSC orientadas a atender de manera más efectiva las necesidades y expectativas específicas de los consumidores en cada industria, contribuyendo así a una mayor coherencia estratégica y a la creación de valor sostenible.

RESPONSABILIDADE SOCIAL CORPORATIVA E CONSUMO: TENSÕES, DESAFIOS E OPORTUNIDADES PARA GERAR VANTAGENS COMPETITIVAS EM DIFERENTES SETORES INDUSTRIAIS NO CHILE

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RESUMO

A Responsabilidade Social Corporativa (RSC) constitui um modelo de gestão orientado a atender às necessidades dos grupos de interesse. Esse modelo se posiciona como uma estratégia de inovação coerente em ambientes complexos e incertos. Assim, o objetivo deste estudo consiste em analisar diferenças estatísticas nas percepções dos consumidores sobre a RSC em diferentes setores industriais no Chile. A amostra é composta por consumidores de indústrias como serviços aéreos, plataformas virtuais, serviços de café, serviços bancários, varejo e

supermercados. Foi aplicado um enfoque metodológico baseado em análise fatorial confirmatória, estatística descritiva e técnicas inferenciais. Os resultados indicam diferenças estatísticas em todas as dimensões. Por fim, os achados oferecem implicações relevantes para o desenho de estratégias de gestão da RSC voltadas a atender de forma mais eficaz às necessidades e expectativas específicas dos consumidores em cada setor, contribuindo para maior coerência estratégica e para a criação de valor sustentável.