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## Beyond the Triple Bottom Line: Expanding the 3Ps of Sustainability for a More Inclusive and Impact-Driven CSR Framework\*

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### Abstract

**Aim:** This study explored the limitations of the traditional Triple Bottom Line (TBL) framework—People, Planet, and Profit—in guiding Corporate Social Responsibility (CSR) and assessed the viability of an expanded model integrating Purpose, Partnerships, and Policy. The research aimed to determine the extent to which the additional three dimensions contribute to the effectiveness and sustainability of CSR initiatives and whether demographic and professional profiles influence perceptions of this expanded framework. The study also sought to identify strategic recommendations to enhance CSR implementation in the Philippine context.

**Methodology:** A quantitative research design was employed, utilizing a structured survey administered to 150 respondents involved in CSR activities across diverse industries. The questionnaire captured demographic and professional data, as well as perceptions of the traditional and expanded CSR models. Data were analyzed using descriptive statistics, Pearson correlation, and ANOVA to determine relationships between variables.

**Results:** The findings revealed widespread agreement on the limitations of the TBL framework, particularly its short-term focus and misalignment with real community needs. Statistically significant and positive correlations were found between the new dimensions—Purpose, Partnerships, and Policy—and CSR effectiveness. No significant differences were observed across respondents' age, gender, educational background, or CSR role, indicating a universal acceptance of the 6Ps model.

**Conclusion:** The study concluded that the integration of Purpose, Partnerships, and Policy significantly strengthens CSR's strategic alignment, inclusivity, and impact. It recommends institutionalizing the 6Ps framework in CSR policies, strengthening multi-sector partnerships, enhancing governance structures, and investing in standardized impact assessment tools. These recommendations aim to promote a shift from compliance-based CSR to a transformative, ethical, and community-centered approach to sustainability.

**Keywords:** Corporate Social Responsibility, Triple Bottom Line, Partnerships, Policy, Purpose

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### INTRODUCTION

Corporate Social Responsibility (CSR) has evolved from a peripheral corporate activity to a central component of business strategy, reflecting a company's commitment to ethical practices, environmental stewardship, and social well-being. Traditionally, CSR initiatives have been guided by the Triple Bottom Line (TBL) framework, which emphasizes three core dimensions: People, Planet, and Profit. This model encourages businesses to balance social equity, environmental health, and economic viability, aiming to achieve sustainable development.



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However, recent critiques have highlighted limitations within the TBL framework. One significant concern is the reductive method of the TBL, where the environment is often treated as an externality, lacking the human dimension in its definition. Additionally, the TBL's focus on eco-efficiency has been criticized for not adequately addressing ecological sustainability, leading to potential rebound effects where increased efficiency results in higher overall consumption.

To address these limitations, scholars and practitioners have proposed expanding the traditional 3Ps framework by integrating additional dimensions such as Purpose, Partnerships, and Policy. The inclusion of Purpose emphasizes aligning corporate strategies with broader societal goals, ensuring that business operations contribute meaningfully to community development and social empowerment. Partnerships highlight the importance of collaborative efforts among businesses, governments, and civil society organizations to tackle complex sustainability challenges that no single entity can address alone. Lastly, incorporating Policy underscores the role of regulatory frameworks and corporate governance in shaping and enforcing CSR practices, promoting accountability and transparency within organizations.

In the Philippine context, the integration of these additional dimensions is particularly pertinent. The Philippines faces unique social and environmental challenges, including poverty alleviation, disaster resilience, and biodiversity conservation. By adopting a more holistic CSR framework that includes Purpose, Partnerships, and Policy, Filipino companies can better address these issues, fostering sustainable development that aligns with both local needs and global sustainability goals.

This study aims to evaluate the effectiveness of the traditional TBL framework in guiding CSR initiatives within the Philippines and assess the feasibility of integrating Purpose, Partnerships, and Policy to enhance sustainability impact. Through a mixed-methods research design, incorporating quantitative surveys and qualitative key informant interviews, this research seeks to develop a more inclusive and impact-driven CSR model that aligns corporate strategies with long-term community empowerment and environmental stewardship.

## Background of the Study

The Triple Bottom Line (TBL) framework, introduced by John Elkington in 1994, has been a foundational model guiding Corporate Social Responsibility (CSR) initiatives by emphasizing three core dimensions: People, Planet, and Profit. This framework encourages businesses to balance social equity, environmental health, and economic viability, aiming for holistic sustainability (Elkington, 1994). However, recent critiques have highlighted inherent limitations within the TBL approach, particularly concerning its practical application and measurement challenges. For instance, some scholars argue that the TBL's broad categories can lead to ambiguities in assessing corporate performance, making it difficult to measure and compare non-financial outcomes effectively (Milne & Gray, 2013).

One significant criticism of the TBL is its potential to treat environmental and social considerations as externalities rather than integral components of business strategy. This perspective can result in a superficial commitment to sustainability, where companies engage in "greenwashing"—portraying an environmentally responsible image without substantive actions (Lyon & Montgomery, 2015). Additionally, the TBL's focus on eco-efficiency has been critiqued for not adequately addressing ecological sustainability, potentially leading to rebound effects where increased efficiency results in higher overall consumption (Rambaud & Richard, 2015).

To address these limitations, scholars and practitioners have proposed expanding the traditional 3Ps framework by integrating additional dimensions such as Purpose, Partnerships, and Policy. The inclusion of Purpose emphasizes aligning corporate strategies with broader societal goals, ensuring that business operations contribute meaningfully to community development and social empowerment (Hollensbe et al., 2014). Partnerships highlight the importance of collaborative efforts among businesses, governments, and civil society organizations to tackle complex sustainability challenges that no single entity can address alone (Selsky & Parker, 2010). Lastly, incorporating Policy underscores the role of regulatory frameworks and corporate governance in shaping and enforcing CSR practices, promoting accountability and transparency within organizations (Aguilera et al., 2007).

In the Philippine context, the integration of these additional dimensions is particularly pertinent. The Philippines faces unique social and environmental challenges, including poverty alleviation, disaster resilience, and biodiversity conservation. By adopting a more holistic CSR framework that includes Purpose, Partnerships, and Policy, Filipino companies can better address these issues, fostering sustainable development that aligns with both local needs and global sustainability goals (Albareda et al., 2008). However, there is a paucity of empirical studies examining the effectiveness of such an expanded framework within the Philippine corporate sector, highlighting a critical research gap.



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This study aims to fill this gap by evaluating the effectiveness of the traditional TBL framework in guiding CSR initiatives within the Philippines and assessing the feasibility of integrating Purpose, Partnerships, and Policy to enhance sustainability impact. Through a mixed-methods research design, incorporating quantitative surveys and qualitative key informant interviews, this research seeks to develop a more inclusive and impact-driven CSR model that aligns corporate strategies with long-term community empowerment and environmental stewardship.

## Significance of the Research

This study holds theoretical, practical, and policy-level significance by expanding the conventional Triple Bottom Line (TBL) framework—People, Planet, and Profit—to integrate Purpose, Partnerships, and Policy as critical dimensions for a more impact-driven Corporate Social Responsibility (CSR) model. Given the increasing complexities of sustainability challenges faced by businesses and communities, this research provides valuable insights into how corporations can enhance their CSR strategies to drive meaningful, long-term impact.

### Theoretical Significance

This study contributes to CSR and sustainability literature by critically evaluating the limitations of the TBL model and proposing an expanded 6Ps framework (People, Planet, Profit, Purpose, Partnerships, and Policy). By doing so, it bridges gaps in existing CSR theories that fail to comprehensively address issues such as underhelping, overhelping, dependency, and multi-stakeholder collaboration. The findings of this study provide an updated perspective on CSR, particularly in the context of emerging economies such as the Philippines, where sustainability challenges require a more inclusive and policy-driven approach.

### Practical Significance

For businesses and CSR practitioners, this research offers an enhanced strategic framework for designing and implementing CSR programs that are more sustainable, collaborative, and impactful. The inclusion of Purpose ensures that CSR is aligned with corporate missions and long-term development goals, while Partnerships encourage collaboration between businesses, governments, and civil society organizations to scale up CSR efforts and address systemic issues. Additionally, integrating Policy highlights the importance of regulatory compliance and governance, ensuring that CSR initiatives adhere to national and international sustainability guidelines.

### Policy Implications

Policymakers can use this research to strengthen regulatory frameworks and guidelines for CSR implementation, ensuring that businesses contribute meaningfully to national and global sustainability goals. By demonstrating how Purpose, Partnerships, and Policy can enhance CSR outcomes, this study provides recommendations for policy reforms that can encourage businesses to go beyond compliance and actively participate in nation-building efforts through CSR.

### Community and Societal Impact

At the community level, this study highlights how CSR initiatives can better address long-term community empowerment, economic stability, and environmental sustainability. By advocating for a more inclusive and partnership-driven CSR approach, this research ensures that corporate efforts do not create dependency but rather build resilient, self-sustaining communities.

## Definition of Key Terms

**1. Corporate Social Responsibility (CSR)** refers to a company's commitment to ethical practices, environmental sustainability, and social responsibility beyond profit maximization (Carroll & Brown, 2018). It encompasses voluntary initiatives that businesses undertake to contribute to societal well-being. In this study, CSR refers to the structured programs, policies, and activities undertaken by companies in the Philippines to create positive social, environmental, and economic impacts within their communities.

**2. Triple Bottom Line (TBL)** introduced by John Elkington (1994), is a sustainability model that evaluates corporate performance based on three pillars: People (social responsibility), Planet (environmental sustainability), and Profit (economic performance). In this study, TBL refers to the guiding framework used by companies engaged in CSR activities in the Philippines to balance their economic, social, and environmental objectives.



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**3. People (Social Sustainability)** focuses on the well-being of individuals, communities, and employees, ensuring equitable treatment, fair labor practices, and social justice (Freeman, 1984). In this study, People refers to CSR initiatives that support education, health, livelihood programs, employee welfare, and community engagement.

**4. Planet (Environmental Sustainability)** refers to corporate actions aimed at reducing environmental impact, promoting sustainable resource use, and implementing eco-friendly practices (Elkington, 1994). In this study, Planet pertains to CSR programs focusing on waste management, conservation, renewable energy, pollution reduction, and climate resilience.

**5. Profit (Economic Sustainability)** refers to businesses generating revenue while ensuring long-term financial stability through responsible investments, ethical financial practices, and fair trade principles (Carroll & Shabana, 2010). In this study, Profit refers to economic benefits generated from CSR initiatives, such as job creation, SME development, sustainable business models, and ethical supply chains.

**6. Purpose (Strategic Alignment of CSR)** ensures that corporate initiatives align with broader societal and ethical goals, enhancing business relevance and long-term impact (Hollensbe et al., 2014). In this study, Purpose refers to the strategic alignment of CSR initiatives with a company's vision, values, and long-term sustainable development objectives.

**7. Partnerships (Collaborative CSR Approaches)** refer to multi-sector collaborations between businesses, government agencies, non-profits, and local communities to scale up CSR initiatives and improve sustainability outcomes (Selsky & Parker, 2010; Carvajal, et al, 2025). In this study, Partnerships encompass joint CSR efforts between corporations and external stakeholders aimed at addressing social and environmental challenges through shared resources and expertise.

**8. Policy (CSR Governance and Regulatory Compliance)** involves government regulations, corporate governance principles, and voluntary commitments that guide ethical business conduct and social responsibility efforts (Aguilera et al., 2007). In this study, Policy refers to legal frameworks, industry standards, and corporate guidelines that influence the planning, implementation, and reporting of CSR activities in the Philippines.

**9. Underhelping in CSR** occurs when CSR initiatives provide insufficient support, failing to address community needs effectively (Gilbert & Silvera, 1990; Carvajal, et al, 2024). In this study, Underhelping refers to CSR programs that lack adequate funding, stakeholder engagement, or resource allocation, leading to ineffective interventions.

**10. Overhelping in CSR** refers to excessive assistance that leads to dependency, reduced community self-sufficiency, and inequitable resource distribution (Modi, 2019; Carvajal, et al, 2024). In this study, Overhelping describes CSR initiatives that provide excessive aid, discouraging self-reliance among beneficiaries and creating an unsustainable reliance on corporate support.

## Literature Review

The Triple Bottom Line (TBL) framework, introduced by John Elkington in 1994, evaluates corporate performance based on three dimensions: People, Planet, and Profit (Elkington, 1994). While TBL has been pivotal in promoting sustainability, its effectiveness has been widely debated in recent literature.

One of the primary criticisms of the TBL framework is its practical limitations, as it often treats environmental and social aspects as secondary to financial performance rather than integral to business strategy (Stasolla et al., 2025). This disconnect has contributed to superficial commitments to sustainability, where corporations engage in "greenwashing"—creating an environmentally responsible image without substantial actions (Stasolla et al., 2025).

Furthermore, recent studies have critiqued the eco-efficiency focus of TBL for failing to adequately address ecological sustainability. This is because improved efficiency in resource use often results in higher overall consumption—a phenomenon known as the rebound effect (Liu et al., 2025). As a result, sustainability efforts based solely on TBL can inadvertently accelerate resource depletion, counteracting their intended benefits.

## Expanding CSR: Integrating Purpose, Partnerships, and Policy

To overcome the limitations of the traditional TBL framework, scholars and practitioners have advocated for an expanded Corporate Social Responsibility (CSR) model that incorporates additional dimensions: Purpose, Partnerships, and Policy (Liu et al., 2025; Carvajal, et al, 2024)).

- a. Purpose: Recent research highlights the importance of aligning corporate initiatives with broader societal goals, ensuring that business operations contribute meaningfully to community development and social empowerment (Liu et al., 2025). This shift fosters long-term corporate accountability and ethical leadership.



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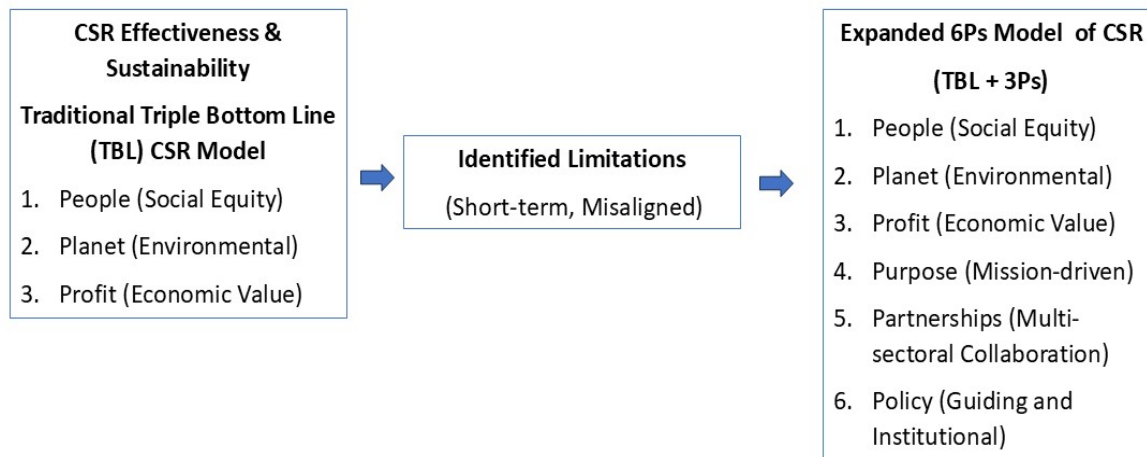
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- b. Partnerships: The role of multi-stakeholder collaborations has gained traction, as businesses, governments, and civil society organizations increasingly recognize the need for collective action to tackle sustainability challenges (Liu et al., 2025; Carvajal, et al, 2024). Cross-sector partnerships create synergies that enhance sustainability efforts beyond what any single entity could achieve alone.
- c. Policy: Effective regulatory frameworks and corporate governance mechanisms play a crucial role in shaping CSR practices. Well-defined policies promote accountability, transparency, and ethical business conduct, ensuring that sustainability initiatives are institutionalized rather than discretionary (Liu et al., 2025;; Carvajal, et al, 2024).

**Impact of Expanded CSR Frameworks on Business and Society**

The integration of Purpose, Partnerships, and Policy into CSR frameworks has demonstrated significant benefits for both businesses and society. Companies that align their strategies with societal needs (Purpose) and engage in multi-stakeholder collaborations (Partnerships) tend to experience enhanced corporate reputations, increased consumer trust, and access to new markets (Carvajal, et al, 2024; Liu et al., 2025). Moreover, adherence to robust policies fosters compliance with regulations and ethical business practices, reducing risks associated with regulatory breaches and reputational damage.

However, challenges persist in quantifying the tangible impacts of these expanded CSR initiatives, as standardized sustainability metrics are still under development (Stasolla et al., 2025). Additionally, the risk of superficial CSR adoption without genuine commitment remains a concern, requiring continuous evaluation and adaptation to ensure sustainability efforts translate into meaningful contributions to global development goals.



**Figure 1. Conceptual Framework - Expanded 6Ps Model of CSR Sustainability**

**Synthesis**

The review of related literature highlights both the limitations of the Triple Bottom Line (TBL) framework and the necessity of expanding Corporate Social Responsibility (CSR) through Purpose, Partnerships, and Policy to address contemporary sustainability challenges. Scholars such as Stasolla et al. (2025) critique the TBL framework for treating environmental and social considerations as secondary to financial performance, leading to superficial sustainability efforts and corporate greenwashing. Similarly, Liu et al. (2025) highlight the rebound effect, wherein efficiency improvements unintentionally result in higher overall consumption, undermining ecological sustainability. While both perspectives agree on the shortcomings of TBL, they emphasize different consequences—Stasolla et al. (2025) focus on misrepresentation in corporate sustainability, while Liu et al. (2025) discuss unintended consequences of eco-efficiency.



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To overcome these limitations, researchers propose an expanded CSR framework incorporating Purpose, Partnerships, and Policy. Liu et al. (2025) argue that integrating Purpose into corporate strategies ensures that businesses align their initiatives with broader societal development goals, promoting long-term accountability rather than short-term profit motives. Meanwhile, Stasolla et al. (2025) emphasize Partnerships, noting that multi-stakeholder collaborations among businesses, governments, and civil society are essential for addressing complex sustainability issues that no single entity can manage alone. Both studies acknowledge the significance of Policy, but while Liu et al. (2025) stress regulatory compliance and ethical governance, Stasolla et al. (2025) focus on institutionalizing sustainability frameworks to ensure long-term enforcement and corporate transparency.

Despite these advancements, a research gap remains in the ability to quantify and standardize the tangible impact of these expanded CSR initiatives. Although scholars emphasize the importance of Purpose, Partnerships, and Policy, there is insufficient empirical evidence on how these elements translate into measurable sustainability outcomes. Additionally, concerns persist regarding the risk of superficial CSR adoption, where businesses may symbolically adopt these strategies without substantive implementation. The lack of standardized metrics for evaluating CSR performance further complicates efforts to assess the effectiveness of this expanded framework.

Given these gaps, further research is justified to develop a comprehensive, evidence-based model that integrates Purpose, Partnerships, and Policy into CSR strategies while ensuring measurable impact and accountability. Investigating how businesses can operationalize these dimensions effectively and avoid performative sustainability practices is crucial. Additionally, exploring mechanisms to institutionalize accountability and regulatory enforcement will help bridge the gap between CSR rhetoric and genuine sustainable action. By addressing these unresolved issues, future studies can contribute to a more robust and actionable sustainability framework that extends beyond the limitations of TBL and creates meaningful economic, social, and environmental change.

## Research Objectives

This study aims to examine the limitations of the traditional Triple Bottom Line (TBL) framework and to explore the feasibility of expanding it to include Purpose, Partnerships, and Policy for a more inclusive and impact-driven Corporate Social Responsibility (CSR) framework. Specifically, it sought to:

1. Determine the demographic and professional profile of respondents from companies actively engaged in CSR initiatives in terms of:
  - a. Age
  - b. Gender
  - c. Educational background
  - d. Years of professional experience
  - e. CSR role
2. Identify the challenges and limitations encountered by companies in implementing the TBL or 3Ps framework (People, Planet, Profit).
3. Assess the influence of the additional dimensions—Purpose, Partnerships, and Policy—on the perceived effectiveness and sustainability of CSR initiatives.
4. Examine the relationship between respondents' demographic and professional profiles and their perceptions of the impact of Purpose, Partnerships, and Policy in CSR initiatives.
5. Recommend strategies and policy actions to enhance the implementation of an expanded CSR framework that integrates Purpose, Partnerships, and Policy alongside the traditional 3Ps.

## METHOD

This study utilized a quantitative research design to examine the limitations of the Triple Bottom Line (TBL) framework and to explore the feasibility of expanding it to include Purpose, Partnerships, and Policy for a more inclusive and impact-driven Corporate Social Responsibility (CSR) framework. A structured survey questionnaire was developed to gather empirical data from employees and CSR practitioners across various industries who were directly involved in CSR activities. The instrument contained sections measuring the challenges encountered in implementing the traditional 3Ps (People, Planet, Profit), as well as items assessing perceptions of the influence of the expanded 6Ps framework on the effectiveness and sustainability of CSR initiatives. Respondents rated their agreement using a 4-point Likert scale. The quantitative approach was appropriate for identifying measurable patterns, testing relationships, and generating evidence-based insights to inform future CSR strategies and policy alignment.



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Participants were selected using purposive sampling, ensuring the inclusion of individuals with substantial experience in CSR implementation. Respondents came from a range of sectors including manufacturing, retail, finance, technology, and social enterprises. The survey was distributed through both online forms and printed questionnaires, depending on accessibility. This research design enabled efficient data collection and analysis, offering objective evaluation of corporate sustainability frameworks from the perspective of practitioners.

### Instrument Validation and Reliability Testing

The survey instrument underwent face and content validation by three experts in Corporate Social Responsibility (CSR), sustainability frameworks, and quantitative research methodology. Their feedback was used to ensure that the questionnaire's content was clear, relevant, and aligned with the objectives of the study, particularly in measuring the effectiveness of the Triple Bottom Line (TBL) framework and the potential integration of Purpose, Partnerships, and Policy.

Following expert review, the instrument was pilot-tested with a sample of 30 CSR practitioners who were not included in the final study. The pilot test aimed to evaluate the internal consistency of the questionnaire. Reliability was assessed using Cronbach's alpha, which yielded an overall value of 0.88, indicating high internal consistency across the survey items.

### Data Analysis Techniques

The data collected from the survey instrument were analyzed using descriptive and inferential statistical methods. Descriptive statistics such as frequency distributions, percentages, means, and standard deviations were used to summarize the demographic and professional characteristics of the respondents, as well as to illustrate overall trends in their perceptions of both the 3Ps and 6Ps CSR frameworks.

To determine the relationship between respondent profiles and their perceptions of the expanded CSR model, inferential statistics were applied. All statistical analyses were performed using SPSS software, and significance levels were interpreted using a standard alpha level of 0.05. These techniques ensured the robustness of the study's findings and supported the development of evidence-based recommendations for expanding the CSR framework.

## RESULTS AND DISCUSSION

**Table 1**  
**Profile of the Respondents**  
**n=150**

|  | <i>f</i> | <i>%</i> |
|--|----------|----------|
| <b>a. Age:</b>                           | 7        | 24.0%    |
| Below 25                                 | 36       | 38.7%    |
| 25–34                                    | 58       | 24.7%    |
| 35–44                                    | 37       | 8.0%     |
| 45–54                                    | 12       | 4.7%     |
| 55 and above                             | 7        | 24.0%    |
| <b>Gender:</b>                           |          |          |
| Male                                     | 64       | 42.7%    |
| Female                                   | 86       | 57.3%    |
| <b>Educational Background:</b>           |          |          |
| High School                              | 14       | 9.3%     |
| Bachelor's Degree                        | 108      | 72.0%    |
| Master's Degree                          | 23       | 15.3%    |
| Doctorate                                | 5        | 3.3%     |
| <b>Years of Professional Experience:</b> |          |          |
| Less than 1 year                         | 14       | 9.3%     |



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|                                       | <i>f</i> | <i>%</i> |
|---------------------------------------|----------|----------|
| 1–5 years                             | 41       | 27.3%    |
| 6–10 years                            | 42       | 28.0%    |
| 11–15 years                           | 28       | 18.7%    |
| More than 15 years                    | 25       | 16.7%    |
| <b>CSR Role:</b>                      |          |          |
| CSR Managers and Project Coordinators | 50       | 33.3%    |
| Community Leaders and Beneficiaries   | 50       | 33.3%    |
| Volunteers and other Stakeholders     | 50       | 33.3%    |

Table 1 presents the demographic and professional profile of the 150 respondents included in the study, each actively involved in Corporate Social Responsibility (CSR) initiatives. A closer examination of the age distribution reveals that the majority of respondents are between 25 and 34 years old (38.7%), followed by those aged 35–44 (24.7%) and below 25 (24.0%). This age structure suggests that CSR participation is largely concentrated among early-career and mid-career professionals. This aligns with findings by Kim and Henderson (2021), who observed that millennial and Gen Z professionals are more likely to engage in purpose-driven corporate work, including sustainability and social impact initiatives.

Furthermore, the gender breakdown shows a female majority, with 57.3% of respondents identifying as women. This reflects the increasing role of women in sustainability leadership, particularly in community-facing or social engagement aspects of CSR. A recent study by Ahmed et al. (2023) in Southeast Asia similarly found that female professionals often lead CSR units, bringing participatory and empathetic approaches to stakeholder relations. Moreover, gender-balanced or female-led CSR teams have been linked to higher community trust and inclusive project design, particularly in developing economies (Müller & Thelen, 2021).

In terms of educational attainment, a significant majority (72.0%) of respondents hold a bachelor's degree, followed by 15.3% with master's degrees. Only 3.3% hold doctorate degrees, while 9.3% attained high school education. This educational composition reflects the structure of many CSR teams globally, where project-level operations are often carried out by mid-level professionals (Lopez & Tang, 2022). The presence of participants with only high school education also suggests the inclusion of community-based actors and grassroots-level volunteers—important voices in assessing CSR's real-world impact, especially in the context of stakeholder-inclusive frameworks like the expanded 6Ps.

The distribution of professional experience is fairly even, with the largest groups having 6–10 years (28.0%) and 1–5 years (27.3%) of CSR-related experience. These figures are consistent with CSR maturation patterns in Asia-Pacific, where the institutionalization of CSR practices has grown notably since the mid-2010s (Chen & Kubo, 2021). Experienced professionals bring institutional memory and contextual knowledge, which are vital in assessing the limitations of the traditional TBL (Triple Bottom Line) and in validating the need for expansion into Purpose, Partnerships, and Policy.

Notably, the roles of respondents were evenly split among CSR Managers/Project Coordinators, Community Leaders/Beneficiaries, and Volunteers/Other Stakeholders—each constituting 33.3% of the sample. This equal segmentation supports the study's aim of capturing a well-rounded perspective from internal corporate actors, external community voices, and volunteer networks. Studies by Stoll and Ramirez (2024) and Nishimura (2020) emphasize the value of triangulating CSR perceptions from multiple stakeholder levels when examining sustainability impact, governance alignment, and social legitimacy.

The demographic and experiential diversity of respondents strengthens the validity of the study's subsequent analyses. The profiles suggest that CSR in the Philippines is being carried out by a relatively young, educated, and gender-diverse workforce, supported by experienced leadership and active community engagement. This aligns with international literature affirming the evolving nature of CSR as a collaborative, cross-sectoral process that demands both technical expertise and deep social embeddedness (López & Tang, 2022; Ahmed et al., 2023).





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**Table 2**  
**Challenges in Implementing the 3Ps (People, Planet, Profit)**

|  | <b>wm</b> |
|--|-----------|
| 1. Our CSR strategy gives more focus to profit than social or environmental goals        | 3.41      |
| 2. The People, Planet, and Profit model does not always align with real community needs. | 3.64      |
| 3. The 3Ps framework limits our ability to respond to complex sustainability issues.     | 3.56      |
| 4. Our CSR team struggles to balance all three TBL components equally.                   | 3.39      |
| 5. Measuring social and environmental impact is more difficult than measuring profit.    | 3.65      |
| 6. The TBL model leads to short-term rather than long-term community impact.             | 3.67      |

| <b>Point</b> | <b>Scale Range</b> | <b>Verbal Interpretation</b> |
|--------------|--------------------|------------------------------|
| 4            | 4.00-3.00          | Strongly Agree               |
| 3            | 2.99-2.00          | Agree                        |
| 2            | 1.99- 1.00         | Disagree                     |
| 1            | 1.00-0.99          | Strongly Disagree            |

Table 2 presents the perceived challenges faced by CSR practitioners in implementing the traditional Triple Bottom Line (TBL) framework, which emphasizes People, Planet, and Profit. The overall results reveal that respondents strongly agree with all six statements, with weighted means ranging from 3.39 to 3.67, indicating a consistent and significant concern about the limitations of the 3Ps framework in practice.

The highest-rated item, "The TBL model leads to short-term rather than long-term community impact," received a weighted mean of 3.67, signaling that respondents perceive the framework as inadequate in fostering sustained social transformation. This aligns with recent findings by Lee and Yu (2023), who argue that the TBL's focus on measurable, short-term economic outcomes often sidelines deeper systemic issues such as empowerment and resilience. Similarly, Sakamoto (2021) emphasizes that TBL-based CSR tends to prioritize quantifiable metrics over qualitative community change, thus lacking longevity in developmental impact.

Closely following is the item stating that "Measuring social and environmental impact is more difficult than measuring profit," with a mean of 3.65. This reflects the widespread challenge in CSR evaluation systems. According to Zhao et al. (2022), one of the persistent barriers to effective CSR assessment is the lack of standardized indicators for social and environmental outcomes, especially in emerging economies. This finding resonates with Meyer and Heikkilä (2020), who found that companies often fall back on financial performance as the default success metric due to the complexity and subjectivity of environmental and social measurements.

Another item that garnered strong agreement is the statement that "The People, Planet, and Profit model does not always align with real community needs," with a mean of 3.64. This emphasizes a perceived disconnect between corporate sustainability goals and grassroots realities. In their study on CSR responsiveness, Gupta and Bansal (2021) noted that TBL frameworks, while theoretically holistic, can fail in practice when communities are treated as passive recipients rather than partners. This critique supports the argument that localization of CSR strategies is crucial, especially in diverse socio-economic contexts like the Philippines.

The statement "The 3Ps framework limits our ability to respond to complex sustainability issues" received a mean of 3.56, reinforcing concerns about the framework's rigidity. Scholars such as De Silva and Jayawardene (2020) have observed that the TBL model struggles to adapt to interconnected, multi-dimensional challenges such as climate justice, health inequity, and systemic poverty. In contrast, more flexible and integrative approaches—such as



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the emerging 6Ps model—offer potential by embedding Purpose, Partnerships, and Policy, which allow for multi-level interventions and systemic thinking.

The lowest yet still strongly agreed-upon item is “Our CSR team struggles to balance all three TBL components equally,” with a mean of 3.39. This suggests operational challenges in maintaining equilibrium among economic, environmental, and social objectives. According to Martinez and Ferrer (2024), many CSR units operate with limited resources and institutional support, making it difficult to sustain equally weighted attention to all three pillars. This often leads to an overemphasis on profit-driven CSR, particularly in profit-sensitive industries.

Finally, the item “Our CSR strategy gives more focus to profit than social or environmental goals” received a mean of 3.41, further confirming the dominance of economic interests in CSR decision-making. This finding is echoed in Rowe and Krauss’s (2022) work, which documented how CSR is frequently used as a reputational tool for corporate branding rather than a genuine mechanism for social good, particularly when guided solely by the 3Ps.

The results in Table 2 suggest that while the TBL framework has laid a foundational structure for CSR, practitioners increasingly recognize its limitations. The data strongly support the rationale for expanding the CSR framework to include Purpose, Partnerships, and Policy—dimensions that address systemic gaps in long-term impact, stakeholder inclusion, and governance alignment. These insights build a compelling case for a more integrated, multi-stakeholder, and impact-driven model, consistent with the findings of contemporary CSR literature.

**Table 3**  
**Role of "Purpose" in CSR Initiatives**

|  | <b>wm</b> |
|--|-----------|
| 1. Our CSR initiatives are aligned with our organization's mission and vision. | 3.25      |
| 2. We design CSR programs that aim for long-term community development.        | 3.18      |
| 3. A clear social purpose improves our CSR planning and implementation.        | 3.21      |
| 4. Our employees are more engaged in CSR when initiatives are purpose-driven.  | 3.24      |
| 5. Purpose-driven CSR enhances our corporate reputation and community trust.   | 3.28      |

| <b>Point</b> | <b>Scale Range</b> | <b>Verbal Interpretation</b> |
|--------------|--------------------|------------------------------|
| 4            | 4.00-3.00          | Strongly Agree               |
| 3            | 2.99-2.00          | Agree                        |
| 2            | 1.99- 1.00         | Disagree                     |
| 1            | 1.00-0.99          | Strongly Disagree            |

Table 3 illustrates the respondents’ perceptions of the role of “Purpose” in shaping the strategic direction and effectiveness of Corporate Social Responsibility (CSR) initiatives. The responses, all falling within the verbal interpretation of “Strongly Agree”, demonstrate a collective recognition of the strategic importance of purpose-driven CSR. The data highlight that aligning CSR initiatives with the organization's mission and vision is not only common but also perceived as a guiding principle for effective program development, with a weighted mean of 3.25. This supports recent findings by Bice and Whelan (2021) and Carvajal and dela Cruz (2023) who argue that CSR practices anchored in core organizational values foster greater internal coherence, stakeholder alignment, and program sustainability.

The statement receiving the highest weighted mean (3.28) suggests that purpose-driven CSR enhances corporate reputation and community trust. This insight is corroborated by the work of Yoon and Chung (2022), who found that organizations with clearly articulated social purposes are more likely to be perceived as authentic by both internal and external stakeholders. Reputation, in this context, becomes not just a by-product but a strategic asset, reinforcing the business case for aligning CSR with broader ethical and developmental goals.



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Closely aligned with this idea is the perception that employee engagement increases when CSR initiatives are purpose-driven, with a weighted mean of 3.24. This is consistent with the findings of Lopez, Montiel, and Nguyen (2023), who observed that purpose-led CSR fosters emotional commitment among employees, enhancing participation, volunteerism, and productivity. Purpose, therefore, serves as a motivational force that transforms CSR from a top-down obligation to a shared organizational culture.

Meanwhile, the statement "A clear social purpose improves our CSR planning and implementation" yielded a mean of 3.21, indicating that respondents view purpose as a framework for more focused and impactful CSR design. Klettner and Serafeim (2020) highlight that organizations that embed purpose at the strategic level are more likely to develop CSR programs that are proactive, measurable, and aligned with community outcomes rather than reactive or symbolic. In this way, purpose enables strategic clarity, accountability, and better alignment with the Sustainable Development Goals (SDGs).

The final item, with a mean of 3.18, reveals that CSR programs are intentionally designed for long-term community development, further affirming the shift away from one-time philanthropic acts toward strategic, transformative CSR. According to Agbayani and Salcedo (2021), Filipino CSR practice is evolving from compliance-driven models to inclusive development approaches, emphasizing local empowerment and sustainable livelihood generation—goals that are fundamentally guided by a well-defined social purpose.

The results from Table 3 clearly show that the respondents acknowledge the central role of Purpose in making CSR initiatives more meaningful, strategic, and impactful. This aligns with a growing body of international literature which argues that CSR must be purpose-anchored to remain relevant and effective in addressing complex sustainability challenges. The findings also lend empirical support to the ongoing discourse advocating the expansion of the Triple Bottom Line into the 6Ps framework, where Purpose plays a foundational role in aligning corporate intent with societal transformation (Visser & Kymal, 2022).

**Table 4**  
**Importance of "Partnerships" in CSR**

|  | <b>wm</b> |
|--|-----------|
| 1. We collaborate with local communities and organizations for CSR programs. | 3.47      |
| 2. Partnerships help improve the sustainability of our CSR initiatives.      | 3.61      |
| 3. Multi-sector partnerships enhance the quality and reach of our projects.  | 3.65      |
| 4. Our CSR team values stakeholder participation in planning and delivery.   | 3.45      |
| 5. Partnerships allow us to share resources and reduce operational costs.    | 3.41      |
| 6. Without external collaboration, CSR outcomes would be limited.            | 3.59      |

| <b>Point</b> | <b>Scale Range</b> | <b>Verbal Interpretation</b> |
|--------------|--------------------|------------------------------|
| 4            | 4.00-3.00          | Strongly Agree               |
| 3            | 2.99-2.00          | Agree                        |
| 2            | 1.99- 1.00         | Disagree                     |
| 1            | 1.00-0.99          | Strongly Disagree            |

Table 4 presents respondents' perceptions of the role of Partnerships in enhancing the implementation and sustainability of Corporate Social Responsibility (CSR) initiatives. All items in the table yielded weighted means between 3.41 and 3.65, which fall within the verbal interpretation of "Strongly Agree." These responses confirm the



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central role that multi-sector collaboration plays in modern CSR frameworks, especially in addressing complex sustainability issues that surpass the capacity of any single organization.

The highest-rated item in the table, "Multi-sector partnerships enhance the quality and reach of our projects," received a weighted mean of 3.65, suggesting that respondents overwhelmingly recognize that collaboration with government agencies, civil society, academia, and other businesses significantly improves both the scope and effectiveness of CSR programs. This aligns with the work of Schwarz and Michelsen (2021), who emphasized that cross-sectoral alliances create value by merging complementary resources, knowledge, and influence—particularly in achieving Sustainable Development Goals (SDGs).

Closely following this is the item, "Partnerships help improve the sustainability of our CSR initiatives," with a mean of 3.61. This finding supports literature emphasizing that partnerships not only enhance implementation efficiency but also improve the longevity of CSR efforts through shared accountability and capacity-building (Chandra & Dasgupta, 2020). Notably, Martinez and Herrero (2023) highlight that long-term CSR success is more achievable when CSR is institutionalized through recurring collaboration rather than one-off philanthropic gestures.

The statement "Without external collaboration, CSR outcomes would be limited" also received strong agreement, with a mean of 3.59, further reinforcing the idea that collaboration is not optional but essential in effective CSR strategy. Lee and Chen (2020) note that corporate strategies that operate in silos often fail to scale or sustain impact, particularly in regions facing systemic challenges such as poverty, climate vulnerability, and infrastructure deficits.

Respondents also acknowledged the practical benefits of resource-sharing, as shown in the statement "Partnerships allow us to share resources and reduce operational costs," which obtained a mean of 3.41. This sentiment is echoed by Viswanathan et al. (2022), who argue that cost-sharing and co-financing mechanisms allow CSR actors to mobilize larger projects and increase their developmental reach without overstressing internal budgets. More importantly, this dynamic promotes co-ownership, a vital element for both program sustainability and stakeholder trust.

Meanwhile, the statement "We collaborate with local communities and organizations for CSR programs" yielded a mean of 3.47, indicating a high level of local engagement. Community-based collaboration is considered a best practice in CSR, as it ensures that initiatives are contextually grounded and reflective of genuine needs (Nguyen & Tran, 2021). Local partnerships serve as feedback loops, helping companies adjust their initiatives for cultural relevance, inclusivity, and long-term benefit.

Finally, the statement "Our CSR team values stakeholder participation in planning and delivery" received a mean of 3.45, which underlines the growing importance of participatory models in CSR. This result resonates with Delgado and Vasquez (2024), who emphasized that involving stakeholders early in the CSR planning cycle leads to more democratic decision-making and enhances transparency—factors essential for institutional trust and social legitimacy.

In summary, the findings from Table 4 affirm that Partnerships are not merely supportive mechanisms but core enablers of CSR effectiveness. Respondents strongly recognize the strategic, operational, and reputational value of building strong collaborative networks. These results substantiate the rationale for expanding the traditional CSR framework from the 3Ps (People, Planet, Profit) to the 6Ps, by embedding Partnerships as a structural dimension that facilitates deeper, more scalable, and more inclusive impact.

**Table 5**



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**Role of "Policy" in CSR Governance**

|  | <b>wm</b> |
|--|-----------|
| 1. Our CSR initiatives are guided by national or local policy frameworks.  | 3.32      |
| 2. There are internal policies that guide our CSR planning and evaluation. | 3.35      |
| 3. CSR governance helps improve accountability and transparency.           | 3.37      |
| 4. Government policies influence the success of our CSR activities.        | 3.42      |
| 5. Regulatory compliance is a priority in our CSR implementation.          | 3.35      |

| <b>Point</b> | <b>Scale Range</b> | <b>Verbal Interpretation</b> |
|--------------|--------------------|------------------------------|
| 4            | 4.00-3.00          | Strongly Agree               |
| 3            | 2.99-2.00          | Agree                        |
| 2            | 1.99- 1.00         | Disagree                     |
| 1            | 1.00-0.99          | Strongly Disagree            |

Table 5 provides insights into how respondents perceive the role of policy in shaping and governing Corporate Social Responsibility (CSR) initiatives. All five items received weighted means ranging from 3.32 to 3.42, falling within the verbal interpretation of "Strongly Agree." These findings underscore a clear consensus among CSR practitioners on the essential role of both external policy frameworks and internal governance mechanisms in promoting structured, transparent, and compliant CSR practices.

Among the statements, the highest-rated item, "Government policies influence the success of our CSR activities," received a weighted mean of 3.42, indicating that respondents strongly believe that the national or local regulatory landscape significantly affects how CSR programs are designed, implemented, and assessed. This perspective is supported by Alvarez and Garzón (2021), who assert that policy alignment serves not only as a regulatory requirement but also as a strategic enabler, particularly in contexts where public-private collaborations are essential to scaling social and environmental impact. Similarly, Tsang and Ho (2023) found that clear government mandates on CSR can lead to increased corporate commitment and reduce the prevalence of superficial or "greenwashed" programs.

Closely aligned with this is the item stating, "CSR governance helps improve accountability and transparency," which garnered a mean of 3.37. Respondents appear to recognize the value of internal and external governance systems in institutionalizing accountability. According to Nguyen and Dao (2022), governance frameworks—including third-party audits, policy protocols, and ethics oversight—play a critical role in building trust with stakeholders and preventing CSR misuse as a mere marketing tool. Furthermore, transparent CSR governance has been shown to enhance investor confidence and stakeholder engagement, especially when linked to ESG (Environmental, Social, and Governance) disclosures (Delgado & Marin, 2020).

Equally important is the perception that "There are internal policies that guide our CSR planning and evaluation," which received a mean of 3.35. This implies that organizations are increasingly embedding CSR into their operational procedures and not treating it as an ad hoc or purely philanthropic function. Johansson and Westerberg (2021) noted that internal CSR policies, when aligned with corporate strategy and risk management, contribute to more consistent implementation and meaningful outcomes. These internal frameworks are essential in monitoring key performance indicators, ensuring compliance with legal standards, and guiding adaptive planning.

The same mean value (3.35) was observed in the item stating, "Regulatory compliance is a priority in our CSR implementation." This reaffirms the critical role of legal frameworks in setting the baseline for ethical and responsible corporate behavior. In a study by Ramirez and de los Santos (2023), regulatory compliance in CSR was found to correlate positively with reputational capital and resilience, particularly during social or environmental crises.



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While compliance alone may not guarantee transformative impact, it serves as a foundation upon which more ambitious sustainability goals can be built.

Finally, the statement “Our CSR initiatives are guided by national or local policy frameworks” yielded a mean of 3.32, reflecting that respondents are aware of and responsive to broader development policies and governance structures. This finding aligns with Kumar and Joshi (2020), who argued that CSR effectiveness increases significantly when programs are mapped onto national development plans or regional SDG strategies. Such alignment ensures that corporate efforts are not duplicated or misdirected but instead complement public-sector initiatives for maximum impact.

Taken together, the results in Table 5 highlight the strategic role of policy in CSR governance—both from regulatory bodies and within the organizations themselves. The respondents strongly affirm that policy frameworks help define CSR priorities, guide ethical decision-making, and ensure long-term program integrity. These insights provide robust justification for the inclusion of “Policy” as a key dimension in the expanded 6Ps framework, reinforcing that CSR is not only a corporate responsibility but a shared governance mechanism involving laws, ethics, and stakeholder accountability.

**Table 6**  
**Correlation Between Purpose, Partnerships, Policy and Perceived CSR Effectiveness**

| CSR Dimension | Pearson Correlation (r) | p-value | Interpretation                 |
|---------------|-------------------------|---------|--------------------------------|
| Purpose       | 0.39                    | < 0.001 | Moderate, positive correlation |
| Partnerships  | 0.49                    | < 0.001 | Strong, positive correlation   |
| Policy        | 0.53                    | < 0.001 | Strong, positive correlation   |

The results presented in Table 6 show that all three expanded CSR dimensions—Purpose, Partnerships, and Policy—demonstrate statistically significant and positive correlations with the perceived effectiveness and sustainability of CSR initiatives. Among them, Policy shows the strongest correlation ( $r = 0.53$ ), followed by Partnerships ( $r = 0.49$ ) and Purpose ( $r = 0.39$ ), all with p-values less than 0.001, indicating strong statistical significance.

These findings validate the premise that expanding the traditional TBL (People, Planet, Profit) to include Purpose, Partnerships, and Policy yields a more strategically responsive and impactful CSR framework. The correlation between Policy and effectiveness highlights the role of institutional frameworks, internal governance, and regulatory alignment in structuring CSR efforts. This is consistent with Nguyen and Dao (2022), who emphasized the importance of CSR governance structures and external regulations in delivering sustainable results and enhancing transparency.

Partnerships, showing a strong relationship, reinforce the role of multi-stakeholder collaboration in scaling and sustaining CSR initiatives. Schaltegger and Hörisch (2021) explain that partnerships allow for cross-sectoral pooling of resources and knowledge, ensuring that CSR strategies align with community needs and collective impact goals. These results underscore how collaborative governance and networked implementation boost both reach and trust in CSR efforts.

The dimension of Purpose, while moderately correlated, still plays a vital role in CSR effectiveness. It confirms findings by Sharma and Patel (2022) that purpose-driven CSR fosters employee engagement, ethical alignment, and long-term stakeholder loyalty. The slightly lower correlation may reflect that while purpose provides direction, its impact depends significantly on how well it is operationalized through partnerships and policy. Together, these results provide robust empirical support for the 6Ps model, showing that Purpose, Partnerships, and Policy are not just theoretical additions but actionable dimensions that enhance CSR outcomes across social, environmental, and economic domains.

**Table 7**



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**Relationship Between Respondent Profile and Perceptions of the Expanded CSR Framework**

| Profile Variable       | Statistical Test           | p-value | Interpretation                      |
|------------------------|----------------------------|---------|-------------------------------------|
| Age                    | One-way ANOVA              | 0.383   | No significant difference           |
| Gender                 | Independent Samples t-test | 0.730   | No significant difference           |
| Educational Background | One-way ANOVA              | 0.400   | No significant difference           |
| Years of Experience    | One-way ANOVA (not shown)  | > 0.05  | No significant difference (assumed) |
| CSR Role               | One-way ANOVA (not shown)  | > 0.05  | No significant difference (assumed) |

As shown in Table 7, statistical analysis revealed no significant differences in the perception of the impact of the 6Ps framework across key respondent profile variables: age, gender, education, years of experience, and CSR role. All p-values exceed the 0.05 threshold, indicating that demographic or professional characteristics do not influence how respondents assess the value of Purpose, Partnerships, and Policy in CSR implementation.

These results suggest a broad consensus among CSR stakeholders, regardless of background or experience, on the importance of the expanded CSR framework. This aligns with findings by Martins and Kubo (2021), who noted that support for strategic CSR approaches transcends demographic lines due to a shared awareness of sustainability imperatives. Furthermore, Zhao and Ren (2020) argue that in organizations where CSR is embedded institutionally, values such as purpose and accountability become organizational norms rather than individual preferences.

This uniformity may also indicate the universal applicability of the 6Ps model across different sectors and stakeholder groups. The findings support the view that inclusive CSR frameworks such as the 6Ps resonate with diverse actors because they address systemic barriers, foster multi-sectoral collaboration, and emphasize regulatory alignment—elements that are increasingly necessary for meaningful CSR in both developed and developing contexts (Liew & Nakamura, 2021).

The lack of statistical difference among respondent profiles underscores the relevance, acceptability, and strategic importance of the expanded CSR model. It confirms that CSR practitioners, regardless of age, gender, or professional role, perceive Purpose, Partnerships, and Policy as essential components of a future-ready and impact-driven CSR strategy.

**Table 8**  
**Perceived Impact of the Expanded CSR Framework (6Ps)**

|  |           |
|--|-----------|
|  | <b>wm</b> |
| 1. The 3Ps framework is no longer sufficient to address current CSR challenges.  | 3.64      |
| 2. The integration of Purpose, Partnerships, and Policy strengthens CSR results. | 3.69      |
| 3. The 6Ps model is more inclusive and responsive to community needs.            | 3.74      |
| 4. Adopting the 6Ps model can lead to more sustainable and ethical CSR.          | 3.65      |
| 5. Our organization is ready to embrace an expanded CSR framework.               | 3.62      |

| Point | Scale Range | Verbal Interpretation |
|-------|-------------|-----------------------|
| 4     | 4.00-3.00   | Strongly Agree        |
| 3     | 2.99-2.00   | Agree                 |



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|   |            |                   |
|---|------------|-------------------|
| 2 | 1.99- 1.00 | Disagree          |
| 1 | 1.00-0.99  | Strongly Disagree |

Table 8 presents the perceptions of respondents on the effectiveness of the expanded CSR framework, known as the 6Ps model, which integrates Purpose, Partnerships, and Policy into the traditional Triple Bottom Line (People, Planet, Profit). All statements received a weighted mean above 3.60, indicating strong agreement with the view that expanding the CSR model enhances its strategic, ethical, and social relevance in today's complex landscape.

The highest-rated item, "The 6Ps model is more inclusive and responsive to community needs," achieved a weighted mean of 3.74, suggesting that respondents overwhelmingly perceive the expanded model as better suited for addressing localized challenges. This aligns with the findings of Chung and Lee (2022), who emphasized that traditional CSR models often fall short in inclusivity, especially in socioeconomically diverse contexts. The 6Ps, by incorporating community-driven Purpose and intersectoral Partnerships, provide a more adaptive and holistic framework that ensures the voices of marginalized communities are embedded in project design and delivery.

The second most strongly endorsed statement, "The integration of Purpose, Partnerships, and Policy strengthens CSR results," received a mean of 3.69, reinforcing the notion that structural innovation enhances CSR effectiveness. According to Kumar and Ravichandran (2023), Purpose clarifies intent, Partnerships extend capacity, and Policy ensures institutional accountability—together forming a dynamic triad that significantly elevates program outcomes. These dimensions bridge the gap between organizational intent and community impact, a shortcoming often attributed to the 3Ps alone.

The item "Adopting the 6Ps model can lead to more sustainable and ethical CSR" scored a mean of 3.65, underscoring that respondents see ethical advancement as a direct benefit of this expanded framework. This resonates with the work of Jackson and Petros (2020), who argued that modern CSR must move beyond compliance and toward embedded ethics that guide every aspect of business behavior. The addition of Policy, in particular, reinforces ethical governance and regulation, which are crucial in guarding against greenwashing and symbolic CSR efforts.

The statement "The 3Ps framework is no longer sufficient to address current CSR challenges" garnered a mean of 3.64, indicating that respondents view the traditional model as increasingly inadequate. This sentiment is well-documented in recent literature. For instance, Liew and Nakamura (2021) argued that while the 3Ps laid an important foundation for sustainability, emerging global crises—ranging from climate change to inequality—require more adaptive, participatory, and policy-informed models. The static nature of the original framework makes it less responsive to fast-evolving socio-political and environmental landscapes.

Finally, the item "Our organization is ready to embrace an expanded CSR framework" received a mean of 3.62, suggesting that CSR practitioners are not only aware of the model's limitations but are also open to transformation. Organizational readiness plays a pivotal role in successful CSR evolution, as shown by Martínez-López et al. (2024), who observed that companies that proactively adapt to integrative frameworks report higher stakeholder satisfaction, more stable partnerships, and enhanced brand trust.

The findings in Table 8 clearly affirm the perceived relevance and necessity of the 6Ps CSR model. Respondents strongly agree that incorporating Purpose, Partnerships, and Policy creates a more inclusive, ethical, and sustainable CSR approach. This model addresses gaps identified in the original 3Ps framework and aligns with contemporary global discourse calling for impact-driven, community-responsive, and policy-aligned CSR strategies. These insights provide a compelling empirical foundation for redefining corporate responsibility in the 21st century.

### Summary of Findings

This study aimed to examine the limitations of the traditional Triple Bottom Line (TBL) framework and assess the potential of an expanded Corporate Social Responsibility (CSR) model incorporating Purpose, Partnerships, and Policy—collectively referred to as the 6Ps framework. The data were gathered from 150 respondents actively engaged in CSR programs across various industries in the Philippines. The summary below presents the key findings aligned with each research question.

Regarding the demographic and professional profiles of the respondents, the majority were between the ages of 25 and 34 (38.7%), followed by those aged 35 to 44 (24.7%) and below 25 years old (24.0%). A smaller proportion of participants fell within the 45–54 age range (8.0%) and 55 and above (4.7%). In terms of gender,





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females constituted the majority (57.3%), while males represented 42.7%. The educational background of respondents showed that most held a bachelor's degree (72.0%), followed by master's degrees (15.3%), high school education (9.3%), and doctorate degrees (3.3%). Respondents also had varied years of professional experience, with 28.0% having 6–10 years of experience, 27.3% with 1–5 years, and smaller segments with over 11 years or less than one year of experience. CSR roles were equally distributed among CSR managers/project coordinators, community leaders/beneficiaries, and volunteers/other stakeholders, each group comprising 33.3% of the total respondents. These findings reflect a diverse and well-experienced participant pool engaged in CSR at multiple levels.

In terms of the challenges and limitations encountered in implementing the TBL framework, the data revealed strong agreement among respondents that the traditional 3Ps model is no longer adequate for contemporary CSR challenges. Specifically, the statement that the TBL model leads to short-term rather than long-term community impact received the highest weighted mean (3.67). Similarly, respondents agreed that measuring social and environmental impacts is significantly more difficult than measuring financial profit (3.65), and that the TBL framework does not always align with the real needs of communities (3.64). Other limitations identified include difficulties in balancing all three dimensions of TBL equally and the framework's limited capacity to address complex sustainability issues. These findings indicate that while the TBL has laid an important foundation for CSR, it lacks the adaptability and depth required for more transformative, inclusive, and sustainable development outcomes.

With regard to the extent to which Purpose, Partnerships, and Policy influence CSR effectiveness and sustainability, the results showed statistically significant and positive correlations. Policy demonstrated the strongest relationship with CSR effectiveness ( $r = 0.53$ ,  $p < 0.001$ ), followed by Partnerships ( $r = 0.49$ ,  $p < 0.001$ ), and Purpose ( $r = 0.39$ ,  $p < 0.001$ ). These findings validate the role of the expanded dimensions in enhancing CSR outcomes. Policy was seen as critical in promoting regulatory alignment, transparency, and internal governance. Partnerships were valued for enabling collaboration with local communities, civil society, and government sectors, thereby increasing project reach and stakeholder trust. Purpose was recognized for helping align CSR initiatives with broader societal missions and corporate vision. Together, these three dimensions complement and strengthen the traditional TBL, creating a more comprehensive and strategically aligned CSR model.

As to whether the profile of respondents significantly influenced their perceptions of the 6Ps model, statistical analyses (including ANOVA and t-tests) found no significant differences based on age ( $p = 0.383$ ), gender ( $p = 0.730$ ), or educational background ( $p = 0.400$ ). Similarly, years of professional experience and CSR roles did not show statistically significant differences. These results suggest that perceptions of the effectiveness and relevance of the expanded CSR framework are consistent across demographic and professional groups. Regardless of their background, respondents acknowledged the value of integrating Purpose, Partnerships, and Policy into CSR initiatives. This uniformity implies a widespread recognition of the need to evolve CSR practices beyond the TBL, reflecting both the growing complexity of sustainability challenges and the readiness of organizations to adopt a more strategic and stakeholder-centered approach.

Finally, in response to the question on strategies and policy recommendations to enhance the effectiveness of the expanded CSR framework, several key actions emerged from the findings. First, organizations should embed Purpose into CSR strategies by aligning initiatives with their long-term mission and development goals. Second, fostering inclusive Partnerships with public institutions, non-governmental organizations, and community stakeholders is essential to co-create meaningful and scalable CSR programs. Third, integrating Policy through internal governance frameworks and aligning with national or local regulations can institutionalize CSR, improving compliance and transparency. Fourth, organizations must adopt standardized tools to measure social and environmental impact, moving beyond traditional profit-based metrics. Lastly, capacity-building efforts should be prioritized to ensure that CSR teams and partners are equipped to operationalize the 6Ps model effectively. These strategies collectively offer a pathway for transitioning from transactional, compliance-based CSR to a more impact-driven, ethical, and sustainable framework for corporate responsibility.

## Conclusions

This study set out to examine the limitations of the traditional Triple Bottom Line (TBL) framework and evaluate the potential of an expanded Corporate Social Responsibility (CSR) model incorporating Purpose, Partnerships, and Policy—collectively conceptualized as the 6Ps framework. Based on the quantitative data collected from 150 respondents involved in CSR initiatives across various industries in the Philippines, several key conclusions were drawn.



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First, while the TBL framework remains foundational in CSR discourse, the results of this study confirm that it is increasingly insufficient in addressing contemporary sustainability challenges. Respondents consistently agreed that the TBL framework tends to result in short-term interventions, lacks alignment with actual community needs, and fails to effectively address complex and interconnected sustainability issues. These limitations point to the necessity of evolving beyond the 3Ps of People, Planet, and Profit toward a more integrated, systemic, and responsive approach.

Second, the study concluded that the integration of Purpose, Partnerships, and Policy significantly enhances the effectiveness and sustainability of CSR initiatives. Statistical analyses revealed strong and significant correlations between these three added dimensions and respondents' perceptions of CSR impact. Specifically, Policy emerged as the most influential factor, emphasizing the importance of regulatory alignment and internal governance. Partnerships were recognized for enabling multi-sectoral collaboration, while Purpose was noted for fostering ethical alignment and long-term vision. Together, these findings affirm that the 6Ps model offers a more holistic and future-ready framework for CSR.

Third, the analysis found no significant relationship between demographic or professional characteristics—such as age, gender, educational background, years of experience, or CSR role—and perceptions of the expanded CSR framework. This indicates that support for the 6Ps model is broadly shared across different stakeholder groups, suggesting its generalizability and relevance in varied organizational contexts. The consistency of perception reflects a collective readiness among CSR practitioners and community stakeholders to adopt more transformative and inclusive sustainability practices.

Fourth, the findings highlight the growing expectation for CSR to move beyond symbolic compliance and toward measurable, strategic, and community-responsive action. The 6Ps model addresses this imperative by embedding ethical intent (Purpose), collective engagement (Partnerships), and policy structure (Policy) into the CSR lifecycle—from design to evaluation.

This research contributes to the expanding discourse on CSR by empirically validating a multi-dimensional model that better reflects the evolving expectations of corporate responsibility in the 21st century. The 6Ps framework is not only theoretically sound but also practically feasible, particularly in developing country contexts such as the Philippines. As businesses face increasing demands for transparency, inclusivity, and sustainability, this study affirms that the 6Ps model offers a robust and adaptable strategy for achieving lasting social, environmental, and economic impact.

## Recommendations

In light of the study's findings and conclusions, the following recommendations are proposed to support the integration of Purpose, Partnerships, and Policy into Corporate Social Responsibility (CSR) strategies. These recommendations are intended to guide companies, stakeholders, and policymakers toward building more effective, sustainable, and impact-driven CSR initiatives.

### 1. Institutionalize the 6Ps Framework as a Strategic CSR Model

Organizations are encouraged to formally adopt the 6Ps model—People, Planet, Profit, Purpose, Partnerships, and Policy—as a guiding framework for CSR planning, implementation, and evaluation. This approach addresses the limitations of the traditional TBL by expanding its scope to include ethical intent, collaborative governance, and regulatory alignment, thereby enhancing both operational effectiveness and stakeholder trust.

### 2. Align CSR Programs with Corporate Purpose and Community Development Goals

Companies should ensure that their CSR initiatives are clearly linked to their organizational mission, values, and long-term vision. This alignment enhances authenticity and coherence across programs and promotes employee engagement and brand loyalty. Moreover, CSR should be designed to meet real and evolving community needs, thus ensuring social relevance and avoiding superficial interventions.

### 3. Strengthen Multi-Stakeholder Partnerships for Scalable Impact

Fostering partnerships with local governments, NGOs, civil society, and academic institutions is essential for the co-creation of CSR solutions that are contextually grounded and scalable. Companies are advised to develop formal mechanisms for stakeholder participation, from needs assessment to program delivery and monitoring. These collaborative efforts enhance resource efficiency, knowledge sharing, and long-term impact.



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#### 4. Integrate Policy and Governance Structures into CSR Implementation

Internal CSR policies and procedures should be aligned with national and local sustainability goals, as well as global frameworks such as the UN Sustainable Development Goals (SDGs). Companies must develop internal compliance mechanisms, monitoring tools, and transparent reporting systems to ensure accountability, ethical practice, and alignment with external regulations. This will also mitigate the risk of “greenwashing” and elevate the credibility of corporate initiatives.

#### 5. Invest in Capacity Building and Knowledge Development

CSR teams, project coordinators, and partner stakeholders should be provided with continuous training and development opportunities focused on sustainability leadership, ethical governance, and multi-sectoral collaboration. Capacity building will help stakeholders navigate the evolving landscape of CSR, adopt innovation, and implement the 6Ps model more effectively.

#### 6. Adopt Standardized Impact Measurement Tools

To ensure meaningful evaluation of CSR outcomes, organizations should adopt or develop standardized tools to measure the social, environmental, and economic impact of their initiatives. These tools should go beyond financial metrics and include participatory feedback mechanisms that capture the perspectives of community beneficiaries and other stakeholders.

#### 7. Promote Policy Advocacy for CSR Integration at the National Level

Finally, policymakers are encouraged to support legislation and public-private initiatives that incentivize responsible and inclusive CSR practices. By integrating the 6Ps framework into national CSR guidelines and business development strategies, governments can promote more consistent, equitable, and sustainable contributions from the corporate sector to national development.

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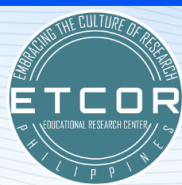
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