

Corporate Social Responsibility Communication via Social Media Analysis Study of the Condor Company's Facebook page

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Abstract

The study aims to determine the reality of employing social media, specifically the Facebook in the CSR communication of Condor company, by analysing the Condor company's Facebook page publications between November 2019 to October, 2020, based on the theory of stakeholders, and the CSR communication strategies of morsing & Schultz (2006), the study was concerned with analysing CSR publications, using the descriptive approach and relying on the content analysis tool.

The results of the study showed the Condor Company's interest in communicating about CSR programs via Facebook, but it relies on informing stakeholders about it without involving them in CSR programs, its publications focus on charitable works with human and social dimensions.

Keywords: Corporate social responsibility (CSR). Corporate social responsibility communication . Social media. Facebook.

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.1. Introduction

The development of the business environment has contributed to the emergence of modern concepts such as the corporate social responsibility that came to demand the setting of ethical, environmental and societal considerations in economic practices, as a result of the stakeholders' demand for institutions to contribute positively to the environment and society, and not focusing only on maximizing their profits. What raises the ceiling of the demands and expectations of stakeholders towards the social responsibility of organizations is an increased awareness of issues with environmental, social, ethical and human dimension among institutions and their various clients. (Kim & Ferguson, 2014)

The relationship between stakeholders and institutions is characterized by an atmosphere of distrust due to the contradiction and divergence of their goals, so they are waiting for their institutions to be responsible and to constantly and transparently inform them of their societal, environmental and humanitarian contributions, and thus the institution improves its relations with them, this is what increases the importance of corporate communication, especially about CSR programs through which all parties are informed of the institution's social, economic and environmental obligations, whether through traditional means such as the institutions' social responsibility report or through modern means made available by the second generation of the Internet 2.0. Social media has become one of the most important communication means that institutions rely on in communication with stakeholders, especially Facebook. (Kumar; Jonjua & Rana 2019)

Friedman the pioneer of stakeholders theory considered that an organization cannot achieve success if it does not develop its relationships with stakeholders, while the studies of Morsing and Schultz (2006) came up with the theoretical foundations for studying the corporate social responsibility communication based on **Grunig** public relations models, so they identified three types of relationships with stakeholders, relying on the CSR communication, which can become an open dialogue between the institution and stakeholders and involve them in value creation.

Social media, foremost of which is Facebook, provide institutions with the ability to establish a serious and continuous discussion with stakeholders about their aspirations and the obligations they expect from them, and tries to convince them of social responsibility programs and activities, to gain their trust and loyalty and improve their reputation. Studies in Algeria have been interested in examining the extent of adopting and applying the principles of social responsibility in institutions, however, there is a lack of studies related to social responsibility communication by Algerian institutions, especially through social media as means of institutional communication. The Condor Complex is one of the pioneering institutions that has obtained the international standard ISO 26000 for adopting social responsibility in its business and strategy (Condor, 2020).

It is also one of the institutions most interested in social media, as the institution's Facebook page counts more than one million six hundred thousand fans. Through this study, we seek to find out

the extent of communication of Algerian institutions in terms of CSR programs, and to explore the nature of this communication with the Condor Foundation via social media "Facebook".

To achieve the goal of the study, we started from the following main question:

How does Condor use social media (Facebook) to communicate about its corporate social responsibility programs?

In this context, the following sub-questions were asked to answer the study problematic:

- What are the most prominent multimedia that is published through the Facebook page of the Condor corporate?
- What are the most important types of messages used in social responsibility communication via Condor corporate's Facebook page?
- What are the CSR topics that are highlighted in the Condor corporate Facebook page?
- How do stakeholders interact with CSR communications on the Condor corporate Facebook page?

The importance of the study is emerged by the fact that it is an attempt to describe corporate social responsibility communication via social media (Facebook) and to demonstrate the great importance of CSR in the business environment. The communication used and the topics most discussed through it, as well as the interaction of the stakeholders, especially since the study seeks to provide a clear vision about the communication of CSR via Facebook, which is a field of research with a lack of studies in Algeria.

2. Corporate Social Responsibility

2.1 Definition of Corporate Social Responsibility

Corporate social responsibility has transformed from a mere social idea to a concept and a philosophy adopted by companies. In recent years, it has known a great interest from institutions as a strategic concept designed to enhance the efficiency and reputation of the institution by adopting the principle of social legitimacy, which it contributes to improving its reputation and mental image and enhances and develops its relationships with direct and indirect stakeholders. Academics differed in defining the social responsibility of enterprises as one of the contemporary administrative concepts that are concerned with institutions of all fields of their activity, especially in light of the call for the necessity of the contribution of institutions to the welfare of society. Holme & Watts(2000 , p 10-11) define CSR as “Corporate social responsibility is the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life.”

So the corporate social responsibility is a voluntary contribution from the institutions is the direction of the society in which they are active, and it is also a commitment in several areas such as enterprise management, human rights, labour relations and conditions, the environment, fair practices and local development, which are the so-called pillars of social responsibility as defined in the global standard ISO 26000. (Capelli , Chloé , Sabadie, 2015)

2.2 Dimensions of social responsibility

The practice of institutions of social responsibility is in the form of programs and activities that are planned and applied on the ground, whether they are voluntary or in response to legal obligations, and Carroll(1991) identified four dimensions of corporate social responsibility, which can be classified as follows:

A- The economic dimension: It requires that enterprises be committed to take advantage of technological progress to deal with damage to the environment, move away from monopoly, respect the rules of competition, and produce high-quality goods and services.

B- The legal dimension: It relates to the institution's respect of legislation, especially the Consumer Protection Act, giving job opportunities to people with special needs, preventing the work of young people and avoiding all forms of discrimination and racism.

C- The Ethical dimension: Institutions are expected to adhere to the ethical aspects and beliefs of the society in which they conduct their business, in order to receive acceptance and enjoy a good reputation among their audience.

D- The charitable dimension: Institutions are required to act as good citizens who contribute to enhancing resources in society and improving the quality of life in general, as they are directly related to the benefits that society may receive from the foundation, such as charitable work and support for local community projects. (Carrol, 1991)

Corporate social responsibility has shifted from a mere social idea to a concept and philosophy adopted by corporates, and has known in recent years a great interest from institutions as a strategic concept designed to enhance the efficiency and reputation of the institution by adopting the principle of social legitimacy, which contributes to improving its reputation and mental image and strengthens and develops its relationships with direct and indirect stakeholders.

3. Corporate Social Responsibility Communication

3.1 Definition of corporate social responsibility communication

Consumers and stakeholders are very interested in the activities of social responsibility of corporates, and the interest of institutions in these activities may not be considered sufficient, as they must communicate effectively concerning social responsibility programs to achieve the goals for which they were set, and the social responsibility communication is defined as "the communication that was designed and published by the company itself about its efforts in the field of social responsibility" (Morsing & Schultz, 2006), and Birth and All (2008) define it as "the communication through which the organization wants to provide information that legitimizes the organization's behavior by trying to influence the stakeholders and the image of the organization in front of the community".

The value of social responsibility activities is limited if the stakeholders are not informed of them and enter into a dialogue with them and share information about it (Bolat, Osborne & Memery, 2016).

The social responsibility communication is extremely important to avoid classifying the company as only serving its self-interest, and it seeks to make material gains without any regard for the stakeholders, it aims to lay the foundations for conscious communication in order to gain the required level of transparency. The corporate also seeks through communication, to provide information about the values it shares and its tasks to the stakeholders, with the aim of influencing the perception of the institution and building legitimacy, which it knows as "a general or assumed perception that the entity's actions are desirable and appropriate within a socially constructed system of standards, values and beliefs (Aron & Chtourou, 2014).

Communication about CSR programs is by presenting facts and figures about the corporate's initiatives, and it is a communication directed to several parties, including the authorities, NGOs, the press, and direct and indirect stakeholders, through which the corporate works to build a good reputation by strengthening its commitment to values that would reflect a good image of it, and its products. Aron and Chtourou (2014) assert that the CSR communication has a commercial and marketing dimension as well. Marketing strategies focus a lot on the environmental dimension due to the increasing importance of environmental expectations among consumers, this creates their approval of the corporate's brands, products and services, thus enhancing its reputation and gaining competitive advantage, while Morsing (2006) found that consumer awareness of corporate social responsibility has a positive effect on purchasing intent.

3.2 Corporate Social Responsibility Communication Strategies

Based on Grunig and Hunt's recent public relations models, Morsing and Schultz (2006) presented three strategies for communicating with stakeholders about CSR programs. The Grunig studies concluded that more than half of the corporates practice one-way communication in their relationships with stakeholders, and that only 35% of them practice two-way communication, and the researchers identified the three strategies for social responsibility as follows (Morsing and Schultz 2006):

A- Stakeholders information strategy (one-way communication):

also called the public information model, where communication is always in one direction from the organization to the stakeholders, with the aim of disseminating information on corporate social responsibility programs not necessarily for persuasion, and in this model the institution relies on relations with the press in addition to the issuance of brochures, flyers, magazines and providing numbers to inform the masses, the mission of the communication authority is to convey a coherent and attractive message on CSR initiatives.

B- Stakeholders response strategy (bi-directional asymmetric):

The CSR communication between the organization and its stakeholders is based on a two-way model except that it is not symmetrical or balanced, which mean that the corporate does not change its policy, but always tries to persuade others and modify their views. Market survey studies are required to find out which category of stakeholders needs to meet their needs. So that the corporate knows what can be improved in the activities of social responsibility, the company considers the stakeholders as influential, but does not involve them in embodying its strategy around social responsibility, and it is satisfied that its social programs meet their needs and aspirations to support and enhance the reputation and mental image of the institution. (Kim, 2019)

C- Stakeholder involvement strategy (bi-directional and equal):

This model is two-way and similar in influence and impact, so the corporation enters into open discussion and dialogue with stakeholders and persuasion may be in both directions, so the company changes its positions, and the stakeholders may change their attitudes toward its activities, because of their involvement in a similar communication model. The simultaneous negotiations between them take place to discover the concerns of stakeholders about the direction of the corporate, as it accepts the change in its policy. The strategy proposes engaging stakeholders in a permanent dialogue to explore mutually beneficial measures for CSR programs, with each party ready for change. The task of the communicator is to ensure a two-way dialogue and achieve mutual understanding. This type of communication will win the corporate the legitimacy it is looking for. (Morsing & Schultz, 2006).

3.3 Corporate Social Responsibility Communication via Social Media

The internet is an important mean in corporate communication, and it is suitable for building the corporate image and managing reputation, it is mainly directed to the commercial side, and it is also used to inform and persuade stakeholders regarding the economic and social performance of corporates (Capriotti, 2017). In view of the development that the internet has known with the emergence of the second generation 2.0 and the widespread use of social media.

Social media include a variety of on-line media platforms using social media such as Facebook, Twitter, and LinkedIn, video-sharing sites such as YouTube, and photo sharing sites such as Flickr and Picasa. These media have moved the communication between corporates and stakeholders to another level, and removed the boundaries between the receiver and the sender, so while the institutions used to inform the stakeholders of their activities and their community commitments, and the recipients were passive and could not express a reaction towards the institution's communication, now under the second generation of the internet the recipient is more active, and he has the ability to become a potential sender in the communication process between the institution and stakeholders, and he can also communicate with other groups of stakeholders about the institution's social responsibility, on the other hand, the institution no longer has the ability to choose the information that it considers most appropriate for its agenda, because it is unable to control information (Capriotti, 2017).

Among the most successful programs for corporate social responsibility communication via Facebook is Toyota's "Cars for Good" program, which was created on the Facebook, to identify 100 non-governmental organizations that receive free cars from the organization.(Kesavan , Bernacchi 2013), While Patagonia was one of the most successful institutions in communicating corporate social responsibility in terms of financial effectiveness, its social responsibility program under the name of "The footprint" allows it to increase sales several times over a period of 08 years, as a result of the involvement of its customers in the efforts of social responsibility related to the environment through Facebook by tracking the impact of the company's products from design to delivery, allowing them to see how respectful they are to the environment, and therefore its marketing efforts have been acclaimed and have achieved great development and gained support (Osborne, Bolat, & Memery, 2016).

Corporate Social responsibility communication through social media, especially Facebook, can

increase the speed of communication and access to information, share it and enter into discussions about it with the stakeholders, and it has become a personal means of communication between the company and every person or group that communicates with it.

The traditional means of social responsibility communication were represented in digital advertisements, the annual digital report on social responsibility, brochures, publications and press releases. All these means of one-way communication are transmitted from the institution to the stakeholders with the aim of disseminating information about the institution's social and environmental obligations, in a one-way and non-balanced between the two parties of the communication process (the organization and the stakeholders). However, after the emergence of the second generation of the internet, which became an open platform for the participation of all users, the one-way communication pattern changed to become two-way and symmetric between the organization and its stakeholders, allowing the exchange of information, negotiation and dialogue between them on social responsibility programs (Glozer, 2015).

Studies that dealt with CSR through social media - especially Facebook - reveal its improper use by institutions by publishing information on social responsibility activities and missing the opportunity to enter into a dialogue with stakeholders, because the dialogue between different interest groups is continuous about the institution and its project and its social programs, and the institution cannot control it. (Testarmata, Fortuna, & Ciaburri, 2018).

4. Previous studies

A- The study of Sarah Alice Glozer titled: "Corporate Social Responsibility Communication in Social Media: unfinalisable and dialogical processes of legitimation", which is a PhD thesis at the University of Nottingham, discussed in 2015, the researcher studied the use of institutions for social media to build legitimacy in contemporary networked societies and the study focused on a sample of four retailers in the Kingdom. The researcher relied on the application of discourse analysis to social media publications of institutions. The results of the study showed that legitimacy is not granted to institutions, but rather is built continuously through deliberate communication processes with internal and external parties (stakeholders) through social networking sites, and the nature of dialogue communication has also been revealed. Interaction between institutions and stakeholders through social media, away from the domination of institutions. (Glozer, 2015)

B- The study of Elvira Bolat, Nicola Osborne & Juliet Memery intitled: " Meaningful CSR Communication via Digital Media – Competitive Paper 2016" aimed to find out the position of the intent to buy and the suspicion of consumers towards the communication of social responsibility in the digital context, and the study concluded after analyzing the responses of the respondents in 102 questionnaires prepared for the purpose showing that consumers have positive attitudes towards socially responsible brands, and that consumers are looking for information about the obligations of institutions, here lies the importance of social responsibility communication. 45% of the respondents indicated that they did not attach importance to social responsibility as part of purchasing decisions, and the results of the study showed that the respondents interact positively with publications that do not directly praise the company because it raises doubts about the intentions of the company from its intense contact about her obligations.(Bolat, Osborne& Memery, 2016)

5. methodology

5.1 Research Design

To analyze and deal with the subject of the study, the researchers used the analytical survey method, which is consistent with the aim of the study in describing and analyzing the social responsibility communication in its forms, contents, and the interaction of the institution's audience with it through Facebook, by analyzing the Condor Foundation page. The researchers also relied on the content analysis tool for its relevance to the objectives of the study and its adaptation to the material to be analyzed.

Riffe, Lacy & Fico (2005) define it as a "the systematic and replicable examination of symbols of communication, which have been assigned numeric values according to valid measurement rules and the analysis of relationships involving those values using statistical methods, to describe the communication, draw inferences about its meaning, or infer from the communication to its context, both of production and consumption». The researchers initially coded a sample of publications expressing the social responsibility of the institution, depending on the research literature and the results of previous studies, to classify the publications and symbolize the analysis of the meaning of the texts and the interpretation of the content of the message, in order to prepare a content analysis questionnaire that allows the analysis of publications quantitatively and then qualitatively according to what serves the problem and aims of the study, in addition to see the extent to which the users of these platforms interact with the stakeholders.

In order to facilitate the analysis and its classification in the highest possible percentage of objectivity and inclusiveness, the analysis categories were adopted, aiming to divide the content into a system of ideas that have a direct relationship to the problem and the aims of the study, and was relied on classifying the analysis categories into content categories and shape categories. Before starting the analysis process, the validity of the analysis tool was verified and procedural definitions were developed for the categories of analysis before presenting the questionnaire to researcher's supervisors to check whether it measured what it was intended for, and amending it in its final form according to their directives.

As for the reliability of the analysis tool, this means that the validity of the content analysis depends on the independence of its tools from the autonomy of the coders and the researchers as well (Riffe, Lacy & Fico 2005,). Part of the study sample (40 publications) was also analyzed and then re-analyzed after a month of time, and the reliability coefficient was calculated, which reached 0.85. It is a percentage that confirms the reliability of the study tool, and thus it can be used to obtain suitable data to analyze the results of the study.

5.2 Research community and study sample

The research community in our study is all the publications related to Condor corporate's social responsibility communication on its Facebook page named Condor Mobile, which is a documented page with the Facebook administration, and given the impossibility of studying all publications that convey the institution's economic, environmental and social obligations the creation of the page in 2012, due to its large number and the short period of time allocated to the study. The intention was based on the analysis of publications expressing the social responsibility of the Condor Foundation

for a full year from the date of November 01, 2019 to October 31, 2020, which is sufficient to determine the reality of CSR communication via Facebook.

6. Results and Discussion

6.1 Results

Table 01. Category of percentage of publications related to social responsibility

Percentage of social responsibility communication posts	Repetition	The ratio %
Number of posts in the page	647	100
Number of corporate social responsibility communication posts	163	25.19

Source: Prepared by the researchers, depending on the research results

Table No. 01 shows the interest of the Condor Foundation in social responsibility communication on the Facebook website through the percentage of publications related to social responsibility, the Condor Foundation shared 671 posts were published during a whole year, from them 163 related to corporate social responsibility communication, with a rate of 25.19%.

Table 02. Multimedia category used in social responsibility communication

Multimedia	Repetition	The ratio %
Videos	36	22.08
Pictures	105	64.41
Drawings	12	07.36
Caricature	00	00
electronic links	10	06.13

Source: Prepared by the researchers, depending on the research results

Table 02 shows the category of media used in social responsibility communication, as the Foundation uses text in its Facebook posts to be added to another media, and pictures came in first place with 105 posts and a percentage of 64.41%, followed by videos with a frequency of 36 posts and a percentage of 22.08%, the majority of which are news reporting or sensitivity campaigns committed by the Foundation, whether to face of the spread of the Corona virus or its sponsorship of the sensitivity campaigns "Pink October" accompanied with Al-Amal Association for Awareness and Breast Cancer Prevention, while 12 posts were registered in the form of drawings at a percentage of 07.36%, and electronic links were published on 10 occasions especially related to assignments to the Foundation's website to provide more information about the content and topic of the post.

Table 03. The language category used in the publications

The language used	Repetition	The ratio %
Arabic	92	56.44
French	22	13.49
Vernacular	07	4.29

mixed Arabic and French	42	25.76
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Source: Prepared by the researchers, depending on the research results

Based on the results of Table 03, it is clear to us that the Arabic language overcomes the social responsibility publications on the Condor Mobile page by 56.44% and 92posts, considering the Arabic language the most readable in Algeria, followed by mixed posts between Arabic and French with 42 posts, and a percentage of 25.76%, then the posts in the French language with a percentage of 13.49%, as for the posts expressed in Vernacular, they did not exceed 07 posts, and a percentage of 4.29%.

Table 04. corporate social responsibility communication message type category

Message type	Repetition	The ratio%
Social responsibility advertisements	19	11,65
Sensitivity campaigns (social communication)	49	30.06
Sponsoring	28	17.17
communication events	45	27.60
Media coverage of CSR activities	15	09,20
Other	07	04.29

Source: Prepared by the researchers, depending on the research results

Table No 04 shows the corporate social responsibility communication message type category adopted in the Foundation's posts, the highest percentage recorded by the posts related to the Sensitivity campaigns (social communication) initiated by the Foundation with a rate of 30.06% of the total posts, and we can say that this is due to the health conditions that Algeria experienced with the spread of the Corona virus. The communication events posts registered 45 times, at a rate of 27.90%, as the Foundation does not miss any occasion to express its commitment to its citizens, contributions and accompaniment to all stakeholders categories, in addition sponsorship also had a significant share of publications, as the Foundation shares information about its sponsorship of events, associations and occasions, and the page announces its sponsorship of the Algerian national team and the Algerian Football Federation in all posts. The reliance on CSR announcements was repeated on 19 occasions, at a rate of 11.65%, as the Foundation took care of it to express the organization's principles, objectives, commitments and its role in the society, and it does not seek to promote products and make profits, on the other hand, the Foundation has shared on its page the media coverage to gain the legitimacy that the institutions are looking for, as the corporate social responsibility communication is a tool for creating compatibility between the institution's activities and societal expectations (Glozer, 2015), especially if the information source is the media or non-governmental organizations.

Table 05. The category of social responsibility communication dimensions and topics.

Communication about CSR dimensions	Repetition	The ratio%	CSR communication topics / Posts classification	Repetition	The ratio %
The social and charitable dimension	146	89.57	Corporate citizenship & philanthropy	116	71.16
			Social reporting	00	00
			Human capital development	14	08.58
			Stakeholders engagement	11	06.74
			Labour practice indicators & HR	05	03.06
Environmental dimension	08	4.90	Environmental policy Climate strategy	06	03.68
			Environmental reporting	00	00
			Operational eco-efficiency	02	01.22
			Product stewardship	00	00.00
Economic dimension	09	05.52	Corporate governance	04	02.45
			Financial reporting	01	00.61
			Code of conduct and ethics	01	00.61
			Risk & crisis management	03	01.84

Source: Prepared by the researchers based on the results of the study and Testarmata, Fortuna & Ciaburri (2018) study

It is clear from Table No. 05 that the social dimension prevailed over the publications on social responsibility by 146 posts with a rate of 89.57%, while the rate of posts that dealt with topics related to the administrative and economic dimension reached 05.52%, and the environmental dimension with a rate of 04.90%, and this is due to the institution's understanding that social responsibility is related to the charitable work carried out by the institutions towards stakeholders. Corporate social responsibility activities related to charitable and humanitarian work are the most prominent with a total of 116 posts, at a rate of 71.16% of all publications, and this is due to the Foundation's commitment to conducting awareness-raising campaigns and charitable work, especially in light of the spread of the Coronavirus Covid 19 and sponsoring the breast cancer sensitivity campaigns. Posts related to human capital development reached 14 posts, at a rate of 08.58%, as the foundation shares information about concern for health and occupational safety, employment and job creation, skills development and training, and improving working conditions. As for the posts related to the participation of stakeholders, it reached 11 posts, at a rate of 06.74%, related to participation in the development of the region, health promotion and education and training promotion. In addition, the promotion of indicators of work practice, the page included 05 posts at a rate of 03.06%, where the corporate indicated its respect for human rights and stakeholders, improvement of working conditions, social protection and control of technologies, especially since the corporate possesses several certificates of the ISO international standard.

Posts with the economic and administrative dimension reached 09 posts at a rate of 05.52%, of which 04 posts related to governance and 03 posts on risk and crisis management, these posts try

to emphasize respect for fair competition rules and benefit from technological development, as well as focus on concepts of transparency and the ability to control crises, risks, and compliance with international laws and standards. The page also contained 08 posts on the environmental dimension at a rate of 4.90%, which is a small percentage compared to the importance of the environmental dimension.

Table 06. social responsibility communication goals and strategies Category.

CSR goals and strategies	Repetition	The ratio%
The stakeholders information strategy	150	92.02
The stakeholders response strategy	13	07.98
The stakeholders involvement strategy	00	00

Source: Prepared by the researchers, depending on the research results

Through Table 06 and based on Schultz & Morsing's work that showed the goals and strategies of social responsibility communication, it appears that the CSR Communication posts of the Condor Foundation aim to inform stakeholders of its activities and its social responsibility programs by 92.02%, and the foundation interacts on its page with comments, but it does not respond and open the way to the suggestions of stakeholders. The posts aiming to listen to the stakeholders were estimated at only 13 posts, at a rate of 07.98%. As for the participation of stakeholders in social responsibility programs, no publication has been registered in this framework; the foundation interacts with the comments on the page, but does not involve stakeholders in planning social responsibility programs.

Table 07. interaction with Social Responsibility Communication posts category

the Interaction	Repetition	the average	The ratio%
Likes	38208	234.40	56.22
Comments	27468	168.51	40.41
Posts	2282	14.00	03.35
Total	67957	416.9	100

Source: Prepared by the researchers, depending on the research results

Table 07 shows the extent to which the stakeholders interact with the corporate's social responsibility posts. Condor foundation shared 163 posts with 67,957 interactions, of which 38,208

likes (56.22%), 27,468 comments (40.41%), and 2,282 posts (03.35%). The foundation's posts received significant interaction, reaching an average of 416.9 interactions per post, specifically 234.40 likes, 168.51 comments and 14 shares per post, which confirms the importance of the social responsibility communication and the interest of stakeholders in learning about the institution's economic and social performance, but this interaction between the corporate and its stakeholders is via Facebook did not reach to the dialogue between them, as it deliberately informs them of the social and economic performance of the institution without real involvement of interest groups in social responsibility programs and activities.

6.2 Discussion

- Social media are suitable channels for corporate social responsibility communication to manage the reputation of the institution and interact with stakeholders, as CSR communication requires entering into a serious dialogue with them, which is provided by the characteristics of social media, especially Facebook.
- The Condor foundation is interested in communicating about CSR activities and uses social media, especially Facebook, to communicate with stakeholders and inform them of their social, environmental and economic obligations. More than 25.19% of the page's posts dealt with topics related to corporate social responsibility activities.
- The Condor foundation page uses various forms of posts and media, but it focuses on texts attached to pictures by 64.41%, in addition to videos and graphics in order to communicate about CSR programs, and explain its commitment and social and humanitarian contributions.
- The nature of philanthropy prevails over the social responsibility activities that the foundation shares on its page. The page focuses on posts that carry the social, humanitarian and philanthropic dimensions, which represent the majority of posts by 89.57%, which is a large percentage compared to the rest of the dimensions.
- Condor's page focuses on informing stakeholders about CSR programs, but it does not seek to include them in its programs. Communication focuses on media strategy by 92.02%, despite the page interacting with some of the comments received.
- Stakeholders interact with the institution's social responsibility posts clearly, whether by liking, commenting or sharing, however this interaction does not reach a real dialogue between the institution and its stakeholders.

7. CONCLUSION

This study highlighted the importance of employing social media, especially Facebook, in CSR communication to inform stakeholders, interact with them, and involve them in CSR programs, which allows the institution to understand and be in harmony with their expectations that change from time to time, and social media, especially Facebook, is an appropriate means of communication for this interaction. The results of the study showed that the Condor foundation missed the opportunity to create an actual communication based on an open dialogue with stakeholders. The use of Facebook did not go beyond the media with CSR activities and the foundation's obligations towards stakeholders to build a kind of legitimacy and good reputation. The foundation adopts a one-way communication strategy from the institution to the stakeholders, and it is important to develop interaction with them and involve them in their CSR programs by taking care of their concerns, and opening the way for them to participate in a true and balanced two-way communication on CSR programs and activities.

In light of the study results and based on the above the researchers recommended:

- The organization should make good use of social media to communicate about CSR programs, so stakeholders should not only be informed about CSR activities, but rather to involving them in these programs.
- Excessive communication on fake social responsibility programs aimed at serving the corporate image, known as green washing, may harm the image of the corporate, which is confirmed by Terry Libert. (2010 , p.93)
- This study provided a description of the nature of the Condor corporate CSR communication, but it did not delve into the study of the response of the institution's public and stakeholders with the CSR communication, and here lies the future research areas of the study.

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