

# Corporate Social Responsibility (CSR) to Sustain in the Competitive Market Based on the Structural Equation Model: Evidence from Bangladesh.

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## **Abstract**

This study has explored the role of creating good relationship among organization with society and people, brand of an organization, a loyal customer, attention of the potential customers as a structural equation factor between Corporate Social Responsibility (CSR) and sustainability in competitive market. It has been compiled that many of research on the relationship between corporate social responsibility and sustainability in the Competitive Market Performance have concentrated on large industry. The objectives of this study are to build and test a theoretical model to identify the structural equation model in the linkage between CSR and sustainability in competitive market. The theoretical model (CIPP Model) is deduced using strategic paradigm of literature. It consists of CSR, society and people, Brand of an organization, a loyal customer, and attention of the potential customers. Furthermore, several hypotheses were generated to examine the model. Structural Equation Modeling (SEM) is employed to test the model using data from 250 CSR practicing firms from developing country (Bangladesh). Confirmatory Factor Analysis (CFA) is performed followed by Structural Equation Modeling to examine the model. The results generally support the hypothesized model with research and managerial implications. Besides proving the business case for the CSR in general, it also advocates the adoption of CSR practices by firms and MNEs operating in the developing countries, as it may sustainability in competitive market and maintain productivity leading to their increased financial performance. This model would be practical and useful for business managers who seek a competitive solution for succeeding in a business crisis and working in the settings of international business.

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## **1. Introduction**

Organization is to work within the society. An organization is established by the people and also for the people. According to, (Griffin and Prakash, 2010) CSR could be directed for development purposes focusing on improving the human and social capital of societies. All the employees of the organization are also member of the society. When an organization produce something either

product or service it works directly and indirectly for the society. Consistent with McWilliams and Siegel (2001, 2000, 1999), we define CSR as situations where the firm goes beyond compliance and engages in “actions that appear to further some social good, multiple stakeholders and attributes may be used in a differentiation strategy, beyond the interests of the firm and that which is required by law.” So, the organization needs to consider benefits of the people of the society. In this way social welfare is necessarily improved by discretionary business practices as well as the use of resources to contribute to sustainable economic development, collaboration with employees and their families, the local community, and the public at large in order to improve quality of life in ways that would be good both for business and overall development (Irabora, 2019). And it is also necessary to establish a position in the mind of the people for sustainable growth of the organization. CSR improves origination performance and improvements in CSR levels are necessary for origination survival at given performance rates. CSR is considered to be long-term investment (Barnett & Salomon, 2012). CSR as one of the most important instruments to help sustain themselves in the marketplace, where most firms utilize CSR as their non-market strategy (Yeen, 2015). In modern time different techniques are used by the organization to build a strong brand image in the mind of the people. Most of the organizations are using promotional strategies for the development of the brand.

Promotional strategies are used commonly: But it has a negative impact due to the following reasons: On the other hand, CSR plays an important role to build a strong brand image into the people’s mind with positive impact. By the following ways an organization can establish its strong brand image into the people mind:

- i) Donation to the society: when organization donates to the society as its social corporate responsibility some development works are conducted within the society and people of the society get benefits of it and this way organization takes place into the people’s mind with positive image.
- ii) Contribution to the social welfare: since organization cannot be considered without people and when people are good, they want to buy the product or service so organization can contribute for the welfare of the society.
- iii) Introduction new ideas for the society welfare through using CSR, Ideas: it conducts research to identify best way for CSR to build a positive image into the people’s mind because if they fail to identify best CSR tools it may create negative effect. In CSR planning the organization needs to consider the following environments: Demographic & Geographic environment.
- iv) Introducing people to positive work through participating in social work
- v) Using an advertisement as a Promotional tool: when organization conducts CSR it works as an advertisement. For an example in Bangladesh the city bank Ltd. Established some pure drinking water booth for the people when people are thirsty, they can drink water from here without cost and when people drink water from it, they are being well informed about the bank. People don’t

think that it is an advertisement but it's a great job of the bank for the people and its brand image is being developed. Another bank Dutch bangle Bank Ltd. offers scholarship for the brilliant student which is also creating positive image into the people mind.

vi) People getting indirect benefits from CSR

vii) Building strong brand image: Since it plays an important role to build strong brand image so it will play an important role to increase sale as well as Profit. Because strong brand image plays an important role to attract potential customers to make them actual customers. For an example Emirate airlines and Qatar air ways donate to the different playing events as assistance to the host so that they can organize games to play before the people. And when the athletic wears jersey with logo of that air lines it gets popularity to the people. Because if we ask a man or woman who has never travelled air that which air lines would you like they will say either Emirate or Qatar air lines as they are well aware about them.

viii) Helping to attract potential customers: it necessary for every organization to attract potential customer to compete in the competitive market and here branding can play an important role. Every organization has an achieving goals, targets, and objectives that ultimately lead to business performance is important for an organization (Van Der Hoek, Groeneveld, & Kuipers, 2018). When the organization conducts CSR activities within the society through a positive way potential customers come closer to the organization as the organization donate for CSR activities and the activities are done by the people of the society and this is why organization and society people come into one goal. In modern time organization conduct research to identify the problem of the society with a view to solve their problem through introducing new products or services. There is a theory problem of the society is the prospect of the organization.

ix) Increasing loyal customers: When organization offers products or services to its customers to solve their problems and gradually contributes to the society through its CSR activities this is why customers become loyal to the organization. Actually, there is no distance in modern business since people need organization and organization needs people. As both are inter related.

## 2. Theoretical Foundations:

There is theoretical contribution of the proposed study to be added to the existing literature of corporate social responsibility in the world market. There will also have empirical contribution of the endeavor to put a result of causal relationships that is specific information to be comparable with results of other research variables. Finally, practical contribution can be in way that marketing and other functional managers can consider the information to be generated in formulating their strategies and policies of marketing and sustain in the competitive market.

It is customary to begin literature reviews with definitions. Besides, wide citation of Carroll's (1979) definition: "the social responsibility of business encompasses the economic, legal, ethical,

and discretionary expectations that society has of organizations at a given point in time” indicates consensus on the broad meaning of BSR.

Corporate social responsibility is the commitment of business to contribute to sustainable marketing development, working with employees, their families, the local community and society at large to improve quality of life, in ways that are both good for business and good for development (Korkchi & Rombaut, 2006). CSR refers to the obligations of the firm to society or, more specifically, the firm’s stakeholders-those affected by corporate policies and practices (Ferrero, 2014). Globalization has shown that CSR is becoming important (Blowfield & Murray, 2008). It has brought many changes such as the increased number of MNCs &TNCs as well as the issues of business ethics.

In discussing SMMEs attitude towards BSR, it is very important to briefly acknowledge the ongoing and never-ending debate about BSR. Firstly, the ‘economic sensibility of BSR was led by Friedman (1970). According to (Carroll and Shabana 2010), detractors use number arguments to make their case but three are discussed here. A very prominent one by (Friedman 1970) holds that BSR does not make much sense as it depletes shareholder wealth. From this perspective, it is argued that BSR is more altruistic and not because of any direct economic gains, hence, conflicts owner value maximization objective of business. (Combining Carroll’s 1979) framework with Quazi and O’Brien’s (2000) model for corporate social responsibility provides a useful mechanism for investigating CSR in Bangladesh. (Carroll 1979) suggested that all firms strive to balance their economic, legal, ethical and discretionary responsibilities in order to meet their social obligations. (Quazi and O’Brien 2000), on the other hand, considered CSR actions within a two-dimensional model that positioned such actions in terms of whether their strategic motivation was altruistic or corporate. The discretionary responsibilities refer to the voluntary nature of obligations rooted in the altruistic principles that are neither required by law nor are expected by the community. The drive for such responsibilities arises from the reciprocal obligation of giving back to community in exchange of profit and power that businesses receive from society.

According to Jamali and Mirshak, many businesses in developing countries are taking into account voluntary CSR practices as philanthropy, management and workers’ safety and satisfaction are increasing. Garriga and Mele 17 categorized CSR theory into instrumental, political, integrative and value theories, which, from all dimensions, lead to sustained development. Most of the businesses go through five stages of their transformation to become good corporate citizens and developing a sense for CSR (Zadek 2004). The principle of social responsibility is leading companies to a concept of triple bottom line for decisions of social responsibility that include economic, social and climate care. Carroll has also defined the role of CSR as a strategic management issue, according to which CSR might be done to accomplish organizational strategic goals and to achieve long-term profit goals. Novak 19 identifies firm’s extra-legal social

responsibilities, which would be of direct benefit to the business, such as communication to all stakeholders, establishing a sense of community respect and protecting moral ecology.

### 3. METHODOLOGY

Primary data has been collected from several cities of Bangladesh that are estimated for population. Sampling is probability sampling, and from tin-agers to aged social are definitely are stratified sampling according to ratio of people in different place. To yield information of this study, the Bangladesh educated generation was considered as a population from where a cluster sampling technique was applied to form a representative sample. Sampling is probability sampling, and 280 different aged populations in Bangladesh. They were selected randomly when they are available in 9 different places of offices, and premises of firms and organization. To conduct the survey, self-administered 5-point Likert scale questionnaire was used. The question can secure relevant facts or opinions from informed and interested respondents included in the sample survey. Strongly disagree and strongly agree to measure the selected variables. A survey with a larger representative sample has taken up for causal experiment with simple random sample, where AMOS statistical package was suitable to determine the value of different categorical constructed variables and their relationship as independent-dependent-moderating variables.

### 4. Hypotheses:

*H1: CSR significantly influences to creating a good relationship between organization with society and people.*

*H2: Brand image of an organization is significantly affected by CSR.*

*H3: CSR induces customer to become a loyal customer.*

*H4: CSR positively draw the attention of the potential customers.*

*H5: CSR helps to sustain in competitive market.*

#### 4.1. Hypotheses Development:

**H1: CSR significantly influences to creating a good relationship between organization with society and people:** Through CSR organization gets the chance to mix with the people (Actual & Potential customers) of the society. According to, Lin-Hi (2010) carrying out CSR as corporate philanthropy is misleading a CAR has more to it than just philanthropy. When the organization mixes with the people, they can share their thought with the people and also can collect information from the people, which help them to develop their product or services to offer best product or services to the market. According to (Hopkins, 2006), CSR is a system wide concept that includes all the stakeholders of the corporation. In CSR system organization and people (Actual and potential customers) come into one entity. In competitive market joint effort is necessary to retain customer and to attract new and potential customer with a view to sustain in a

competitive market. Day by day competition is getting higher and marketer needs to take different strategy to hold market share and also to increase market share. Direct communication can help the organization by the following way:

- I) Organization goes to the public with some new ideas to develop their society.
- ii) People get the chance to share their ideas with the company
- iii) Organization can collect information from the people due to connectivity with them.
- iv) Organization can produce better produce well aware about customers' needs.
- v) Through CSR customers feel proud as they think that they are using the product of an organization that are working for the welfare of the society as well and this why customers become loyal to the organization.

**H2: Brand image of an organization is significantly affected by CSR:** CSR plays an important role in developing corporate image. And it is also necessary to develop corporate image in the competitive market. A developed corporate image can help the company to retain existing customers and also to collect new customers to increase market share. Many of today's consumers consider the environmental and social image of firms in making their buying decision. There is few research show that consumers are influenced by CSR (Smith, 2003), According (Bhattacharya and Sen, 2004; Castaldo and Perrini, 2004; Perrine et. al. 2006), although there isn't enough empiric research that support these conclusions. Corporate image can be developed easily through selecting appropriate ways of CSR. The following ways help to develop corporate image when an organization use CSR tools.

- I) through increasing direct communication between the organization and people.
- ii) Through influencing people to the positive work of the society. Actually, when organization conducts social works as their corporate responsibility, they invite people of the society to the social works that play an important role to increase corporate image.
- iii) Sometimes company donates to the society to arrange socio cultural programme for the society people. And it is accepted by people as a positive way as they think that company is a partner of their society.

**H3: CSR induces customer to become a loyal customer:** In competitive market it is necessary to create loyal customer to sustain. Many researchers disclose how brand loyalty is related to the following variables: loyalty-proneness (Cunningham, 1956a; Frank et al., 1969), customers knowledge about available brands (Tucker, 1964) etc. Loyal customers are keys to sustain in the competitive market. CSR in modern time plays an important role to create loyal customers. In the following ways CSR create loyal customers:

- I) It creates direct communication with the public including actual and potential customers.
- ii) It gives priority on customers interest as they can collect information from the customers relates to their satisfaction and dissatisfaction. To satisfy their customers they can produce as per choice of the customers as they have collected information from them.
- iii) Sometimes customers feel proud of using the product of the organization that is doing CSR activities for the society.
- iv) Since CSR connect people with the organization, produce product as per their requirement, participate to the development activities of the society and develop corporate image, thus customers become loyal to the organization.

#### **H4: CSR positively draw the attention of the potential customers:**

To sustain in the competitive market, it is necessary to increase market share and to increase market share marketer needs to attract new customers. According to (KPMG,2011, 2017), the percentage of Fortune Global (250 firms) their annual reports and CSR reporting to CSR activities increased from 44% in 2011 to 78% in 2017, demonstrating the importance they attach to these activities. It is not easy to attract new customers in competitive market because in present situation customers are more aware about product and services and they make decision through analyzing all the matters. Most of the organizations try to attract them through using advertising method but it is a common system and most of the time it fails to get positive result. In this situation CSR can play an important role to attract new customers. Following ways an organization can attract new customers:

- i) Organization can include potential customers to its CSR activities to build bridge between the organization and the new customers.
- ii) High corporate image will influence new customers to choose the product of the organization because most of the people consider corporate image at the time of making buying decision.
- iii) Organization can use special CSR to the new customers to attract them. And when new customers think that they have been given special priority they will response to the marketer positively. For an example in recent Haj casualty Grameen Phone (A mobile operator company in BD) offers free call for the family suffering from that casualty.

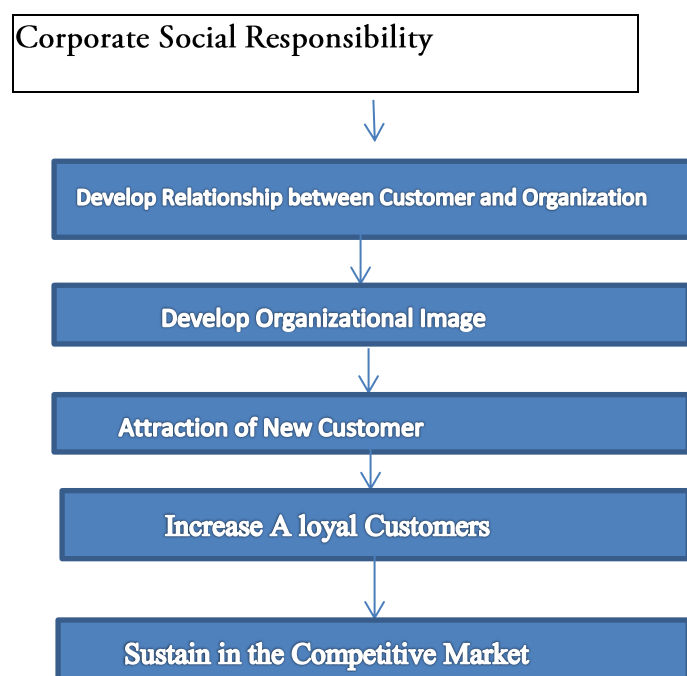
**H5: CSR helps to sustain in competitive market:** It is necessary for an organization to sustain in the competitive market through using appropriate CSR for the society. According to (Galaskiewicz and Park, J.; 1997, 2018) the sustainability of these countries needs to be further studied. Many studies find out that sustainability can reduce the environmental burden of a building throughout its entire lifespan, minimize operating and maintenance costs as well as

increase innovation and efficiency (Ogunbiyi, Goulding, & Oladapo, 2014). CSR helps the organization to do the following:

- i) Increase Direct Communication with the society people.
- ii) Organization can collect information from the society (Actual & Potential customers) regarding their like and dislike.
- iii) They can produce better product as per the requirement of the customers
- iv) Customers become happy so that they are getting better product.
- v) CSR continuously increasing corporate image of the organization.
- Vi) New customers are being attracted to the organization's products.
- vii) Customers don't want to change the brand as they feel proud using the products of that organization.
- viii) Customers become loyal gradually to the organization and to its products.

Since CSR of an organization plays an important role to establish the above said activities so we can say that CSR is the key source to sustain in the competitive market.

## 5. Research Model:



### 5.1. Mathematical Model: -



In this model, the adoption of CSR by an organization influences 4 variables in a continuous system and that lead an organization to sustain in a competitive market. It can be expressed mathematically in the following way:

A = Independent Variable (CSR, Apply by an organization)

B = Dependent Variables (b1, b2, b3, b4)

b1 = Develop Relationship between organization and society (Occurs due to influence of 'A')

b2 = Develop organizational image (Due to the function of b1)

b3 = Attract new customers (Due to the function of b2)

b4 = Create loyal customers (Due to the function of b1, b2 and b3) all of these are dependent variables because each item depends on another item.

C = Result (An organization sustain in the competitive market) it is also depends on b4 (Loyal customers) so it is also dependent variables.

So, we can say that,  $A = B = C$ .

And similarly, we can say that,  $A = C$ .

Because Result 'C' depends on b4; b4 depends on (b1+b2+b3); b3 depends on b2; b2 depends on b1 and b1 depends on 'A'. So,  $A = C$

'A' is an independent variable and b1, b2, b3, b4 and C are dependent variables.

So finally, we can say that, when an organization apply CSR to its society which lead the organization to sustain in the competitive market.

## 6. Analysis

### 6.1. Reliability test

| Factors                              | Items     | Croanbach's Alpha |
|--------------------------------------|-----------|-------------------|
| organization with society and people | 4         | 0.935             |
| Brand image of an organization       | 4         | 0.945             |
| Loyal customer                       | 3         | 0.876             |
| potential customers                  | 3         | 0.931             |
| sustain in competitive market        | 3         | 0.941             |
| <b>Over All</b>                      | <b>17</b> | <b>0.925</b>      |

## 6.2. KMO Measurement

In this study with table no 2 values, KMO value found larger than .60.

KMO and Bartlett's Test

|  |          |
|--|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .691     |
| Bartlett's Test of Approx. Chi-Square            | 3182.668 |
| Sphericity df                                    | 136      |
| Sig.   | .000     |

## 6.3. Factor Extractions

Each item has sufficient factor loading according to cut-off value  $>.40$  (shown in table 4.21 below). Twenty three (23) variables were deleted from forty variables listed in the questionnaire due to the lower or poor factor loadings, cross loadings and lower than three items factor.

Rotated Component Matrix<sup>a</sup>: Table 4.21

|      | Component |      |      |      |      |
|------|-----------|------|------|------|------|
|      | 1         | 2    | 3    | 4    | 5    |
| OPS7 | .903      |      |      |      |      |
| OPS5 | .899      |      |      |      |      |
| OPS3 | .880      |      |      |      |      |
| OPS1 | .720      |      |      |      |      |
| BIO6 |           | .884 |      |      |      |
| BIO4 |           | .808 |      |      |      |
| BIO7 |           | .762 |      |      |      |
| BIO3 |           | .758 |      |      |      |
| PC1  |           |      | .927 |      |      |
| PC3  |           |      | .926 |      |      |
| PC4  |           |      | .681 |      |      |
| LC3  |           |      |      | .893 |      |
| LC2  |           |      |      | .826 |      |
| LC8  |           |      |      | .725 |      |
| SCM5 |           |      |      |      | .843 |
| SCM3 |           |      |      |      | .760 |
| SCM8 |           |      |      |      | .696 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

## 6.1 APPLICATION OF STRUCTURAL EQUATION MODELLING (SEM)

A structural model can then be tested and developed (Hair et al., 2011; Kline, 2005). According to Arbuckle (2005), SEM is defined as, “the portion of the model that specifies how the latent variables are related to each other” (p. 90). However, the purpose of the model is to determine which independent construct specifically or in an indirectly impact the estimations of other dependent construct in the hypothesised model (Byrne, 1989).

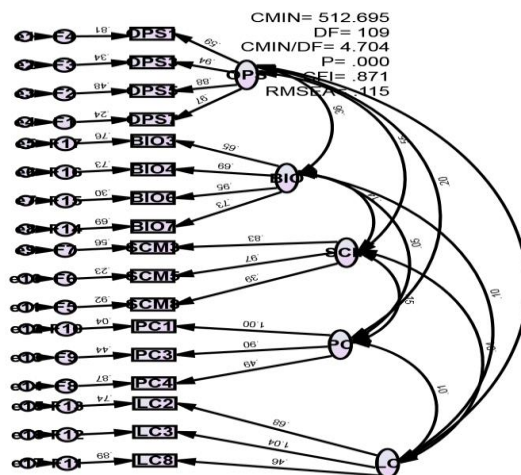


Figure (1). Standardized Measurement Model of the Research

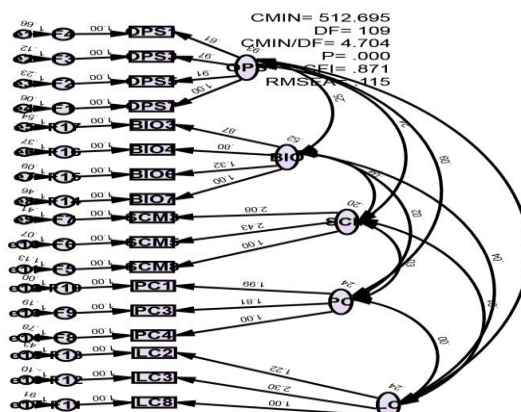


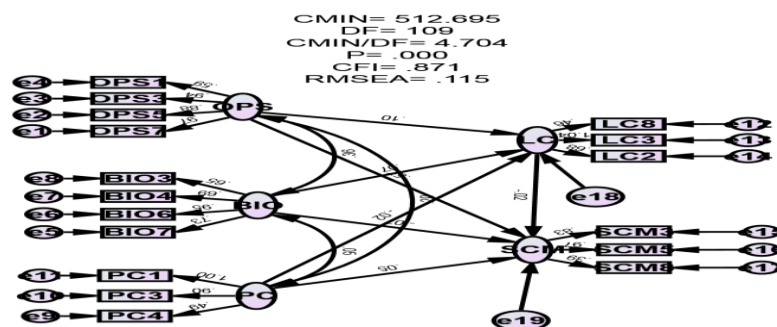
Figure (2). Unstandardized Measurement Model of the Research

As chapter two presented the research hypotheses, this structural model in the following research tested those research hypotheses. As highlighted in Table 4.20, these hypotheses were represented in various causal paths to determine the relationships between the constructs under consideration. Table 4.20 presents the fit indices criteria for hypothesised default model. The study variables constructs were categorised into two classes, including independent constructs (organization with society and people, Brand of an organization, loyal customer, and potential customers) and dependent constructs

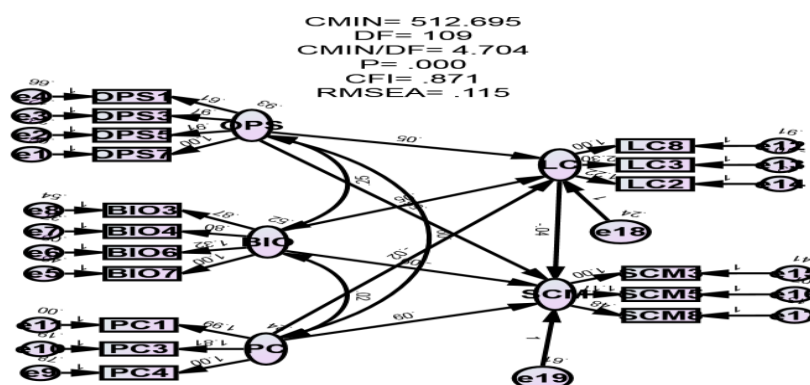
Table No: 4. 20. Fit Indices Criteria for Hypothesised Default Model

| Model              | NPAR | CMIN     | DF  | P    | CMIN/DF |
|--------------------|------|----------|-----|------|---------|
| Default model      | 44   | 512.695  | 109 | .000 | 4.704   |
| Saturated model    | 153  | .000     | 0   |      |         |
| Independence model | 17   | 3258.584 | 136 | .000 | 23.960  |

If the model does not pass the entire threshold provided by the scholars, the SEM model required to modify further. In this process, research can able to get the fit and acceptable model with meaningful theoretical presentation of the study data (Hair et al., 2010).



<Figure 3> Standardized Structural Model



<Figure 4> Unstandardized Structural Model

Finally, SEM is one of the most useful and effective statistical tools to assess the direct and indirect relationship among the research constructs. This research examined both the direct relationship (organization with society and people, Brand of an organization, Loyal customer, potential customers, sustain in competitive market) and indirect relationship (organization with society and people, Brand of an organization, Loyal customer, potential customers, sustain in competitive market).

## 7. Hypotheses Testing

### 7.1. Direct and Indirect Effects

The SEM model represents all the hypotheses of the research that have been tested through software package AMOSS 23. This section presents the answers the research questions from one to four. For the overall model as a whole, the statistical result indicates a good fit.

*Regression Weights: (Group number 1 - Default model) table: 11*

|     |      |     | Estimate | S.E. | C.R.   | P    | Label |
|-----|------|-----|----------|------|--------|------|-------|
| SCM | <--- | PC  | .090     | .073 | 7.881  | .003 |       |
| SCM | <--- | BIO | -.089    | .077 | -4.159 | .000 |       |
| SCM | <--- | LC  | -.043    | .096 | -3.449 | .000 |       |
| SCM | <--- | OPS | .557     | .067 | 8.314  | .004 |       |
|     |      |     |          |      |        |      |       |

the research that has been tested through software package AMOSS 23. For the overall model as a whole, the statistical result indicates a good fit. The complete model inclusive of the eight

hypothesized paths is illustrated in <Figure 3>, <Figure 4> as Regression Weights in Bangladesh<Table 11>.

***1.1 H1: CSR significantly influences to the create good relationship between organization with society and people.***

According to Hair et al. (2010), in this regard, figure Amos structural model <Figure 3> and<Figure 4>, <Table 11> portray that the values of path coefficient CSR are good relationship between organization with society and people 0.57, and 0.56, standardized and unstandardized coefficients respectively.

Furthermore, from <Table 000> it is also observed that the p-value was less than 0.05 (0.003) with a standard error of 0.073 and the value of critical ratio was 7.881 which higher than the threshold value ( $\pm 1.96$ ). Therefore, this study accepted hypothesis 1 that there is a positive significant relationship.

***1.2 H2: Brand image of an organization is significantly affected by CSR.***

According to Hair et al. (2010), In this regard, figure Amos structural model <Figure 3> and <Table 11> portray that the values of path coefficient Brand image of an organization are 0.06, and 0.08, are standardized and unstandardized coefficients respectively.

Furthermore, from <Table 10> it is also observed that the p-value was less than 0.05 (0.000) with a standard error of 0.077 the value of critical ratio was -4.159 which higher than the threshold value ( $\pm 1.96$ ). Therefore, this study accepted hypothesis 2 that there is a positive significant relationship.

***1.3 H3: CSR induces customer to become a loyal customer.***

According to Hair et al. (2010), in this regard, figure Amos structural model <Figure 3> and <Table 11> portray that the values of path coefficient customer to become a loyal customer are 0.08, and 0.04, are standardized and unstandardized coefficients respectively.

Furthermore, from <Table 10> it is also observed that the p-value was less than 0.05 (0.000) with a standard error of 0.96 and the value of critical ratio was -3.449 which higher than the threshold value ( $\pm 1.96$ ).

***1.4 H4: CSR positively draw the attention of the potential customers.***

According to Hair et al. (2010), in this regard, figure Amos structural model <Figure 3> and <Table 11> portray that the values of path coefficient positively draw the attention of the potential customers are -0.02, and -0.04, are standardized and unstandardized coefficients respectively was significant negative.

Furthermore, from <Table 10> it is also observed that the p-value was less than 0.05 (0.004) with

a standard error of 0.67 and the value of critical ratio was 8.314 which higher than the threshold value ( $\pm 1.96$ ).

### ***1.5 H5: CSR helps to sustain in competitive market.***

According to Hair et al. (2010), in this study <Figure 1>, <Figure 2>, <Figure 3> and <Figure 4> shows the unique response of the one group of respondents in Bangladesh. Bases on these figures, it is clear that there is a good fit model. Therefore, it moves to the next stage of invariance analysis considering both standardized, unstandardized structural model of Bangladesh types of models in order to see if there is any difference between Chi Square values in according to the DF values which are significant. In constrained model, all the hypothesized relationships are constrained. That means relationships between the paths of OPS, BIO, PC, LC, and SCM are constrained associated with the static parameter values for groups.

## **8. Conclusion:**

This research used CSR practice, which has a close relationship with sustainability, to identify strategies for Sustainable construction. CSR are evidence of the evolution of the relation between business, people and society, and the interconnectivity between them. It is a manifestation of the growing awareness that both of them rely on each other for survival. CSR is sometimes viewed as a publicity stunt to improve businesses brand image without real impact on society.

Structural equation model (SEM) methods were further used to evaluate and validate the hypothesized model according to the perceptions of experienced professionals in the construction industry. The research provides five main contributions to the scientific literature. For the theoretical contribution, the study establishes a reliable and valid framework using CSR, strengthens the understanding of Sustain in the Competitive Market, and develops a link between CSR and Sustain in the Competitive Market. For the practical contribution, the results offer precise guidelines for construction firms by assisting them to concentrate on the most critical criteria for Sustain in the Competitive Market, thereby helping organization to invest in efforts and allocate resources effectively.

For the methodological contribution, the study utilizes SEM technology to assess the hypothesized model accuracy and analyze key driving factors to Sustain in the Competitive Market, thereby improving the stability and accuracy of the results and simplifying the decision-making processes. There were 5 factors namely creating a good relationship between organization with society and people, Brand image of an organization, loyal customer, the attention of the potential customers and sustain in competitive market that constituted a research model to be tested. It is obvious that the explored factors are so core and could affect sustain in competitive market.

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