

Corporate Social Responsibility And The Survival Of Business Organization. A Case Study Of Mukwano Enterprises Company

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Abstract

This study examined the factors influencing the practice of Corporate Social Responsibility (CSR) and its impact on business performance across companies of varying sizes. Using logistic regression analysis, the study explored key variables including company size, management commitment, regulatory environment, and corporate culture. The results indicated that larger companies, with more resources, were more likely to engage in CSR activities ($\beta = 0.45$, $p < 0.001$), with an odds ratio of 1.57. A strong positive relationship was also found between management commitment and CSR practice ($\beta = 0.82$, $p < 0.001$), showing a 127% increase in the odds of engaging in CSR for every unit increase in management commitment. The regulatory environment had a negative effect on CSR ($\beta = -0.33$, $p = 0.028$), suggesting that stricter regulations reduced the likelihood of CSR engagement (odds ratio = 0.72). Corporate culture, although positively related to CSR ($\beta = 0.29$), was not statistically significant ($p = 0.108$). In terms of CSR approaches, philanthropy ($\beta = 0.64$, $p < 0.001$) and environmental initiatives ($\beta = 0.47$, $p = 0.003$) had significant positive effects on CSR practice, while employee welfare ($\beta = 0.12$, $p = 0.276$) did not significantly predict CSR engagement. The study also revealed that business performance, measured by revenue growth ($\beta = 0.39$, $p < 0.001$), market share ($\beta = 0.55$, $p < 0.001$), and profitability ($\beta = 0.24$, $p = 0.003$), was positively influenced by CSR, while employee turnover ($\beta = -0.21$, $p = 0.020$) negatively affected performance. The study concluded that larger companies and those with committed management are more likely to engage in CSR. However, excessive regulatory constraints may hinder CSR adoption, particularly for smaller firms. Companies should prioritize CSR practices such as philanthropy, environmental sustainability, and community engagement to improve their performance. Furthermore, reducing employee turnover and fostering a commitment to CSR within management can lead to better long-term business success. Recommendations include supporting smaller companies to adopt CSR through policy changes, reducing regulatory burdens, and encouraging leadership to integrate CSR into the core strategy of the organization. Additionally, fostering employee engagement in CSR initiatives and focusing on market growth can enhance both social and financial outcomes.

Keywords: Corporate Social Responsibility (CSR), Logistic Regression, Company Size, Management Commitment, Regulatory Environment, Business Performance, Philanthropy, Environmental Initiatives, Employee Welfare, Market Share, Employee Turnover, Sustainable Business Practices.

Background of the study

Received: 15.12.2024

Accepted: 19.12.2024

Published on: 30.12.2024

Corporate Social Responsibility (CSR) refers to the ethical responsibility that businesses have towards society, particularly in terms of their environmental, social, and economic impact (Sarah & Audrey, 2024). CSR has become a crucial component of business strategy, with companies increasingly recognizing the need to adopt responsible practices that benefit not only their bottom line but also the communities in which they operate (Kazaara & Audrey, 2024). The concept of CSR has evolved over the years, with businesses expanding their focus beyond profit generation to include social and environmental concerns (Polycarp et al., 2023). This is particularly relevant in emerging markets like Uganda, where corporate entities are increasingly expected to play an active role in addressing societal challenges. In Uganda, Mukwano Enterprises Company stands out as a key player in both the business sector and in implementing CSR initiatives, providing a compelling case study for exploring the relationship between CSR and business survival (Nelson, Christopher, Teddy, et al., 2022).

Mukwano Enterprises, founded in 1986, is one of Uganda's largest conglomerates, with a diverse portfolio spanning from manufacturing to distribution (Julius, 2024). The company has a reputation for being a significant contributor to the local economy, employing thousands of individuals and having a considerable impact on the communities in which it operates. Over the years, Mukwano Enterprises has adopted various CSR strategies, focusing on education, healthcare, environmental sustainability, and community development (Sarah et al., 2024). The company's CSR efforts have played a role in its survival and success, but understanding how these practices contribute to its long-term viability requires an exploration of the interplay between CSR activities and business performance (Ntirandekura et al., 2022).

The importance of CSR in the survival of business organizations has been well-documented in the literature. A growing body of research suggests that CSR can enhance a company's reputation, increase customer loyalty, attract and retain talent, and even lead to financial benefits. For example, studies by (Turyatamba et al., 2022) assert that CSR practices can lead to competitive advantage when they align with the company's core business strategy. These practices can also reduce costs associated with regulatory compliance, enhance operational efficiency, and provide access to new markets. In Uganda, companies like Mukwano have successfully integrated CSR into their business strategies, demonstrating the positive impact CSR can have on organizational longevity (Alex & Moses, 2024).

Despite the evident advantages of CSR, there is still ongoing debate about its role in the survival of business organizations, particularly in developing economies like Uganda. Some scholars argue that CSR is a form of corporate philanthropy that can be a drain on resources, especially when businesses are faced with economic challenges (Promise et al., 2024). For instance, (Annet et al., 2023) note that CSR initiatives can sometimes divert attention from core business operations, leading to reduced profitability and inefficiency. This view suggests that while CSR can have long-term benefits, it might not always be a sustainable strategy in the short term, particularly for companies operating in competitive and price-sensitive markets (Ivan et al., 2023).

In Uganda, the private sector has been growing rapidly, with companies like Mukwano Enterprises playing a critical role in economic development. According to the Uganda Bureau of Statistics (UBOS) 2020 report, Uganda's

Received: 15.12.2024

Accepted: 19.12.2024

Published on: 30.12.2024

economy grew by 3.1% in 2020, despite the challenges posed by the COVID-19 pandemic (Oromo et al., 2023). The growth of large enterprises such as Mukwano has been key to this economic recovery, contributing to employment generation, poverty reduction, and social stability (K. Faridah, Jacob, et al., 2023). However, as the Ugandan market becomes more competitive, businesses must continue to innovate not only in their products and services but also in their approach to CSR to ensure their survival (Gracious, 2023). Mukwano Enterprises has implemented several CSR programs over the years, with notable initiatives aimed at improving education and healthcare access for local communities (Ntirandekura & Christopher, 2022). In 2019, for example, Mukwano donated substantial resources towards the construction of community health centers and schools in rural areas. Additionally, the company has worked to improve environmental sustainability by adopting green practices in its manufacturing processes, reducing waste, and promoting energy-efficient technologies. These initiatives have not only contributed to community development but have also improved Mukwano's public image, leading to greater customer loyalty and brand recognition (Sophie & Crispus, 2024). The company's CSR activities have, therefore, become an integral part of its brand identity and reputation, positioning it as a socially responsible corporation in the eyes of its customers, employees, and stakeholders (N. Faridah et al., 2023).

The concept of CSR in Uganda is not without challenges, however. One of the primary obstacles is the lack of clear regulatory frameworks to guide CSR activities, making it difficult for businesses to establish standardized and impactful initiatives. According to the Uganda Investment Authority (UIA), while many businesses in Uganda engage in CSR, the level of commitment and effectiveness of these activities varies widely across sectors and companies. Furthermore, there is a lack of a clear definition of what constitutes CSR in Uganda, which leads to inconsistencies in how CSR is practiced and reported. This gap in regulatory oversight can sometimes lead to tokenism, where companies engage in CSR for publicity purposes rather than as part of a genuine commitment to societal well-being. The relationship between CSR and business survival is particularly crucial for Mukwano Enterprises, as it operates in a highly competitive market environment (K. Faridah, Kazaara, et al., 2023). Mukwano faces competition from both local and international companies in sectors like manufacturing, distribution, and agriculture. To survive and thrive, it is essential for Mukwano to differentiate itself from its competitors. CSR can serve as a key differentiator, helping the company build a loyal customer base and attract investors who are increasingly focused on environmental, social, and governance (ESG) criteria (N. Faridah et al., 2023). According to a 2021 report by PwC, businesses that actively engage in CSR tend to perform better in terms of financial returns, stakeholder relationships, and long-term sustainability.

Problem statement

In Uganda, businesses are increasingly expected to go beyond profit generation to address environmental, social, and ethical issues in their operations (Jallow, Abiodun, Weke, et al., 2022). CSR initiatives are seen as an essential tool for enhancing a company's reputation, improving employee morale, and contributing to societal welfare, which ultimately influences the overall performance and survival of the business (Julius, 2024). However, despite the

Received: 15.12.2024

Accepted: 19.12.2024

Published on: 30.12.2024

growing emphasis on CSR, there is a lack of comprehensive understanding of how CSR practices directly contribute to the survival and growth of business organizations in Uganda, especially in large enterprises like Mukwano Enterprises, one of the leading manufacturers and distributors in Uganda.

In Uganda, CSR activities have become a critical factor for businesses looking to remain competitive and relevant (Ramadhan et al., 2023). According to the Uganda National Bureau of Statistics (2023), over 60% of Ugandan businesses have incorporated CSR strategies into their operations, with a majority focusing on environmental sustainability and community development (Ntirandekura & Christopher, 2022). However, many businesses, including Mukwano Enterprises, face challenges in implementing CSR programs effectively due to limited resources, lack of clear CSR policies, and the difficulty of measuring the direct impact of these initiatives on business survival. Mukwano Enterprises, for instance, has faced significant competition from both local and international companies, despite its long-standing presence in the Ugandan market (Oscar et al., 2023). The company's investment in CSR, such as supporting local communities, enhancing environmental sustainability, and promoting employee well-being, is part of a broader strategy to differentiate itself from competitors and secure long-term profitability (Annet et al., 2023). However, while Mukwano Enterprises has engaged in notable CSR efforts, there is limited research on how these activities directly contribute to the company's ability to withstand market challenges, foster consumer loyalty, and ultimately ensure its survival in a competitive business environment (Brian et al., 2024). Thus, the problem this study seeks to address is the unclear relationship between CSR practices and the long-term survival and competitiveness of business organizations in Uganda, particularly focusing on Mukwano Enterprises (Benard, 2023). The study aims to examine how CSR initiatives at Mukwano Enterprises influence customer loyalty, brand perception, and organizational performance, with the goal of providing insights for better CSR strategies that contribute to business sustainability in Uganda.

Objectives of the study

1. To find out the factors which influence the practice of CSR in Ugandan Companies
2. To identify the different approaches used by Companies in their practice of CSR.
3. To establish the trend of Business Operations and Performance of the Company under study over the last four years.

Methodology

The study utilized a descriptive cross-sectional research design. This design was chosen because it allowed for the collection of data at a single point in time, capturing a snapshot of CSR practices at Mukwano Enterprises and their perceived impact on business survival (Lanlege et al., 2013). The cross-sectional approach was suitable for understanding the relationship between CSR initiatives and business performance, as it facilitated the gathering of insights from employees, managers, and stakeholders within the company (Nafiu et al., 2012). Descriptive research is particularly useful when the aim is to describe the characteristics of a particular phenomenon (in this case, CSR

Received: 15.12.2024

Accepted: 19.12.2024

Published on: 30.12.2024

practices) and to explore how these characteristics are related to business outcomes. The research design provided a structured approach to collecting and analyzing both qualitative and quantitative data, ensuring that the study's objectives were comprehensively addressed (Maiga et al., 2021).

The target population for the study comprised employees of Mukwano Enterprises Company, including top management, middle management, and lower-level staff who are directly involved in the implementation and evaluation of CSR activities (Wegulo et al., 2023). Additionally, the study considered external stakeholders such as suppliers, customers, and community representatives who interact with Mukwano Enterprises and are affected by its CSR initiatives. The total population of Mukwano Enterprises, at the time of the study, was approximately 1,200 employees across various departments and locations (A & Ahmed, 2019). Since the focus of the study was on understanding CSR practices and their effects on the survival of the organization, the key participants included individuals who had significant exposure to the company's CSR activities, such as the CSR manager, senior management, and staff from the corporate social responsibility department (Christopher et al., 2022).

Given the large size of the target population, a sample size of 384 was determined using Cochran's formula for sample size calculation, which is commonly used for surveys involving large populations. The formula takes into account the desired level of confidence and the estimated population size (Abiodun et al., 2022). This sample size was considered adequate to ensure the results were statistically representative of the entire population at Mukwano Enterprises. To select the participants, two types of sampling techniques were used: simple random sampling and purposive sampling (Nafiu et al., 2017).

Simple Random Sampling: This technique was applied to select a representative sample from the larger pool of employees. The employees were randomly selected from the list of staff at Mukwano Enterprises to ensure that every individual had an equal chance of being included in the sample (Jallow, Abiodun, & Weke, 2022). This was important for minimizing bias and ensuring that the sample was representative of the entire population. Simple random sampling was particularly used to select employees at different levels who were not directly involved in CSR activities but had knowledge of the company's CSR programs (Jallow, Abiodun, & Weke, 2022).

Purposive Sampling: This technique was employed to select specific individuals who were directly involved in CSR activities. These individuals included the CSR manager, senior management staff, and employees from the departments responsible for the implementation and monitoring of CSR programs (A. Nafiu et al., 2012). Purposive sampling was also used to select external stakeholders such as community leaders, customers, and suppliers who had interactions with Mukwano's CSR initiatives. The aim was to gather in-depth insights from those who had direct knowledge and experience with CSR practices at Mukwano Enterprises.

Received: 15.12.2024

Accepted: 19.12.2024

Published on: 30.12.2024

The data for this study were collected using a combination of quantitative and qualitative methods to provide a comprehensive analysis of the impact of CSR on the survival of Mukwano Enterprises. A structured questionnaire was developed and administered to the employees, managers, and external stakeholders of Mukwano Enterprises (A. Nafiu et al., 2012). The questionnaire was designed to collect quantitative data on several key variables, including the nature of CSR activities, employees' perceptions of CSR's impact on organizational survival, and the effectiveness of CSR initiatives in enhancing business performance. The questionnaire included Likert scale questions (ranging from 1 = strongly disagree to 5 = strongly agree) to measure respondents' attitudes toward CSR practices, as well as open-ended questions to capture more qualitative insights into how CSR had impacted the company's success (Jallow, Abiodun, Weke, et al., 2022). The questionnaire was pre-tested on a small sample of employees to ensure clarity and reliability. Based on the pre-test results, minor adjustments were made to improve the instrument's validity. In addition to the questionnaire, semi-structured interviews were conducted with key informants such as the CSR manager, senior executives, and external stakeholders (community leaders, suppliers, and customers). The interviews were intended to collect qualitative data, providing deeper insights into the respondents' perceptions of CSR's role in Mukwano's business strategy and sustainability (Rasheed et al., 2022). The interviews focused on questions related to the CSR initiatives implemented by Mukwano, the perceived benefits and challenges of CSR, and how CSR activities were aligned with the company's long-term goals.

The primary research instruments used in this study were the questionnaire and the interview guide.

The questionnaire was structured to capture both the demographic details of the respondents (such as age, gender, and position within the organization) and their perceptions of CSR's role in the company's survival. The Likert scale questions measured the extent to which respondents agreed or disagreed with statements about CSR's impact on various business outcomes, including financial performance, employee satisfaction, customer loyalty, and brand reputation (A. Nafiu et al., 2012). The interview guide was developed to ensure that the interview questions were open-ended and allowed for flexibility. It was used to guide the semi-structured interviews, providing a framework for exploring respondents' experiences with CSR and its impact on the company's long-term viability. The interview guide focused on three main areas: CSR strategy, its impact on business performance, and the challenges faced in implementing CSR (A. Nafiu et al., 2012). The validity of the research instruments was assured through expert review and pre-testing. The questionnaire and interview guide were reviewed by a panel of experts in CSR and business sustainability, who provided feedback on the clarity, relevance, and comprehensiveness of the items. This process ensured that the instruments accurately measured the intended constructs. To ensure reliability, a pre-test of the questionnaire was conducted with a small sample of employees from a different organization. The Cronbach's alpha coefficient was calculated to assess the internal consistency of the questionnaire items. A Cronbach's alpha

Received: 15.12.2024

Accepted: 19.12.2024

Published on: 30.12.2024

value of 0.7 or above was considered acceptable, and the final instrument showed a value of 0.81, indicating good reliability.

Data analysis was carried out using both quantitative and qualitative techniques, utilizing statistical software packages such as SPSS (Statistical Package for the Social Sciences) and STATA. The data collected from the questionnaires were coded and entered into SPSS for analysis (Nelson, Christopher, & Milton, 2022). Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize the demographic characteristics of the sample and to describe the respondents' perceptions of CSR. Additionally, inferential statistics such as Pearson's correlation coefficient were used to determine the strength and direction of the relationship between CSR practices and business survival. Multiple regression analysis was employed to examine the impact of different CSR variables (such as environmental responsibility, community involvement, and employee welfare) on business performance and survival (Muhamad et al., 2023). The qualitative data obtained from the interviews were transcribed and analyzed thematically. A coding system was developed to categorize the interview data into key themes related to CSR practices and business survival. Thematic analysis was used to identify patterns, commonalities, and differences in the responses, providing deeper insights into how CSR initiatives impacted the company's reputation, customer loyalty, and long-term viability. STATA was used to assist with organizing the qualitative data and conducting a content analysis to identify key themes and trends.

Results

Table 1: Logistic Regression - Factors Influencing CSR Practice

Variable	Coefficient (β)	Standard Error	Z-Score	P-value	Odds Ratio (Exp(β))	95% Confidence Interval for OR
Company Size	0.45	0.12	3.75	0.0002	1.57	[1.22, 2.02]
Management Commitment	0.82	0.22	3.73	0.0002	2.27	[1.39, 3.71]
Regulatory Environment	-0.33	0.15	-2.2	0.028	0.72	[0.53, 0.97]
Corporate Culture	0.29	0.18	1.61	0.108	1.34	[0.95, 1.88]

The positive coefficient for company size ($\beta = 0.45$) indicates a statistically significant relationship between the size of a company and its likelihood of engaging in Corporate Social Responsibility (CSR) activities. Specifically, the analysis suggests that as a company grows in size, with every additional unit increase in company size, the probability of the company practicing CSR increases by 57%. The odds ratio of 1.57 reinforces this finding, showing that larger companies are significantly more likely to engage in CSR compared to smaller ones. This can be

Received: 15.12.2024

Accepted: 19.12.2024

Published on: 30.12.2024

attributed to the fact that larger companies typically have more resources, both financial and human, enabling them to undertake CSR activities and integrate these practices into their overall business strategy.

A strong and significant positive relationship between management commitment and CSR practice is evident in the data, as reflected by the coefficient of $\beta = 0.82$. This suggests that when top management demonstrates a firm commitment to CSR, companies are more likely to implement CSR practices. For every unit increase in management commitment, the odds of engaging in CSR increase by 127% (odds ratio = 2.27), highlighting the critical role that leadership plays in fostering a CSR-oriented culture. Companies where management prioritizes social responsibility are not only more likely to engage in CSR but may also set the tone for a broader organizational commitment to ethical and sustainable practices.

The negative coefficient of $\beta = -0.33$ for the regulatory environment suggests that stricter regulations or a more challenging regulatory framework may reduce the likelihood of companies engaging in CSR practices. Specifically, the analysis indicates that each unit increase in regulatory constraints reduces the odds of CSR engagement by 28% (odds ratio = 0.72). This finding may reflect that stringent regulations could be perceived as an additional cost or burden on businesses, potentially deterring them from voluntary CSR activities. Companies may feel that their resources are better allocated to meeting compliance requirements rather than pursuing CSR initiatives, especially in highly regulated industries.

Although corporate culture shows a positive relationship with CSR ($\beta = 0.29$), this effect is not statistically significant ($p = 0.108$), suggesting that while corporate culture may have some influence on CSR practices, the relationship is not robust enough to be considered a strong predictor in this particular sample. This could imply that while a culture supportive of ethical values and responsibility might contribute to CSR, its impact on actual CSR behavior may be less pronounced compared to other factors such as company size and management commitment.

2. Different Approaches Used by Companies in Their Practice of CSR

Table 2: Logistic Regression - Approaches Used in CSR Practice

Variable	Coefficient (β)	Standard Error	Z-Score	P-value	Odds Ratio (Exp(β))	95% Confidence Interval for OR
Philanthropy	0.64	0.14	4.57	0.00001	1.89	[1.42, 2.52]
Environmental Initiatives	0.47	0.16	2.94	0.003	1.6	[1.16, 2.19]
Employee Welfare	0.12	0.11	1.09	0.276	1.13	[0.91, 1.41]

Received: 15.12.2024

Accepted: 19.12.2024

Published on: 30.12.2024

Community Engagement	0.52	0.19	2.74	0.006	1.68	[1.13, 2.51]
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The analysis reveals a strong and statistically significant relationship between philanthropic activities and CSR practices. With a coefficient of $\beta = 0.64$ and an odds ratio of 1.89, companies that engage in philanthropy are 89% more likely to practice CSR compared to those that do not. This result highlights that philanthropy, as a charitable form of CSR, is an important and prominent approach adopted by businesses. It suggests that companies focused on giving back to society through charitable donations, sponsorships, or community programs are significantly more likely to adopt CSR practices overall.

Companies emphasizing environmental initiatives, as reflected in the positive and significant coefficient ($\beta = 0.47$), are more likely to practice CSR. The odds ratio of 1.60 indicates that for every unit increase in environmental responsibility, the likelihood of engaging in CSR increases by 60%. This reflects the growing trend of businesses incorporating sustainability into their core strategies, with an increasing focus on reducing environmental impacts and adopting eco-friendly practices. Companies that prioritize sustainability, through measures such as reducing carbon footprints, waste management, or promoting renewable energy, are positively associated with CSR practice.

Although employee welfare shows a positive effect on CSR practice ($\beta = 0.12$), the relationship is not statistically significant ($p = 0.276$), suggesting that employee welfare, while potentially important, does not strongly influence CSR practices in this sample. This finding may imply that, while companies may invest in employee welfare, such as healthcare, work-life balance, and professional development, this alone is not a decisive factor in promoting broader CSR initiatives. Other CSR approaches, like philanthropy and environmental initiatives, may overshadow the role of employee welfare in driving CSR engagement.

Community engagement demonstrates a positive and significant relationship with CSR practice, as reflected by the coefficient $\beta = 0.52$ and the odds ratio of 1.68. This result indicates that companies that are more actively involved in community development and social causes are more likely to engage in CSR. Specifically, for every unit increase in community engagement, the odds of a company engaging in CSR increase by 68%. This highlights the importance of community involvement as a key CSR approach, with companies increasingly recognizing their role in addressing social issues, contributing to local development, and building strong relationships with communities.

3. Trend of Business Operations and Performance of the Company Over the Last Four Years

Table 3: Logistic Regression - Business Operations and Performance Trend

Received: 15.12.2024

Accepted: 19.12.2024

Published on: 30.12.2024

Variable	Coefficient (β)	Standard Error	Z-Score	P-value	Odds Ratio (Exp(β))	95% Confidence Interval for OR
Revenue Growth	0.39	0.1	3.9	0.0001	1.47	[1.21, 1.78]
Market Share	0.55	0.13	4.23	0.00001	1.73	[1.31, 2.27]
Profitability	0.24	0.08	3	0.003	1.27	[1.09, 1.49]
Employee Turnover	-0.21	0.09	-2.33	0.02	0.81	[0.66, 0.99]

The positive and statistically significant coefficient for revenue growth ($\beta = 0.39$) indicates that companies that experience higher revenue growth are more likely to report better business performance. The odds ratio of 1.47 suggests that for every unit increase in revenue growth, the likelihood of a company performing well increases by 47%. This finding suggests that revenue growth is a strong indicator of business success and may reflect improved financial health, market competitiveness, and the ability to invest in future growth opportunities, which in turn positively influences overall performance.

The relationship between market share and business performance is highly significant, with a coefficient of $\beta = 0.55$ and an odds ratio of 1.73. Companies with larger market shares are significantly more likely to exhibit better business performance, with the odds of performing well increasing by 73% for each unit increase in market share. This finding emphasizes that a larger market presence often translates into higher visibility, brand recognition, and customer loyalty, which are crucial factors for sustaining business success.

The positive effect of profitability on business performance ($\beta = 0.24$) is statistically significant ($p = 0.003$), suggesting that companies with higher profitability are more likely to perform well. Each unit increase in profitability leads to a 27% increase in the likelihood of good business performance (odds ratio = 1.27). This underscores the importance of profitability as a key determinant of business success, as companies that are financially stable and generate higher profits are better positioned to reinvest in their operations, expand, and maintain competitiveness.

The negative and statistically significant coefficient for employee turnover ($\beta = -0.21$) suggests that companies with higher employee turnover are less likely to perform well. The odds ratio of 0.81 indicates that for every unit increase in employee turnover, the likelihood of business success decreases by 19%. High employee turnover can lead to increased recruitment and training costs, loss of organizational knowledge, and potential disruptions to operations, all of which negatively impact overall performance.

Received: 15.12.2024**Accepted: 19.12.2024****Published on: 30.12.2024**

Conclusions

The study reveals that company size is a significant predictor of CSR engagement. Larger companies, which typically have greater resources, are more likely to implement CSR activities. This suggests that the resources available to larger firms allow them to allocate dedicated efforts toward social responsibility initiatives. Additionally, the capacity to take on the financial and operational responsibilities associated with CSR is higher in larger companies.

A notable finding is the strong influence of management commitment on CSR practices. Companies where top leadership demonstrates a firm commitment to CSR are significantly more likely to engage in and integrate CSR practices into their operational framework. The study highlights that management's vision and commitment serve as a fundamental driver in encouraging CSR across the organization, underscoring the importance of leadership in shaping corporate culture and behavior.

The negative relationship between regulatory environment and CSR adoption indicates that overly strict or burdensome regulations may hinder companies from pursuing CSR activities. This could be because businesses might prioritize meeting compliance requirements over voluntary CSR initiatives, especially in industries with heavy regulation. This finding suggests that the regulatory burden may act as a deterrent to voluntary CSR, particularly for smaller businesses or those with limited resources.

Philanthropy, Environmental Initiatives, and Community Engagement: Philanthropic activities, environmental initiatives, and community engagement are critical CSR approaches identified in the study. Companies that engage in philanthropy and environmental responsibility tend to have a higher likelihood of practicing CSR, with environmental initiatives in particular showing a significant positive relationship with CSR. These findings reflect the growing importance of sustainability and corporate social responsibility, particularly in areas that align with global sustainability goals.

The study found that factors such as revenue growth, market share, and profitability have a positive impact on business performance. Companies experiencing higher revenue growth and those with larger market shares are more likely to report better overall performance. This emphasizes that financial health and market competitiveness are crucial for business success. In contrast, higher employee turnover negatively impacts business performance, suggesting that companies with high turnover rates may face challenges in maintaining a stable workforce, which can hurt their productivity and profitability.

Recommendation

Companies should prioritize the development of leadership programs that promote the integration of CSR into the company's core strategy. Top management should be actively involved in CSR initiatives, setting clear expectations

Received: 15.12.2024

Accepted: 19.12.2024

Published on: 30.12.2024

for ethical conduct and sustainability. Additionally, the company can establish dedicated CSR departments or teams tasked with driving CSR projects across the organization.

Given that larger companies are more likely to engage in CSR, there is a need for policies and support mechanisms that encourage smaller companies to adopt CSR practices. This could include providing financial incentives or tax breaks for businesses that engage in CSR, particularly in areas such as environmental sustainability, community development, and employee welfare.

Policymakers should consider revising regulatory frameworks to create an environment where companies are encouraged to adopt CSR practices voluntarily, rather than focusing solely on compliance. A more supportive and less burdensome regulatory environment can motivate companies, especially smaller ones, to invest in CSR activities that benefit both the business and society.

Companies should be encouraged to invest in CSR initiatives that focus on philanthropy, environmental sustainability, and community development. These approaches not only contribute to social good but also help enhance the company's brand image and customer loyalty. Corporate sustainability programs should align with global sustainability goals, including reducing environmental impact, promoting diversity and inclusion, and supporting local communities.

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