

2020

## Relationship Between Corporate Social Responsibility and Social Performance of Small Businesses

Melva Steps  
*Walden University*

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>



Part of the [Entrepreneurial and Small Business Operations Commons](#), and the [Sustainability Commons](#)

---

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact [ScholarWorks@waldenu.edu](mailto:ScholarWorks@waldenu.edu).

# Walden University

College of Management and Technology

This is to certify that the doctoral study by

Melva T. Steps

has been found to be complete and satisfactory in all respects,  
and that any and all revisions required by  
the review committee have been made.

## Review Committee

Dr. Brandon Simmons, Committee Chairperson, Doctor of Business Administration  
Faculty

Dr. Gregory Uche, Committee Member, Doctor of Business Administration Faculty

Dr. Reginald Taylor, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer and Provost  
Sue Subocz, Ph.D.

Walden University  
2020

Abstract

Relationship Between Corporate Social Responsibility and Social Performance of Small  
Businesses

by

Melva T. Steps

MBA, Shorter University, 2008

BS, Mercer University, 2003

Doctoral Study Submitted in Partial Fulfillment  
of the Requirements for the Degree of  
Doctor of Business Administration

Walden University

June 2020

## Abstract

Small business leaders affected by negative social performance may also experience a diminishing customer base and minimized profits. Grounded in the strategic success paradigm framework, the purpose of this quantitative correlational study was to examine the relationship between four elements of corporate social responsibility (CSR) strategic posture (workplace, marketplace, community, and environment) and social performance. The participants consisted of retail trade small business owners in the United States. The Survey of CSR in Small Business was conducted via SurveyMonkey and provided the data for analysis ( $N = 85$ ). Results of multiple linear regression analysis showed that the regression model significantly predicted social performance,  $F(4,80) = 7.893, p < .001, R^2 = .283$ . Both marketplace and community were significant predictors of social performance. Workplace and environment did not provide any significant contribution. The social change implications include the potential to increase the knowledge of CSR programs among small business leaders. Strategically implementing CSR strategic posture elements may improve the small business leader's social performance and may result in increased customer base and profits. In turn, small business owners may provide more job opportunities and other investments in the community as they experience improved social and financial performance. Those investments in the community may lead to the reduction of poverty, the achievement of higher standards of living among local community members, and a reduction in community disruptions caused by the constant turnover of community residents in search of local jobs and easier access to services.

Relationship Between Corporate Social Responsibility and Social Performance of Small

Businesses

by

Melva T. Steps

MBA, Shorter University, 2008

BS, Mercer University, 2003

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

June 2020

## Dedication

I dedicate this study to my family members, who each encouraged me in their own way. To my first accountability partner, my maternal grandfather, Randolph Wimbush, thank you for always privately talking with me about my educational progress. To my paternal grandmother, Annie Mae Steps, thank you so much for always talking with me about the importance of continuing my education. To my mom, Carolyn Steps, thank you for always believing in me. Your continued support and understanding will always mean the world to me. I am my best self because of who you are. To my dad, Melvin Steps, thank you for teaching me the importance of staying true to myself. Greg, thank you so much for always cheering me on and providing me with more than what I needed to complete this study. I appreciate you for listening, for providing me with the right environment, and for encouraging me when it was time to take a break. To one of my most favorite people in the world, Matthew, thank you so much for your support, your offers to help, and your understanding when I felt I needed to quietly focus on completing this study. You truly endured this entire journey with me. I am forever grateful to each of you! Thank you!

## Acknowledgments

I wish to thank my committee members, past and present, for their encouragement and valuable support. Dr. Brandon Simmons, my chair, thank you for your phone calls, video chats, and text messages. Your calm spirit and knowledge guided me to this completed study. Dr. Gregory Uche, my second committee member, thank you for your feedback and guidance. I appreciate you for sharing your expertise with me during every review. Dr. Reginald Taylor, my university reviewer, thank you for your feedback and explanations. I gained valuable insight from you. Dr. Lynn Szostek, thank you for your guidance as I started this journey. Dr. Phil Feldman, thank you so much for encouraging me to consider a quantitative study despite my reservations.

I would also like to thank my circle of influence for your guidance and support while I completed this study. Dr. Pamela Todd, thank you for providing guidance and support throughout this process. You freely offered expert-level advice, and I am forever grateful. Monica Blash-Hodges, thank you for keeping me focused throughout this process. My accountability partner, Kim Crayton, thank you for the constant text messages and early morning calls every week. The relationship I share with each of you is invaluable.

## Table of Contents

List of Tables .....	iv
List of Figures .....	v
Section 1: Foundation of the Study.....	1
Background of the Problem .....	1
Problem Statement .....	2
Purpose Statement.....	2
Nature of the Study .....	3
Research Question .....	4
Hypotheses .....	4
Theoretical Framework.....	5
Operational Definitions.....	5
Assumptions, Limitations, and Delimitations.....	6
Assumptions.....	6
Limitations .....	7
Delimitations.....	7
Significance of the Study .....	7
Contribution to Business Practice.....	7
Implications for Social Change.....	8
A Review of the Professional and Academic Literature.....	8
Research Question .....	10
Hypotheses .....	10



Theoretical Foundation .....	10
Rival Theories and Models .....	17
Corporate Social Responsibility .....	18
Strategic CSR in Small Business .....	21
CSR Strategic Posture of Small Business .....	24
Social Performance .....	28
Measuring Corporate Social Performance .....	31
Transition .....	33
Section 2: The Project.....	34
Purpose Statement.....	34
Role of the Researcher .....	34
Participants.....	36
Research Method and Design .....	37
Research Method .....	37
Research Design.....	39
Population and Sampling .....	40
Ethical Research.....	42
Data Collection Instruments .....	43
Data Collection Technique .....	46
Data Analysis .....	48
Study Validity .....	52
Transition and Summary.....	53

Section 3: Application to Professional Practice and Implications for Change .....	55
Introduction.....	55
Presentation of the Findings.....	55
Test of Assumptions .....	56
Descriptive Statistics.....	59
Inferential Results .....	61
Applications to Professional Practice .....	66
Implications for Social Change.....	67
Recommendations for Action .....	67
Recommendations for Further Research.....	68
Reflections .....	69
Conclusion .....	70
References.....	71
Appendix A: Permission to Use Survey .....	90
Appendix B: Survey.....	92

## List of Tables

Table 1. Collinearity Statistics .....	58
Table 2. Frequency Table for Demographics .....	60
Table 3. Means and Standard Deviations for Study Variables .....	61
Table 4. Reliability Table for Study Variables .....	61
Table 5. Regression Analysis Summary for Predictor Variables .....	63

## List of Figures

Figure 1. Power as a function of sample size.....	42
Figure 2. Scatterplot of standardized residuals and standardized predicted values.....	57
Figure 3. P-P plot testing normality of efficacy.....	58

## Section 1: Foundation of the Study

Public pressure focused on transparency and social accountability presents small business leaders with the dilemma of doing good while remaining profitable. Since the early 1930s, researchers have conducted studies covering a multitude of industries to discover the effects of social performance (SP) and corporate social responsibility (CSR) on corporations (Srichatsuan, 2014). In this study, I applied elements of Ansoff's strategic success model to examine CSR strategy as it relates to social performance. The purpose of this study was to examine the relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and the social performance among retail trade small business owners in the United States.

### **Background of the Problem**

In the last decade, small business leaders have shifted to using CSR strategy outcomes when measuring corporate performance (Bylok, 2016). Incorporating CSR strategies comes with challenges as small business owners' resources and capabilities are typically limited. Small firms are less flexible, adaptable, and innovatively knowledgeable to sustain value-creating CSR opportunities (Leonidou, Christodoulides, Kyrgidou, & Palihawadana, 2017). Salciuviene, Hopeniene, and Dovaliene (2016) stated that the lack of a streamlined measurement and reporting system discourages owners from implementing CSR. Incorporating nonessential strategies such as CSR activities presents a challenge for small business leaders with limited resources when the financial or social benefit is not easily recognized (Bylok, 2016). As the concept of CSR continues

to expand, small business leaders must successfully incorporate effective strategies into operations without reducing profits.

Tools and strategies developed by CSR researchers often require resources and capabilities that small business leaders may lack in their organizations. Few studies have been conducted to examine the relationship between CSR strategic posture and social performance. The results of the current study may add to the existing literature and provide small business leaders with additional tools to incorporate effective CSR strategies into their business operations.

### **Problem Statement**

Business owners who do not incorporate CSR initiatives may realize minimized profits, minimized customer bases, and weakened reputations (Cassimon, Engelen, & Liedekerke, 2016; Su, Peng, Tan, & Cheung, 2016). In a recent study conducted by Namkung and Jang (2017), 67% of 334 respondents stated they are more likely to support business owners who incorporate CSR practices in their operations. The general business problem was that some small business owners fail to incorporate CSR strategies that improve their reputation and attract loyal employees and customers. The specific business problem was that some small business owners do not know the relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and social performance.

### **Purpose Statement**

The purpose of this quantitative correlational study was to examine the relationship between four elements of CSR strategic posture (workplace, marketplace,

community, and environment) and social performance. The independent variables were workplace, marketplace, community, and environment. The dependent variable was social performance. The targeted population consisted of retail trade small business owners located in the United States. The implications for positive social change include the potential to increase the shared economic, social, and environmental value of small businesses and stakeholders. By increasing the shared value, business leaders may increase employment rates, profits, and growth, which may lead to social benefits such as choice, stability, and personal actualization among stakeholders.

### **Nature of the Study**

The quantitative method was appropriate for this study. A quantitative study enables the researcher to examine relationships and describe variables using numerical data to explain a phenomenon, such as a performance, and to draw inferences by studying a sample of the target population (McLaughlin, Bush, & Zeeman, 2016). The qualitative method is appropriate when the research intent is to explore the participants' natural settings to interpret a phenomenon while honoring their understanding, experiences, strengths, and values (McLaughlin et al., 2016). Qualitative researchers use words rather than numbers as data for analysis (McCusker & Gunaydin, 2015). The mixed-methods approach combines the qualitative and quantitative methods. Because my intent was not to collect textual data, the qualitative and mixed-methods approaches were not appropriate for this study. The quantitative method was appropriate because the purpose was to use numerical data to examine relationships between variables.

The correlational design was appropriate for this study. A researcher using the correlational design examines the relationship between variables without intervention from the researcher (McCusker & Gunaydin, 2015). The correlational design was appropriate for this study because a key objective was to predict the relationship between a set of predictor variables (workplace, marketplace, community, and environment) and a dependent variable (social performance). Using the experimental design, the researcher remains objective and systematic while controlling the independent variable and randomly assigning participants (Flannelly, Flannelly, & Jankowski, 2018). The quasi-experimental design is similar to the experimental design except the researcher cannot randomly assign the participants (Flannelly et al., 2018). The objective of the current study was to examine the relationship between variables without researcher intervention; therefore, the experimental and the quasi-experimental designs were not appropriate for this study.

### **Research Question**

What is the relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and social performance?

### **Hypotheses**

*H*<sub>0</sub>: There is no statistically significant relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and social performance.



$H_1$ : There is a statistically significant relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and social performance.

### **Theoretical Framework**

Ansoff's strategic success paradigm (Ansoff & McDonnell, 1990) provides a framework for defining the relationship between an organization's environmental factors and strategic posture as they relate to performance. Ansoff and McDonnell (1990) suggested that an organization must coordinate strategic management (strategy, strategic aggressiveness, capability responsiveness, and strategic posture) with the environment to improve competitiveness and performance. Researchers have empirically proven the validity of the paradigm (Ibrahim, 2012). Key constructs underlying the model include (a) strategic management, (b) performance, and (c) environmental factors. Because the components of Ansoff's paradigm apply to an organization's overall strategy management, they also apply to individual strategies such as the CSR strategy (Srichatsuwan, 2014). In the current study, the strategic success paradigm provided a framework to examine whether four elements of CSR strategic posture (workplace, marketplace, community, and environment) would predict the social performance of an organization.

### **Operational Definitions**

*Corporate social responsibility (CSR)*: Corporate social responsibility refers to the voluntary implementation of legal, ethical, economic, and philanthropic strategies to

increase profit and positively affect shareholders and stakeholders (Haski-leventhal, Roza, & Meijs, 2017).

*CSR strategic posture:* CSR strategic posture refers to an organization's competitive-based strategies that reflect a commitment to aspects other than profits (Rosolen & Ferranty-Maclennan, 2016; Srichatsuwan, 2014).

*Retail trade small business owner:* The retail trade sector comprises businesses involved in retailing goods and providing services related to the sale of the merchandise. The sector does not generally include transforming the goods. Unlike wholesalers, retailers sell goods in small quantities to the public. Small business leaders in this sector are store and nonstore retailers (United States Census Bureau, 2017).

*Social performance:* Social performance refers to the measurement of outcomes in environmental, social, and governance domains affecting multiple stakeholders such as community members, employees, and consumers (Orlitzky, Louche, Gond, & Chapple, 2017).

## **Assumptions, Limitations, and Delimitations**

### **Assumptions**

Assumptions are assertions that cannot be validated (McCusker & Gunaydin, 2015). There were three assumptions in this quantitative correlational study. The first assumption was that the correlational design was appropriate for this study. The second assumption was that the findings would be relevant to small business owners, their mentors, and other stakeholders. The final assumption was that each business owner would provide accurate and honest data.

## **Limitations**

Limitations reduce the internal and external validity of the study and are beyond the researcher's control (Simon & Goes, 2018). A limiting factor may include the lack of research on the topic or problems the researcher may have accessing subjects (Chow, Shao, Wang, & Lokhnygina, 2017). There were four limitations for this quantitative correlational study. First, linking social performance only to CSR strategic posture might have undervalued other variables influencing social performance. Second, the use of numerical data to measure the social performance of small businesses might have limited the information that qualitative data may have added to the study. Third, I conducted the study to examine the association and not the causation between four elements of CSR strategic posture and social performance. Lastly, small business owners might have faced challenges taking time from daily operations to participate in the study.

## **Delimitations**

Delimitations are the conscious decisions made by the researcher to set study limits and boundaries (Simon & Goes, 2018). There were three delimitations in this quantitative correlational study. Study participants were delimited to retail trade small business leaders who (a) are in the United States, (b) have been in business for 5 or more years, and (c) employ up to 499 employees.

## **Significance of the Study**

### **Contribution to Business Practice**

Small business owners seek to implement strategies to maximize profitability and increase the chances of sustainable growth. This study was significant to business

practice in that it may provide a predictive model for better understanding the relationship between four elements of CSR strategic posture and social performance. This model may aid small business owners in understanding the value of implementing CSR initiatives and, more importantly, employing effective planning strategies to increase their chances of sustainable social and financial growth. The development of strategies small business owners may employ that are aimed at implementing CSR activities while improving social performance is a possible outcome of this study.

### **Implications for Social Change**

The implications for positive social change include the potential to provide significant knowledge to small business owners. An increase in knowledge regarding the value of strategically implementing CSR programs may be conducive to sustainable social and financial growth. Additionally, change agents may use the findings to formulate new policies, guidelines, and training programs designed to assist small business owners with growth and development. In turn, small business owners may provide more job opportunities and other investments in the community as they experience growth. Investments in the community may lead to the reduction of poverty and the achievement of higher standards of living among community members.

### **A Review of the Professional and Academic Literature**

This literature review is a critical analysis and synthesis of the current literature related to the study theory and variables. Topic areas included in this literature review are (a) the theoretical framework, (b) key constructs of the theoretical framework, (c) rival theories of the theoretical foundation, (d) independent variables, (e) dependent variable,

(f) measurement instrument used in this study, and (g) methodologies used by other researchers in studies of social performance. I used sources such as (a) peer-reviewed journals, doctoral dissertations, and doctoral studies available from Walden University's online library; (b) peer-reviewed journal articles available through Google Scholar's search tool; (c) government websites; and (d) seminal books. Search terms included combinations of *small business*, *entrepreneur*, *corporate social responsibility*, *social performance*, *financial performance*, *environmental turbulence*, *strategic planning*, *CSR strategic posture*, and *Igor Ansoff*. To align the literature review with the intent of the study, I used available sources to conduct an extensive analysis and present a synthesis of the seminal research on each of the topic areas in the study.

Represented in this study are 127 references, including 71 in the literature review. Among the total references, 108 (85%) were peer-reviewed and represent 68 (96%) of the sources in the literature review. Also, 109 (86%) were published within 5 years of my expected study completion date and represent 55 (77%) of the sources in the literature review.

The purpose of this quantitative correlational study was to examine the relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and social performance. The independent variables were workplace, marketplace, community, and environment. The dependent variable was social performance. The targeted population consisted of retail trade small business owners located in the United States.

**Research Question**

What is the relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and social performance?

**Hypotheses**

*H*<sub>0</sub>: There is no statistically significant relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and social performance.

*H*<sub>1</sub>: There is a statistically significant relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and social performance.

**Theoretical Foundation**

The theoretical foundation of this study was Ansoff's (Ansoff & McDonnell, 1990) strategic success paradigm, a framework for analyzing the performance prospects of any firm. Ansoff theorized that organizational success occurs when owners aggressively align strategic management behavior and managerial capabilities with environmental turbulence (Ansoff & McDonnell, 1990). Researchers have shown the framework to be valuable for small business leaders who would like to improve performance strategically despite turbulent environments (Rahim & Zainuddin, 2017). For planning purposes, small business owners should analyze external and internal environmental demands to guide strategic management and determine the capabilities necessary to reach optimum performance. Parnell, Long, and Lester (2015) found that capability development in the areas of strategic management, advertising, market linking,

technology, and management addresses some of the encounters associated with environmental insecurities. The basis of the paradigm is that owners must possess the capacities and resources to analyze strengths, weaknesses, opportunities, and threats. Owners can then use this knowledge to adjust strategies based on turbulent environments. Small business owners who consistently posture strategy and capabilities based on environmental analysis will experience an improvement in financial and social performance.

Researchers have conducted quantitative studies to validate Ansoff's paradigm. Mahto and Khanin (2015) and Sahoo and Sharma (2015) validated the model at the operational management level. Mahto and Khanin examined satisfaction with performance and risk taking within the family business system. Sahoo and Sharma reviewed the human resources management system. Bonelli (2017) analyzed the strategic management analysis system of public corporations. In 2016, Oroh examined the relationship between strategic planning behaviors and the overall performance of manufacturing companies in Indonesia. All of these researchers found that a proactive strategic posture was related to improved performance and sustainability regardless of turbulence.

Because the components of Ansoff's model apply to an organization's overall strategy process, they also apply to individual strategies such as the CSR strategy. Ansoff's model is a basis for CSR studies. In 2012, Ibrahim studied the role of CSR programs in Palestinian multinational corporations. In 2014, Srichatsuwan adopted the model to examine the relationship between CSR strategy management and the

performance of small businesses in the United States. Both researchers found that a proactive CSR strategic posture related to improved performance.

Small business owners benefit from implementing CSR into operational strategy. Srichatsuwan (2014) hypothesized that the proactive integration of CSR strategy elements as an integral part of a firm's business strategy would lead to optimal performance. I used Srichatsuwan's research model to study the efficacy of each sample. Ansoff's strategic success paradigm provided a framework to analyze whether the independent variables of corporate social responsibility strategic posture (marketplace, workplace, community, and environment) would predict the dependent variable (social performance).

**Environmental turbulence.** As owners align forward-thinking strategy and internal capabilities, they must also consider environmental turbulence to improve financial and social performance. Environmental turbulence refers to the uncontrollable external variables that may threaten profits (Bolisani & Bratianu, 2017). Variables may include fast-changing environments involving globalization, technological advances, and consumer trends and sensitivities (Rahim & Zainuddin, 2017). Parnell et al. (2015) found that failure to develop business strategies based on environmental turbulence variables could result in declining performance among small business owners. Small business owners must determine the best strategy to allocate limited resources based on uncontrollable external variables. Implementing environmentally relevant strategies based on resources increases an owner's chances of realizing continued growth and improved performance.



Resource capabilities often force small business owners to ignore strategies used by large firm owners when addressing environmental turbulence. For example, small business owners often fail to include CSR in operational strategies although researchers have found that large firm competition makes it important for them to do so (Kah Marn, Hin, & Bohari, 2016; Szczanowicz & Saniuk, 2016). Small business owners could use CSR activities to enhance the existing direct contact with local stakeholders that puts them at an advantage over large firms (Jaiyeoba, Marandu, & Kealesitse, 2016). The acquaintance of the marketplace enables owners to predict consumer trends better in their respective markets. Owners will also continuously capture a more significant market segment than large firm competitors (Zulu-Chisanga, Boso, Adeola, & Oghazi, 2016). Familiarizing themselves with the market maximizes owners' flexibility and responsiveness in turbulent and competitive environments. The familiarity with these networks may provide small business owners with a competitive advantage over larger firms and other competitors.

Using community networks has also proven a successful strategy for small business owners concerned with environmental turbulence. In addition to increasing the firm's ability to identify and improve marketplace opportunities, owners use the networks to form operational procedures, offset resource deficiencies, and improve adaptability to environmental turbulence (Kakapour, Morgan, Parsinejad, & Wieland, 2016). Engaging network members such as customers, employees, suppliers, and community members also improve the social meaning of the firm's CSR activities (Szczanowicz & Saniuk, 2016). In turn, the constant adaptations based on feedback from social networks improve

the reputation and increase the competitive advantage of the firm. Networks are resources small business owners should include as part of a strategic management plan. The network membership provides valuable insight and resources that may assist owners in developing a high-growth firm despite the environmental turbulence.

Another approach is for owners to focus on internal preparedness. Creating a culture of organizational learning influences a firm's ability to remain innovative and relevant in a turbulent environment (Baba, Mahmood, & Halipah, 2017). Internal education opportunities should focus on developing entrepreneurial networks that may prove beneficial in times of turbulence (Szczanowicz & Saniuk, 2016). Owners should consider all employees as the first line of communication with customers when creating an organizational learning culture. Employees equipped with the knowledge and resources to serve as local community ambassadors are invaluable public relations personnel (Mulović, Hunjet, & Kozina, 2015). Due to varying technological and social advancements, it is imperative for small business owners to develop and implement opportunities designed to address the company's internal performance prospects.

The environment in which owners compete has become increasingly turbulent. To experience improved performance and new business opportunities, owners must perform environmental scans and adjust plans to reflect consumer trends (Boso et al., 2016). This finding is consistent with that of other researchers who found that small business owners must regularly review and change plans because it is hard to predict accurate strategic objectives and outcomes due to constant external changes (Rahim & Zainuddin, 2017). Additionally, Rahim and Zainuddin (2017) found that owners employing formal and

spontaneous strategies seized more opportunities that led to the optimization of performance and the stabilization of environmental turbulence. These study results confirm the importance of developing an efficient and flexible strategic planning process. Furthermore, owners should employ scientific strategies aligned with available resources to determine the environmental variables affecting their ability to provide any product or service. The flexibility of making strategic and spontaneous decisions presents owners with opportunities to keep their business offerings relevant to consumers despite the environmental turbulence.

Opportunity-rich environments to attract and retain consumers are often turbulent and convoluted. In those conditions, owners must possess and use resources and strategies to sustain a competitive advantage. J. Zhang, Jiang, and Zhu (2015) found that a company's performance depends on the ability to regulate and maneuver strategic plans as well as innovate new products and technologies. Owners must also strategize to ensure technological designs capitalize on opportunities while stabilizing the environment (J. Zhang et al., 2015). In a related study, Kostovski, Nanevski, and Gjurcevski (2016) found that owners must have access to and use a diverse pool of human, financial, and social capital. Seizing opportunities to employ various resources expands opportunities for owners strategically addressing environmental turbulence. Also, owners with considerable access to a trying myriad of resources are better equipped to properly assess the firm's worth and seize potential opportunities (Kostovski et al., 2016). It is vital that small business owners appropriately use available capital to predict consumer trends and strategically develop products and services that complement those patterns. This

approach creates an environment with owners better equipped to navigate the environmental turbulence and sustain a profitable consumer-based firm.

**Strategic management and managerial capabilities.** One way for owners to respond to uncertain environments is to adopt a strategic management process allowing for flexibility. The strategic management process includes the formulation, implementation, evaluation, and control of strategies based on environmental factors and relevant outcomes (Dasgupta, Chrisman, Sharma, Pearson, & Long, 2017). Researchers have found that formal approaches designed to organize and implement competitive strategies are the key to business success (Kasim & Altinay, 2016). Additionally, studies have shown that regardless of environmental factors, an association exists between improved performance (social and financial) and a proactive strategic management process that includes environmental scans and operational adjustments (Grover, Kovach, Cudney, 2016; Ibrahim, 2012; Kah Marn et al., 2016; Kang, Germann, & Grewal, 2016; Long, Geng, & Shakeel, 2016; Srichatsuwan, 2014). Owners often decide to deprioritize strategic management due to the perceived lack of resources and capabilities. However, research findings indicated that prioritizing a strategic management process improved performance and sustained a competitive advantage. The design process should involve recognizing strengths, weaknesses, opportunities, and threats. It should also lead to a structured yet flexible strategic plan that can guide a business owner through opportunities and turbulence.

## **Rival Theories and Models**

The strategic success paradigm is one of several theories used to examine a firm's future performance prospects. Researchers have also extended the model to review performance results related to the socially responsible behavior of business owners. In the following section, I describe alternative models and theories about strategy planning and socially responsible behavior.

**Stakeholder theory.** The stakeholder theory is one model used by researchers to observe, test, and describe the relationships between business owners and stakeholders. Stakeholder theory includes the premise that owners can increase economic value and achieve long-term success by addressing the interests of stakeholders concerned with the business and what it does (Freeman, 1984). Stakeholder theory assists owners in identifying key groups and interests and planning adequate activities, products, and services. Although researchers have employed the stakeholder theory as a framework for studying small- to medium-size businesses, the stakeholder theory is limited in that it focuses on managing stakeholder relationships in larger firms (Salciuviene et al., 2016). Additionally, researchers have applied the stakeholder theory when examining CSR. Salciuviene et al. (2016) used the stakeholder theory to develop a model aimed at examining the CSR practices of small- to medium-size businesses. The strategic success paradigm extends beyond the focus of the stakeholder theory and provides a framework to analyze performance and strategy management based on the organization's environment, including stakeholder relationships.

**Legitimacy theory, triple bottom line theory, and goal-setting theory.** Three additional frameworks are the legitimacy theory, the triple bottom line theory, and the goal-setting theory. The legitimacy theory suggests that owners function based on values and norms acceptable to the larger society (Dowling & Pfeffer, 1975). The triple bottom line theory suggests that owners only measure the full costs of doing business when they review the environmental, social, and financial performance separately (Elkington, 1998). Although both theories focus on the organization's role in the larger society, they do not provide a framework to analyze the strategic management of the behaviors and activities. The legitimacy theory is limited in that it only incorporates an analysis of the efforts owners take to become legitimate (Dowling & Pfeffer, 1975). Although the triple bottom line theory recommends analyzing social performance separately, the focus is to measure costs by reviewing financial and environmental performance.

### **Corporate Social Responsibility**

Corporate social responsibility (CSR) appears to have a central definition. Rodriguez-Fernandez (2015) described CSR as the strategic integration of addressing the economic, environmental, and social concerns of stakeholders. Haski-leventhal et al. (2017) defined CSR as an owner's commitment to ethical, legal, and profitable operations while implementing activities designed to improve the quality of life for employees, their family members, and local and global community members. The general concept revolves around positive social outcomes for stakeholders resulting from the social behavior of owners. The good citizenship activities also help to improve the capacity, capabilities, and image of the firm (Hidayah & Khafid, 2016). The consensus of most

definitions is that owners voluntarily implement legal, ethical, economic, and philanthropic strategies to affect stakeholders and improve performance positively.

The roles for CSR vary. On the one hand, CSR provides stakeholders with a perception of the firm's role in the community. On the other hand, CSR activities represent behaviors aimed at the advancement of social good and vital relationship building. Consumers believe that the sustainable growth of the economy and the improvement of the quality of life for stakeholders are the socially responsible obligations of small businesses (Bylok, 2016). Haski-leventhal et al. (2017) found that CSR provides identification to the stakeholder's perception of the company's image and reputation. Researchers have also found that stakeholder-based CSR efforts improve operations, profits, and capacity (Hidayah & Khafid, 2016). The positive image and reputation resulting from the improvements lead to sustainable stakeholder relationships (Hidayah & Khafid, 2016). Szczanowicz and Saniuk (2016) found that strategically implementing CSR behaviors drives owners to minimize the negative societal impact of activities. Utilizing CSR activities to improve perception contributes to social welfare while increasing the firm's value and competitive advantage.

The analysis of CSR is not a new concept in business studies. Corporate social responsibility theoretically developed in the early 1930s when Dodd (1932) argued that a for-profit company is allowable by law more for community service than profit. The argument holds true based on the trickle-down effect of corporate taxes resulting in community improvements and additional public services as well as the convenience of goods and services directly benefitting surrounding community members. In 1943,

Converse & Bettie found that consumers perceived business owners as socially responsible citizens. Despite the perception, business owners in the same study were more concerned with financial performance than social performance or responsibilities (Converse & Beattie, 1943). Friedman (1970) supported the concerns of business owners with the shareholder paradigm defining the maximization of returns on investments void of any interference of social factors as the ultimate social responsibility of firms. Freeman (1984) later challenged Friedman's paradigm with the stakeholder theory suggesting that owners interested in sustainable growth must balance the provision of products and services with the interests of both stakeholders and shareholders. The CSR concept has tremendously developed as studies and models have evolved detailing the responsibilities business owners have to stakeholders and shareholders alike.

Although the concept has developed, researchers have found that CSR trends have not evolved much since the 1930s. Szczanowicz and Saniuk (2016) found that consumer expectations and trends focused on environmental sustainability and social wellbeing impose CSR on the small business sector. Regardless of the sincerity of implementing CSR activities, Hidayah and Khafid (2016) found that customers believe owners engage in CSR purely for marketing and profit purposes. Other researchers confirmed this with study results revealing that small business owners integrate CSR strategically for financial reasons (Vo, Delchet-Cochet, & Akeb, 2016). Mayorova and Lapitskaya (2016) found that CSR activities are the most critical part of a lucrative operation. Additionally, Fonseca and Ferro (2016) found that it is financially and socially beneficial for small business owners to invest in CSR regardless of the financial situation of the company.



Despite the perception, CSR activities are tools to sustain financially viable firms.

Researchers continue to examine the correlation of implementing CSR activities and improving business performance and reputation.

### **Strategic CSR in Small Business**

Small business owners incorporate CSR to meet strategic objectives such as increasing profits, addressing social needs, and expanding their customer base. Panwar, Nybakk, Hansen, and Pinkse (2017) found that owners prefer strategically implementing CSR activities that provide recognized economic benefits and addresses social needs. Panwar et al. also found that implementing strategic CSR programs designed to address social needs assists owners with entering developing markets and therefore increases the consumer base and profits. Incorporating strategic CSR affords owners with opportunities to enhance their social performance and achieve better industry positioning. Owners focus on activities that are beneficial to their operations and afford them with more opportunities to gain a strategic competitive advantage over the competition. Chouthoy and Kazi (2016) found that owners experience an increase in word of mouth referrals, higher sales, and the ability to attract good talent by strategically implementing CSR activities. Those benefits lead to enhanced operations and increased costs. Business owners can succeed when they remain mindful of available capabilities and resources while implementing CSR programs.

Implementing strategic CSR requires owners to conduct regular social scans that allow them to identify societal issues affecting the organization's ability to achieve goals. Oh, Hong, and Hwang (2017) defined strategic CSR as a business activity designed to

provide social products and services based on the owner's expertise. The strategic CSR approach establishes a shared value system between the business and the local community that mutually benefits both (Porter & Kramer, 2006). Bylok (2016) found that implementing strategic CSR increases an organization's competitive advantage, reputation, customer loyalty, profits, and the ability to retain employees. By implementing CSR strategically, the owner innovates offerings that differentiate the organization from competitors while adding value to the community and appealing to customers' needs and trends.

An owner must remain mindful of the method used to implement strategic CSR and achieve business goals. Firms implement CSR using two approaches: built-in or strategic and bolt-on or responsive (Porter & Kramer, 2006). The built-in approach integrates sustainable CSR strategies in standard procedures. Bolt-on includes activities beyond a firm's essential business processes such as sponsorships and issues-related marketing. Porter and Kramer (2006) also found that consumers perceive businesses to have a proactive approach when they participate in both processes. Strategically implementing sustainable long and short-term programs to create a high growth business and address community concerns is an example of concurrently using both approaches. In line with these findings, Campbell and Park (2017) concluded that consumers perceive owners as socially responsible when they implement and adjust CSR activities to address ongoing community issues while increasing profits. Adding strategic and responsive CSR activities may affect the public's perception and expectations of the small business owner.

Public perception, regulatory intensity, competitive intensity, pressure, and owner values are key factors identified as drivers of CSR activities. Owners sometimes view CSR activities as a means to gain benefits or counter negative publicity. For example, researchers have found that an owner's expectation of potential intangible benefits such as reputational gains or increased social performance is an essential factor for determining whether to include CSR in strategy (Panwar et al., 2017). Other researchers have found that public image, consumer boycott, or local media attention resulting from negative corporate citizenship behavior also drives an owner's decision to participate in CSR activities (Sharma, 2016). Additionally, business and ethics motivations and external recognition along with pressure from the market, institutions, employees, and society drive owners to include CSR strategies in business plans (Leonidou et al., 2017; Wang, Lam, & Varshney, 2016). Then some owners view their roots in the local community along with family values as a reason to participate in CSR activities (Amaeshi et al., 2016; Looser & Wehrmeyer, 2016; Mehta & Sharma, 2016; Salciuviene et al., 2016). Owners with community ties are less concerned about the business benefits and more concerned with developing programs that benefit local community members. Regardless of the motivation, small business owners may benefit from implementing CSR activities.

Barriers may interrupt the implementation of CSR activities for some motivated small business owners. Small firms are less flexible, adaptable, and innovatively knowledgeable to sustain value-creating CSR opportunities (Leonidou et al., 2017). Their need to realize substantial competitive advantages quickly despite regulations and

environmental changes prevents owners from risking already limited resources especially when those opportunities do not relate to everyday operations (Bylok, 2016). Salciuviene et al. (2016) also revealed that the lack of a consistent measurement or reporting system discourages owners from implementation because it becomes difficult to compare the level and involvement of activities against other firms. Communicating the competitive advantage resulting from CSR accomplishments is especially essential for owners of small businesses finding it challenging to allocate resources and develop capabilities consistently. Additionally, Cassimon et al. (2016) found that owners opt to rely on the traditional net value budgeting model that typically does not include a review of the opportunity costs or strategic value of an investment based on available resources. The rejection of a comprehensive financial review process prevents owners from strategically implementing competitive-based CSR activities during optimal periods (Zbucea & Pinzaru, 2017). Small business owners must at least perceive the benefits of performing sustainable CSR activities outweighing the costs. The perception justifies the risks of utilizing limited resources to perform non-critical activities as part of overall operations.

### **CSR Strategic Posture of Small Business**

Strategic posture refers to the competitive posture of an organization's overall strategic plan (Ansoff & McDonnell, 1990). Similarly, CSR strategic posture relates to an organization's competitive-based strategies that reflect a commitment to varying aspects other than profits (Rosolen & Ferranty-Maclennan, 2016; Srichatsuwan, 2014). It is important for small business owners to establish an adequate strategic posture to maximize social performance (Hariadi, Parashakti, & Nashar, 2016; Orlitzky et al.,

2017). Researchers have used four core programs (workplace, marketplace, community, and environment) to investigate the impact of CSR strategic posture on small business performance (Bylok, 2016; Orlitzky et al., 2017; Srichatsuwan, 2014). I will use the same four core programs to examine the relationship between CSR strategic posture and social performance.

**Workplace.** CSR activities in the workplace program focus on internal stakeholders who are employees. Successful owners place significant CSR efforts on welfare endeavors that have a positive effect on employee behavior and motivation (Gao & He, 2017; Mehta & Sharma, 2016). Employee recruitment and retention, diverse opportunities, responsible and fair pay, improvement of working conditions, work-life balance, share ownership, training, and disability policies are some of the CSR activities that strategically posture owners (Amaeshi et al., 2016; Marques, 2016). Such measures positively affect company climate and improve employee retention, allegiance, and morale (Marques, 2016; Salciuviene et al., 2016). Additionally, employees also tend to embrace their commitment to the overall culture. Employees are more likely to embrace a culture of CSR when owners openly communicate plans and create opportunities to involve them in the strategy development process (Haski-leventhal et al., 2017; Lee-Wong & More, 2016). Direct involvement in the decision-making process also positions employees to communicate the CSR principles and practices throughout their formal and informal networks including customers and community members. This type of communication provides opportunities to create a shared vision for owners, employees, and community members to embrace thus building a sustainable business and society

(Lee-Wong & More, 2016; Mehta & Sharma, 2016; Pett & Wolff, 2016). Internal stakeholders play a valuable role in communicating CSR activities to external stakeholders existing in the marketplace and the community.

**Marketplace.** CSR activities in the market area focus on external stakeholders including customers, business partners, and suppliers. Focus areas include improving the quality or safety of products, innovation, fair pricing, service and product access, privacy protection, and ethical advertising (Amaeshi et al., 2016; Marques, 2016; Srichatsuwan, 2014). Maldonado-Guzman, Pinzón-Castro, and Leana-Morales (2017b) found that owners focusing on stakeholder interaction and brand advertising are likely to experience outstanding market performance outcomes. The direct access owners have to external stakeholders provides two-way feedback resulting in customized solutions and a source of competitive advantage (Amaeshi et al., 2016). Additionally, securing the trust of external stakeholders enhances market survival through free word of mouth referrals. Stakeholders thus drive owners to implement CSR strategies as they seek to enhance market development (Boso, Oghazi, Cadogan, & Story, 2016). Furthermore, an owner may measure business performance by the achievement of market development and growth (Boso et al., 2016). Performance outcomes such as stakeholder satisfaction and loyalty, market share improvement, and the innovation of products and services are measures of marketplace success. Proactively including the views and needs of external stakeholders in CSR strategy provides owners with opportunities to add value and improve market position.

**Community.** CSR activities in the community area focus on benefiting society. Focus areas include social integration with local organizations and institutions to improve the quality of life and economic regeneration for the local society (Rodriguez-Fernandez, 2016; Srichatsuwan, 2014). This area focuses on many aspects of community well-being such as education, wealth creation, health, and employment (Marques, 2016). Rodriguez-Fernandez (2015) found that CSR activities have a positive impact on the community as they improve the quality of life for members. Socially responsible investments in the community produce shared values, information access, and social capital for small business owners. The investments also support owner efforts to increase loyal community relationships resulting in enhanced profits, reputation, and confidence (Marques, 2016). Overall, CSR activities address recognized gaps in the community while helping owners improve community interactions, promote public responsibility, and boost business reputation (Amaeshi et al., 2016; Chouthoy & Kazi, 2016).

**Environment.** CSR activities in the environment area focus on environmental protection and sustainable development. The emphasis is on efficiently using resources while reducing waste and pollution (Srichatsuwan, 2014; Hoogendoorn, Guerra, & Van, 2015). As innovators and employers, small business owners must take a moral leadership role in improving environmental protection standards. Researchers have found that owners align environmental strategies with primary stakeholder groups (Hoogendoorn et al., 2015), which allows them to employ CSR activities that are important to their consumer base. When confronted by demanding issues, owners usually believe they do not possess the financial resources and expertise to address environmental problems

unless they realize the benefits of adopting environmentally related CSR practices (Amaeshi et al., 2016). Environmental protection concerns remain in the national spotlight. Owners must consider the effects on their consumer base and profits when they do not address environmental issues.

### **Social Performance**

One challenge with studies to date is finding a consistent definition of corporate social performance (CSP). Nason, Bacq, and Gras (2018) recognized that social performance is inherently ambiguous and evaluated differently than financial performance. The researchers also noted that minimal theoretical foundation exists to explain how to assess social performance and include monitoring into the strategic decision-making. On the other hand, Orlitzky et al. (2017) defined CSP as the measurement of the impact and outcome of environmental and social activities for stakeholders including the business owners, the employees, the community members, and the consumers. The measurement should include evaluating a company's motivations, processes, relationships, and social implications to determine social performance. Orlitzky et al. (2017) emphasized the importance of reviewing CSR outcomes to assess the social performance of an organization. A central definition of CSP appears to be the measurement of outcomes resulting from socially responsible activities concerning stakeholders.

As more researchers confirm the relevance of CSR, CSP has also become a significant concern in research. In fact, several researchers have found positive relationships between social and financial performance overall (Fonseca & Ferro, 2016;



Ibrahim, 2012; Srichatsuwan, 2014; Thuravatikul, Siripokakit, & Yodbutr, 2017).

Contrastingly, Youn, Hua, and Lee (2017) found negative relationships between the two. Although researchers typically use monetary factors to evaluate small business performance, the utilization of strategy has also become a factor in studies. For example, Orlikzy et al., (2017) found that it is important for small business owners to align strategy with social performance. Marques (2016) found that overall, a solid CSR strategy leads to better social performance in the areas of reputation, workplace, and stakeholder relationships. For this proposed study, I will evaluate the implementation of a strategy to improve social performance related to employee attraction and retention, customer attraction and loyalty, and reputation.

**Employee attraction and retention.** A level of competition exists among businesses to attract and retain the best human resources. Researchers have found that CSP is not significant to job seekers when compared with salary and opportunities for promotions (Verma & Ahmad, 2016). In contrast, other researchers have found that implementing socially responsible activities and maintaining high CSP results in attracting and retaining employees (Ibrahim, 2017; Joo, Mon, & Choi, 2016). Like the contrast in findings, researchers also have not discovered a consensus of CSP factors required to retain good talent. For example, Joo et al. (2016) evaluated the underlying CSP factors attracting employees and found support for three signal-based mechanisms that affect organizational attractiveness: the job seekers anticipated pride from working with the organization, their perceived value fit, and their expectations about employee treatment. Adding to these findings, Hudson, Bryson, and Michelotti (2017) found that

high CSP along with organizational fit helped to retain employees and had a positive effect on job satisfaction and turnover intention. The variance in findings suggests that owners should communicate benefits to all potential employees that may positively affect their perception and anticipation of the work environment. Doing so provides all employees with the information they may use to adjust to the work culture, make a hiring decision, and communicate with the current and targeted customer base.

**Customer attraction and loyalty.** Attracting a loyal consumer base is particularly important to the sustainability of any business. Owners depend on customers to increase sales, profits, and referrals. For instance, a larger customer base increases the potential to expose more information to the marketplace and the community (Ovidiu-  
ioan, 2017). Hamilton, Rust, and Dev (2017) found that some business features influence customer attraction and others have more of an effect on customer loyalty. Therefore, owners benefit from implementing activities designed to attract and retain loyal customers. For example, Marques (2016) found that customer-perceived CSP has a positive and significant impact on customer loyalty. Additionally, as employees engage with customers, they help to increase the reputation and customer loyalty (Maldonado-Guzman, Pinzon-Castro, Morales, 2017a). Owners benefit from implementing CSR activities that address the concerns of the local community. Furthermore, employees and consumers who positively communicate CSR activities to others potentially attract and retain customers and affect the firm's reputation.

**Reputation.** Owners must consider the benefits of CSR activities on the reputation of the business. Nason et al. (2018) found that reputation is an intangible core

value of the business that has a direct relation to CSR activities. Researchers also found that CSR activities must be strategic and aimed at better business efficiency to achieve better firm reputation and overall results (Maldonado-Guzman et al., 2017a). Sierra, Iglesias, Markovic, and Singh (2017) discovered that business owners must expose social and ethical obligations to remain competitive and improve the overall reputation. Overall, the image formed by socially responsible activities determines the success of an organization. Owners also benefit from sustaining an optimal working environment and including staff in all CSR activities.

### **Measuring Corporate Social Performance**

A standard measurement tool for social performance does not exist. Researchers have examined and confirmed the challenge of measuring social performance (Nason et al., 2018). Some researchers have reviewed the relationship between CSP and corporate financial performance (CFP) utilizing the results of public rating and index systems (Fonseco & Ferro, 2016). Fewer studies exist that examine the relationship between CSP and strategy, so a standard tool does not exist (Srichatsuwan, 2014). Researchers still disagree on the use of one tool among the wide variety of indicators and scales for social performance (Famiyeh, Kwarteng, & Dadzie, 2016). One reason for the lack of a standardized measurement tool is the absence of a mutual definition of corporate social performance. Researchers have also found that regardless of the company's attributes, viable measurement systems should involve examining the company's reputation or ethics ratings based on one or more CSR indicators such as the marketplace, community,

environment, and workplace (Famiyeh et al., 2016). A single instrument may not adequately measure the activities of varying companies.

For this proposed study, I used Srichatsuwan's (2014) Survey of CSR in Small Business to examine the social performance of small businesses based on each element of CSR strategic posture (workplace, marketplace, environment, and community). The survey, based on Ansoff's (1990) strategic success paradigm, represents the attributes that may affect an owner's strategic posture and the performance of the company. Additionally, the survey results provided a framework to understand the CSR strategies that may lead to optimal social performance (Srichatsuwan, 2014).

Variables identified in Srichatsuwan's (2014) model were (a) CSR strategic aggressiveness, (b) CSR capability responsiveness, (c) CSR strategic posture, (d) social performance, and (e) financial performance. The survey addressed each variable of the model including variable specific elements. Utilizing the model and the Survey of CSR in Small Business, Srichatsuwan found a significant relationship between a company's proactive CSR strategic posture and social performance. In other words, proactively posturing CSR strategies leads to good reputations and increases the ability to attract and retain loyal customers and employees (Srichatsuwan, 2014). Like other studies, the researcher also found a positive relationship between social and financial performance resulting in higher sales, lower turnover rates, lower costs, and increased chances of sustainability. Srichatsuwan's recommended further research on the hypotheses stating that proactively implementing marketplace and workplace CSR activities would yield

higher benefits in social performance compared to those proactive in environmental and community programs. The recommendation was the basis for this study.

### **Transition**

Some small business owners begin initiatives without planning to implement socially responsible strategies. The specific business problem was that some small business owners do not understand the relationship between four elements of CSR strategic posture (workplace, marketplace, employee, and community) and social performance. The purpose of this quantitative correlation study, grounded in the theoretical proposition that strategically managing CSR activities can increase the social performance of small businesses, was to examine the relationship between four elements of CSR strategic posture (workplace, marketplace, employee, and community) and social performance. Key points made in Section 1 included the foundation and significance of the study as well as a review of the professional literature. Section 2 contains the project information such as the role of the researcher, participant demographics, the research method and design, and data collection and analysis. I present the findings, recommendations for future research, and personal reflections in Section 3.

## Section 2: The Project

Section 2 includes information about the role of the researcher, the participants, and the research method and design. Additionally, information is provided about the target population, sampling, and ethical treatment of participants. Lastly, this section includes information regarding the collection and analysis of data along with the reliability and validity of data.

### **Purpose Statement**

The purpose of this quantitative correlational study was to examine the relationship between four elements of corporate social responsibility strategic posture (workplace, marketplace, community, and environment) and social performance. The independent variables were workplace, marketplace, community, and environment. The dependent variable was social performance. The targeted population consisted of retail trade small business owners located in the United States. The implications for positive social change include the potential to increase the shared economic, social, and environmental value of small businesses and stakeholders. By increasing the shared value, business leaders may increase employment rates, profits, and growth, which may lead to social benefits such as choice, stability, and personal actualization among stakeholders.

### **Role of the Researcher**

In a quantitative study, the researcher serves as the objective collector and tester of raw data (Yates & Leggett, 2016). My role as the researcher was to select an appropriate research method and design, select study participants, develop and administer

an appropriate survey tool, and gather and analyze the data (see McCusker & Gunaydin, 2015). I examined the relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and the social performance of small business owners. I used the Statistical Package for the Social Sciences (SPSS) software Version 25 for statistical data entry, data analysis, and the creation of tables and graphs representing the study data. The test results produced by the SPSS software package indicated whether to accept or reject the null hypothesis.

I used data analysis to determine whether relationships exist between four elements of CSR strategic posture and the social performance of small business owners. I am not a small business owner, and I have not worked for a small business owner. I live in the study site area. This study topic interested me because I would like to see more owners engage socially with community members and employees, and I support small business owners with my purchases. I participated in online training focused on protecting research participants with the CITI program. It is important to provide ethical treatment to all study participants as outlined in the CITI program training and the Belmont Report (United States Department of Health and Human Services, 2018).

The Belmont Report summarizes the ethical principles and guidelines for protecting human subjects (United States Department of Health and Human Services, 2018). The Report outlines three ethical principles including (a) justice, (b) respect for persons, and (c) beneficence that guide research ethics (United States Department of Health and Human Services, 2018). Before collecting data, I obtained approval from the Walden University Institutional Review Board (IRB) to protect human rights and follow

ethical procedures. As the researcher, I was responsible for becoming familiar with the Belmont Report, understanding the application of ethical principles, and providing sufficient information so that IRB members can satisfy their obligation to protect the interests of human participants.

### **Participants**

Participation in a study requires participants to align with the selection criteria. The eligibility criteria for participants included retail trade small business owners in the United States who had been in business for 5 or more years and employed up to 499 employees. Gaining access to participants was key to obtaining reliable data. I emailed the survey link to retail trade small business owners with email addresses listed in the United States Small Business Administration (SBA, 2018) Dynamic Small Business Search (DSBS) database. According to the United States Department of Commerce (2018), the DSBS, sponsored by the SBA, is a free portal used to register and search for small business owners meeting the SBA small business standards. I also used a pay-for-response service, SurveyMonkey Audience, to reach the target population. SurveyMonkey Audience (2018) is favored as a data collection tool in scholarly research and had over 30 million panel members available for participation in my study. Panel members provided demographic information when they enrolled with SurveyMonkey. The demographic information guided the invitation process and guaranteed that only eligible candidates received the study questionnaire.

Establishing a working relationship with participants based on trust and honesty is important. I openly communicated the intended purpose and outcome of the study to



prospective participants. This minimized the probability of participants guessing expected responses to questions. The consent form provided details regarding the participants' rights and expectations. Participation in the study required all participants to agree that they had read the consent form and were aware that participation was voluntary.

### **Research Method and Design**

The purpose of this study was to examine whether relationships exist between four elements of CSR strategic posture (workplace, marketplace, employee, and community) and social performance. I used quantitative methodology with a correlational design to collect survey data from participants. This section includes a discussion of the available methods and designs. Also provided is a justification for choosing quantitative methodology and the correlational design as opposed to the other approaches.

### **Research Method**

There are three types of research methods: quantitative, qualitative, and mixed methods. The researcher uses the research question to determine the method (Leppink, 2017). Due to the nature of classification, researchers cannot use quantitative research to provide an in-depth understanding of a phenomenon (Savela, 2018). Quantitative research typically involves the objective review of numerical data and qualitative research involves subjectively analyzing words rather than numbers (Leppink, 2017). The focus of quantitative research is to test hypotheses during the examination of relationships between variables (Albers, 2017; Yates & Leggett, 2016). During the current study, I explored the relationship between variables. This required an objective analysis of numerical data. The quantitative method was appropriate for this study in

examining the correlational relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and social performance.

The qualitative method, in contrast, provides a more subjective analysis of data. Qualitative researchers chronicle perceived experiences revealed during interviews, observations, and document reviews. The researcher subjectively reveals the meanings of experiences during qualitative research by empowering participants to report their stories and honor their strengths, needs, and values (McCusker & Gunaydin, 2015). When knowledge is limited, researchers conduct qualitative studies to explore why a phenomenon is occurring (Yates & Leggett, 2016). Researchers may ask broader, open-ended questions to gain additional knowledge of what is occurring. The focus of the current study was to examine the relationships between variables. Qualitative methodology was not appropriate for this study because I did not explore a phenomenon through subjective means.

The mixed-methods approach provides researchers with advantages when exploring complex research questions. This approach combines the qualitative and quantitative methods offering the most flexibility (Molina-Azorin, 2016). The researcher does not have to collect qualitative and quantitative data for all participants (Leppink, 2017). Instead, the researcher may choose to use one method for all participants and use another during follow-up. I did not include any qualitative data in this study. Therefore, the mixed-methods approach was not appropriate.

## **Research Design**

The main designs in quantitative studies include correlational, experimental, and quasi-experimental. The correlational design was most appropriate for this quantitative study. Correlation is a common design used to examine relationships between variables (McCusker & Gunaydin, 2015). In the current study, I examined the relationships between the dependent and predictor variables and employed statistical analysis of numerical data. The correlational design was the appropriate for this study because the purpose was to examine the relationship between the four programs of CSR strategic posture (workplace, marketplace, community, and environment) and social performance within small businesses.

Experimental designs include rigorous criteria that researchers follow to examine connections between variables (Phan & Ngu, 2017). Experimental researchers manipulate variables or subjects to characterize, troubleshoot, or quantify errors and examine the cause-and-effect relationship (Barker & Milivojevich, 2016). I did not manipulate variables or examine the cause-and-effect relationship between variables. Researchers also use quasi-experimental designs to determine causal relationships between variables (Bärnighausen et al., 2017). The purpose of the current study was to examine the linear relationships between variables rather than the causal relationships. Therefore, the experimental and the quasi-experimental designs were not appropriate for this study. The correlational design was appropriate because I sought to examine the relationship between independent and dependent variables.

### **Population and Sampling**

I investigated the relationship between the four programs of CSR strategic posture (workplace, marketplace, community, and environment) and social performance. The population for this study consisted of retail trade small business owners in the United States who had been in business for at least 5 years and had fewer than 500 employees. I used nonprobabilistic sampling to select participants from a population of small business leaders from the United States who are retail trade oriented. Potential participants represented retail trade industries including

- motor vehicle and parts dealers;
- furniture and home furnishings stores;
- electronics and appliance stores;
- building material and garden equipment and supplies dealers;
- food and beverage stores;
- health and personal care stores;
- gasoline stations;
- clothing and clothing accessories stores;
- sporting goods, hobby, musical instrument, and bookstores;
- general merchandise stores;
- miscellaneous store retailers; and
- non store retailers (United States Census Bureau, 2017).

In quantitative studies, researchers draw conclusions about a specific target population with common characteristics. Determining the appropriate participant pool

and sample size is imperative. Researchers use probabilistic or nonprobabilistic sampling to select a representative sample. Probabilistic sampling, such as random sampling, provides every member of the target population an equal opportunity to participate and reduces opportunities for the researcher's biases to influence the selection (El-Masri, 2017b). As a result, samples are representative of the infinite population (Couper & Peterson, 2017). On the other hand, nonprobabilistic sampling, such as purposive sampling, is not random. Instead, researchers choose participants subjectively based on the goals of the research, theory, and experience (Bernard, 2017). Researchers also make assumptions about the target population's characteristics, thereby limiting the generalization of the findings (El-Masri, 2017c). I used nonprobabilistic, purposive, homogenous sampling. This approach allowed me to select an appropriate sample of small business owners with similar characteristics that fit the purpose of the study.

I used the G\*Power software Version 3.1.9.4 to determine the appropriate range for the sample size. I also used empirical calculations to determine the sample size (see El-Masri, 2017a). An inadequate sample size lacks the statistical power needed to provide a true effect. Additionally, test result accuracy increases as the sample size increases (Ott & Longnecker, 2016). An a priori power analysis including a medium effect size ( $f = .15$ ), an alpha value of .05, and a power value of .80 for a multiple linear regression analysis requires a minimum sample of 85 participants. Increasing the desired output to .95 increases the minimum required sample size to 129 participants. The resulting range for participant sample size was 85 to 129 for this study (see Figure 1).

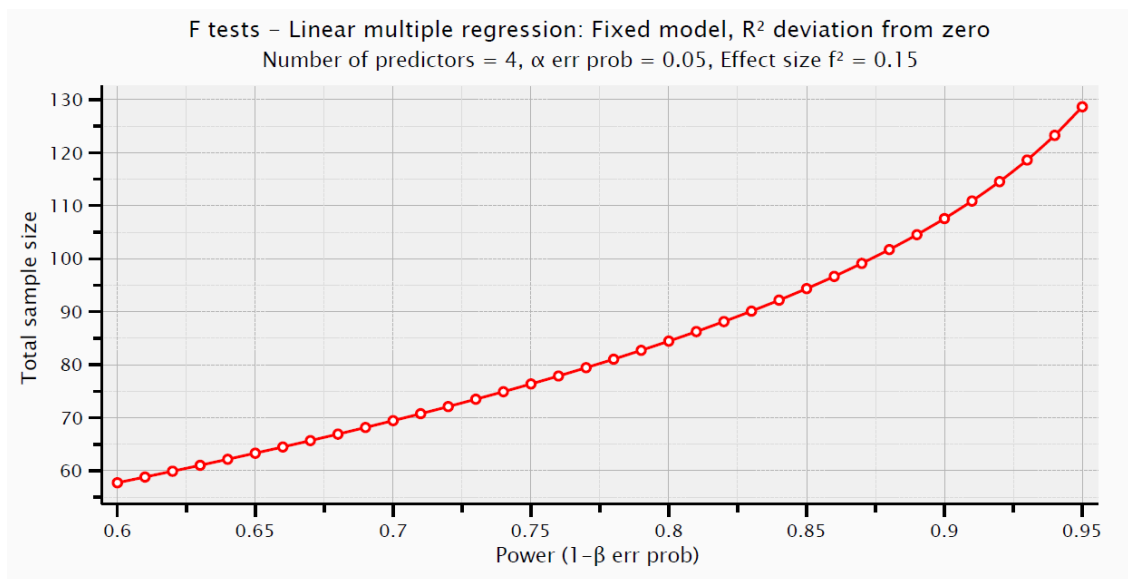


Figure 1. Power as a function of sample size.

### Ethical Research

It was important for me to remain respectful of the treatment, privacy, and integrity of each participant. I followed ethical guidelines to ensure respect and credibility throughout the study. My goal was to follow principles outlined in the Belmont Report (United States Department of Health and Human Services, 2018) for ethical research involving human subjects including (a) respect of persons, (b) beneficence, and (c) justice. Additionally, I obtained approval from the Walden University IRB before contacting participants. Adhering to the guidelines provided by the Belmont Report and the IRB helped me avoid violating the rights and concerns of participants. The Walden IRB number for this study was 10-10-19-0185334.

The participants electronically reviewed the consent form detailing the purpose of the study and the steps taken to ensure privacy. The form advised participants that the study was voluntary and that they could withdraw at any time prior to the completion of

the study. The consent form also outlined the purpose of the study, the roles of the participant and the researcher, and incentives. Participants did not receive compensation, as stated in the consent form.

In exchange for participation in a study, participants expect the researcher to maintain professionalism and safeguard privacy. Given this, assuring adequate and ethical protection of participants is necessary when conducting any study. I maintained the confidentiality of all information provided by participants. Yin (2017) stated that collecting and storing data requires attention always to protect and preserve the rights and privacy of participants. I ensured each participant received information detailing the steps taken to maintain the confidentiality of the participant and the business. I also removed any descriptors before presenting the findings for review. Instead, I presented only aggregated results for all respondents in the dissertation and any subsequent publications. Storage of all written data will be in a locked safe and electronic data will be on a password protected cloud drive. After five years, I will delete electronic data and shred all written data.

### **Data Collection Instruments**

The survey instrument I used in this study is the Survey of CSR in Small Business, which Srichatsuwan (2014) developed and validated in a previous study looking at the impacts of CSR programs and performance of the small business. I selected this instrument based on its acceptance and use in Srichatsuwan's (2014) study examining CSR and performance of small businesses in the United States. Srichatsuwan used the survey questionnaire to measure the relationships among study variables and/or

sub-variables. The researcher completed reliability measurements for each set of the author's independent and dependent variables using Cronbach's alpha (Srichatsuwan, 2014).

For this study, I used a modified version of Srichatsuwan's survey because I examined variables suggested by the author for future research. The variables I measured using the survey are four elements of CSR strategic posture (workplace, marketplace, community, environment) and social performance. Calculating the response scores involved averaging the answered questions for each variable area. Next is a discussion of the variables measured by the instrument.

First, the survey measured the extent to which four-core CSR programs (workplace, marketplace, community, environment) are either reactive or proactive. A reactive CSR activity focuses on an owner's reaction to events and regulations prompting them to respond in a socially responsible way (Oh, Chen, & Hung-Baesecke, 2017). A proactive CSR activity focuses on non-voluntary and voluntary CSR practices that may lead to enhanced operations, competitive advantage, and long-term strategic performance (Srichatsuwan, 2014). Nine questions measured the four programs of CSR strategic posture. Using a 5-point interval Likert scale to measure each program as the arithmetic mean of the CSR activities, the basis of the average score was on the owner's responses. The scale choices were ordinal type and ranged from 1 representing a completely reactive CSR strategy to 5 representing a completely proactive CSR strategy. The questions used for this study are identical to those in Srichatsuwan's (2014) study. I calculated the average score for each variable.



One question includes five sub-questions (items 1.1-1.5) that measured areas of the environment program including waste reduction, recycling, energy conservation, water conservation, air emission reduction, packaging reduction, sustainable transportation, and wastewater reduction. One question included five sub-questions (items 2.1-2.5) that measured areas of the workplace program including equal job opportunities, flexible work hours, commitment of health and safety programs, and work/life balance among employees. Three questions measured areas of the marketplace program including information and labeling, resolving customer complaints, quality assurance in production, and providing value to customers. Four question measured areas of the community program including donation to charity, involvement with local community projects, purchasing policies that favor the local community, and recruitment policies that favor the local community.

Second, the survey measured for social performance based on the effects of the CSR activities in CSR strategy in the areas of reputation and the ability to attract and retain employees and customers (Srichatsuwan, 2014). The questions used for this study are identical to those in Srichatsuwan's (2014) study. The scale choices were ordinal type ranging from 1 representing the most negative response to 5 representing the most positive response. I calculated the average score for each variable. Sixteen questions (items 10-26) measured social performance. Questions 10 through 17 measured the company's employee attraction and retention. Questions 18 through 22 measured customer attraction and loyalty. Questions 23-26 measured the company's reputation.

The verification of the validity of the model survey questionnaire was during Srichatsuwan's (2014) study. Based on feedback, the researcher removed all unreliable and redundant questions from the original survey. The convergent validity of CSR strategic posture with social performance was .614 (Srichatsuwan, 2014). The original survey author measured the reliability of the same variables and survey questionnaire using Cronbach's alpha (Srichatsuwan, 2014). The variable reliability value or coefficient alphas for each set (CSR Strategic Posture and Social Performance) of survey questions was 0.896 (Srichatsuwan, 2014).

### **Data Collection Technique**

In this section, I describe the technique I used to collect data as well as the advantages and disadvantages of the collection technique. The research question I answered with this study was: What is the relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and social performance? The survey instrument I used in this study is the Survey of CSR in Small Business, which Srichatsuwan (2014) developed and validated in a previous study.

Srichatsuwan (2014) provided approval to use the Survey of CSR in Small Business for my study. I administered the survey instrument to qualified study participants via the SurveyMonkey platform. I used the DSBS database to recruit participants. After filtering business owners in the retail trade category, I emailed each of them. I also used SurveyMonkey Audience to recruit participants. Panel members provided demographic information when they enrolled with SurveyMonkey. The

demographic information guided the invitation process and guaranteed only eligible candidates receive the study questionnaire.

It is best to utilize one method, either online or offline, in any given research study. Utilizing both methods in one study may produce a difference in responses (Zhang, Kuchinke, Woud, Velten, & Margraf, 2017). Researchers have found that there are advantages to only employing an online survey questionnaire in research. As the utilization of online surveys becomes standard in scientific and non-scientific research, it is important to recognize and address the advantages and disadvantages of use (Harms, Jackel, and Montag, 2017). For example, the online survey is quicker to administer and yields no mean differences in the level of self-disclosure and themes revealed compared to offline surveys (Shapka, Domene, Khan, & Yang, 2016). Using one method, however, reduces the challenges of organizing and maintaining data.

On the other hand, there are disadvantages to employing online survey questionnaires. Researchers may find that participants are more comfortable with in-person rapport building. For example, completing online surveys may take longer when participants are not face-to-face with the researcher guiding them through the process (Shapka et al., 2016). Providing a deadline and continuing to follow up with reminders may have encouraged participants to complete the survey promptly. Shapka also found that utilizing online surveys requires more rapport building than other types. The advantage of using a pay-for-response service is that participants have signed up to participate in studies. Additionally, outlining the procedures on the consent form might

have been helpful in building rapport. I remained mindful of the advantages and disadvantages of the online survey method.

### **Data Analysis**

The research question for this study was: What is the relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and social performance? The null hypotheses for the study was: There is no statistically significant relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and the social performance. The alternative hypothesis for the study was: There is a statistically significant relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and the social performance.

The purpose of this study was to examine the relationship between four elements of corporate social responsibility strategic posture (workplace, marketplace, community, and environment) and social performance. I used the quantitative method and correlational design to analyze the relationships between variables. Quantitative research is appropriate when examining relationships between variables to explain the trends or opinions of the population (Yates & Leggett, 2016). Correlation is appropriate for this study because my analysis includes multiple predictor variables ((McCusker & Gunaydin, 2015). Multiple linear regression provides an output to analyze the relationship between each independent variable and the dependent variable (Green & Salkind, 2017). This type of analysis allowed an examination of the relationship between the study variables that other analyses would not.

Regression analysis techniques not chosen for this study include bivariate linear regression and hierarchical multiple regression. Bivariate linear regression included an analysis of one predictor variable and one dependent variable (Green & Salkind, 2017). I included four predictor variables in this study. Hierarchical multiple regression involves controlling the effect on the independent variable and isolating predictors with significant influences on the dependent variable (Green & Salkind, 2017).

Reporting accurate study results begins with analyzing clean data. Improving accuracy and minimalizing errors is a direct result of screening data for completeness (Salem & Abdo, 2016). Data cleaning is the process of detecting and repairing incorrect or missing data (Ge, Ilyas, He, & Machanavajjhala, 2018, Salem & Abdo, 2016). With the option to discard survey results with missing or corrupt data, many researchers rely on data analytics software such as SPSS to clean and transform their data (Ge et al., 2018, Salem & Abdo, 2016). An advantage of using the online survey method is that incomplete and quickly completed surveys are eliminated from the reported results, which improves the conclusiveness of research findings (Dorazio, 2016). After data collection, I reviewed the responses for each survey to identify missing responses so that I could exclude incomplete data. Next, I used the SPSS software version 25 to further clean and analyze data. The combination of resources and processes ensured that I did not include corrupt data in my final analysis.

The multiple linear regression analysis model has four assumptions (a) normality, (b) multicollinearity, (c) linearity, and (d) homoscedasticity (Green & Salkind, 2017). Failure to meet the design assumptions may result in erroneous findings. First, normality

is the difference between the expected and the predicted values creating a normal distribution with zero skewness and one standard deviation (McAlevey & Stent, 2018). Second, multicollinearity refers to a highly correlated relationship between two or more predictor variables and high correlations should not exist among study variables (Farooq, 2016; Kassim, Anwar, Arokiasamy, Md Isa, & Ping, 2017). Third, the researcher must assume that a linear relationship exists between the independent and dependent variables that is proportional or in a direct relation to each other (Harrell, 2015). Lastly, homoscedasticity refers to the assumption that the relationship of each independent variable with the dependent variable causes the data to be the same for each level of the predictor variable (Kassim et. al., 2017). Scatterplot diagrams illustrate the relationships between independent and dependent variables and may determine if the variables meet or violate assumptions (Laerd, 2019).

As the researcher, I used scatterplots and the SPSS software version 25 to assess and test for each assumption. An assumption violation may exist if a number of the analysis results from the smaller datasets are not similar to the results from the true population data analysis (Cohen & Abedallah, 2016). To address any violations of assumptions, I conducted the bootstrap method using the SPSS software version 25. The bootstrap method involves the resampling technique or analyzing several smaller datasets from true population data (Font, 2016). I did not discover assumption violations.

I used the SPSS software version 25 to conduct an inferential analysis of the data. This involved reviewing data from a larger and more general perspective to test my theory and examine the relationship between my independent and dependent variables

(Turner, Balmer, & Coverdale, 2016). The goal with this type of analysis was to analyze random sample data and to test how the sample outcomes fluctuate over samples. The less the outcomes fluctuate, the closer the researcher is to the population parameters (Turner et al., 2016).

I interpreted several output parameters and will now discuss each parameter and the meanings. The unstandardized beta ( $B$ ) represents the slope of the line between the independent and the dependent variables. The value of the unstandardized beta for the independent variable represents the increase or decrease per unit for the dependent variable (Statistics Solutions, n.d.). The standard error ( $SE B$ ) for the unstandardized beta represents a value that is similar to the standard deviation for a mean. It is less likely that the researcher will find significance the larger the value of the  $SE B$  (Statistics Solutions, n.d.). The standardized beta ( $\beta$ ) provides the researcher with a method to determine the strongest relationship with the dependent variable. The values will range from 0 to 1 or -1 depending on the direction of the relationship. The relationship is stronger closer to 1 or -1 (Statistics Solutions, n.d.). The  $t$ -test statistic ( $t$ ) is calculated for the independent variable and used to calculate the  $p$  value (Statistics Solutions, n.d.). The probability level ( $p$ ) is reviewed to determine if an individual variable significantly predicts the dependent variable. The value is considered significant if the  $p$  value is below .050 (Statistics Solutions, n.d.). A 95% confidence interval ( $B$  95% *Bootstrap CI*) I used for the determined number of resampled datasets (Statistics Solutions, n.d.).

### **Study Validity**

Researchers must identify potential threats to validity and readily address ways to minimize the threats. Selecting valid instruments is fundamental to produce precise measurements in quantitative studies (Rubin & Babbie, 2016). The validity of a study is subject to two types of statistical conclusion validity or the conclusions made about the variables after data analysis (Schalock, Gomez, Verdugo, & Claes, 2017). Type I errors involve accepting the alternative hypothesis relationship when one does not exist (Nayak, Mukherjee, Pandit, & Pradhan, 2018). Type II errors involve accepting the null hypothesis relationship when one does exist (Nayak et al., 2018). In this proposed quantitative study, I examined the relationships between four independent variables: (a) workplace, (b) marketplace, (c) employee, and (d) community and one dependent variable: social performance. Factors that could have affected the statistical conclusion validity in this study were (a) sample size, (b) data assumptions, and (c) instrument reliability.

I used the G\*power software version 3.1.9.4 to determine the appropriate sample size range required to generalize the results to the broader population. An a priori power analysis employing a medium effect size ( $f=.15$ ), an alpha value of .05, and a power value of .80 for a multiple linear regression correlation model required a minimum sample size of 85 participants. Increasing the desired output to a power value of .95 increases the minimum required sample size to 129 participants. The resulting range for participant sample size was 85 to 129 for this study (see Figure 1). The DSBS database along with SurveyMonkey Audience provided access to a sizeable participant pool



warranting an adequate sample response to attain the statistical validity. I selected the participants based on specific demographic requirements. The study results should be generalizable to the broader population because I reached the sample size for participants by purposely choosing those with the same characteristics as the target population.

The survey instrument I used in this study is the Survey of CSR in Small Business, developed in a previous study by Srichatsuwan (2014). The researcher used the original instrument to examine the impact of CSR programs on the performance of small businesses. Prior to use, Srichatsuwan (2014) measured the validity of the survey questionnaire using Cronbach's alpha. The researcher used the survey results to fulfill the study outcomes. I used the SPSS software version 25 to conduct a reliability analysis against my sample to determine the difference between the reported and calculated reliability coefficient.

### **Transition and Summary**

Key points of Section 2 included the purpose of the study, the methodology, and the design chosen to examine the relationship between the four elements of CSR strategic posture (workplace, marketplace, employee, and community) and social performance. Additionally, I provided information regarding the researcher's role, the target population, and the interactions that will take place in the study. The sampling method, data collection instrument and technique, and data analysis together added credibility to the study validity.

Section 3 contains the presentation of findings and an application to professional practice and implications for social change. I also provide recommendations for action

and future research. Finally, I highlight personal reflections and the conclusion of the study.

### Section 3: Application to Professional Practice and Implications for Change

#### **Introduction**

Section 3 includes a brief overview of the study, a presentation of the research findings, a discussion of the application to professional practice, and reflection on how the findings may influence social change. This section also includes recommendations for action and future research to build on the findings of this study. This section ends with personal reflections and the conclusion of the study.

The purpose of this quantitative correlational study was to examine the relationship between four elements of corporate social responsibility strategic posture (workplace, marketplace, community, and environment) and social performance. The predictor variables were workplace, marketplace, community, and environment. The dependent variable was social performance. The null hypothesis was that the predictor variables in this study would not significantly predict social performance. The alternative hypothesis was that the predictor variables would significantly predict social performance. The results revealed that the CSR strategic posture elements community ( $t = 2.765, p < 0.05$ ) and marketplace ( $t = 3.240, p < 0.05$ ) significantly predicted social performance. The results also indicated that workplace and environment did not significantly predict social performance among small business leaders in the United States.

#### **Presentation of the Findings**

In this section, I discuss the assumptions testing, present the descriptive statistics and inferential statistics, interpret the findings according to the theoretical framework,

and conclude with the overall summary of the findings. I employed bootstrapping using 1,000 samples to address the possible influence of assumption violations. The bootstrapping 95% confidence intervals are presented where appropriate.

### **Test of Assumptions**

I used statistical methods to test the assumptions. The assumptions I tested included independence of residuals, linearity, homoscedasticity, outliers, normality, and multicollinearity. As an additional method, I employed bootstrapping 95% confidence intervals with 1,000 samples to minimize the possible influence of any violations of the statistical assumptions and to enhance the accuracy of the interpretation.

**Independence of residuals.** I employed the Durbin-Watson statistic test to determine whether the data met the independence of residuals. Researchers use the Durbin-Watson statistic test to examine the sequences related to the correlations between residuals (Laerd Statistics, 2019). The Durbin-Watson statistic ranges from 0 to 4, but a value of approximately 2 indicates there is no correlation between residuals. There was independence of residuals as determined by the Durbin-Watson statistic of 1.947.

**Linearity.** I created a partial regression scatterplot (see Figure 2) to examine the extent of linearity between the independent and dependent variables. The scatterplot showed that the dependent and independent variables had a linear relationship. This was an indication that the data met the assumption of linearity.

**Homoscedasticity.** I evaluated homoscedasticity by plotting the residuals with the predicted values. The assumption is considered met when the points are distributed homogeneously with a mean of zero and no apparent curvature (Belás & Gabcová, 2016).

Figure 2 represents a scatterplot of predicted values and standardized residuals. There was homoscedasticity as determined by the visual inspection of a plot of standardized residuals versus standardized predicted values.

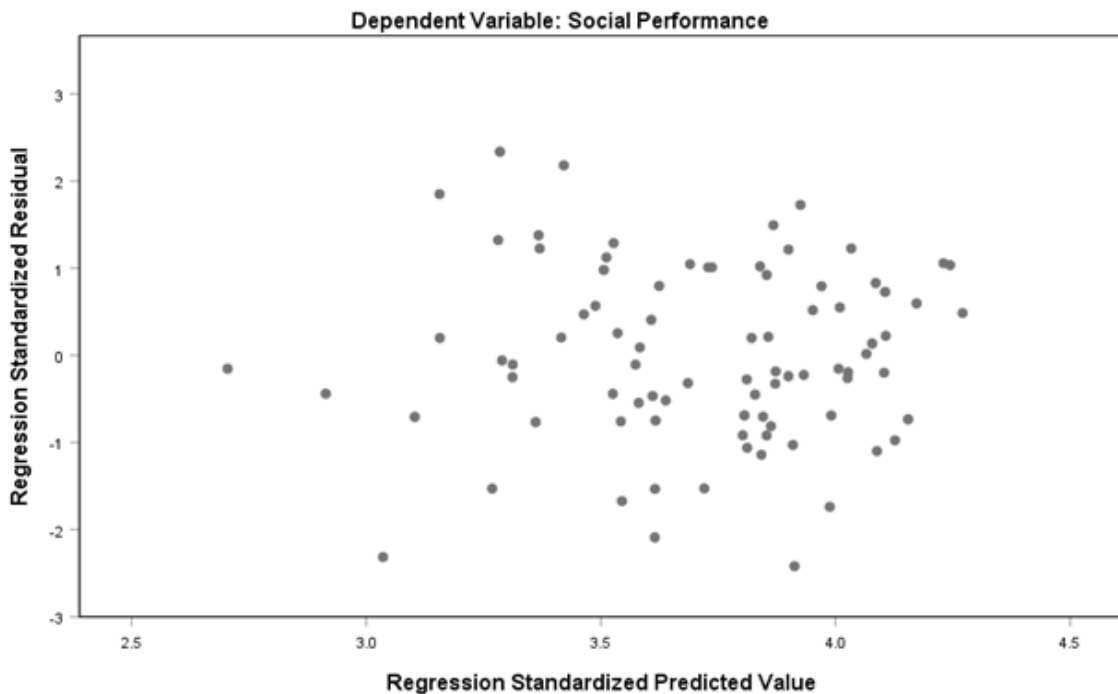


Figure 2. Scatterplot of standardized residuals and standardized predicted values.

**Outliers.** Next, I measured for the presence of outliers for the study variables.

The Casewise Diagnostics did not produce any cases with standardized residuals greater than  $\pm 3$  standard deviations. I also checked the leverage and influential points for each case. The tests did not reveal any outliers or other unusual points.

**Normality.** In the P-P plot presented in Figure 3, the solid diagonal line represents a normal distribution. The study data are normally distributed when the data points follow the diagonal line closely and do not appear to have a nonlinear pattern (Laerd Statistics, 2019). The P-P plot indicated that the data met normality.

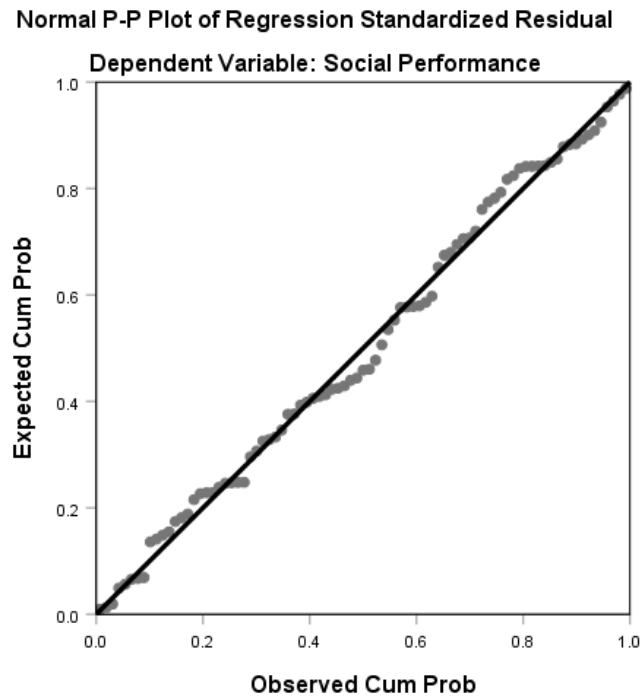


Figure 3. P-P plot testing normality of efficacy.

**Multicollinearity.** Researchers test multicollinearity by statistically reviewing the correlation between two or more independent variables (Farooq, 2016). I tested multicollinearity using the Pearson correlation and the variance inflation factor (VIF). Table 1 shows that the value of VIF was less than 10. The data met the assumption of multicollinearity.

Table 1

*Collinearity Statistics*

Variable	Tolerance	VIF
Workplace	0.39	2.58
Marketplace	0.66	1.51
Community	0.63	1.60
Environment	0.66	1.51

**Summary of statistical assumptions.** I tested for independence of residuals, linearity, homoscedasticity, outliers, normality, and multicollinearity. The data met each statistical assumption and no serious violations were noted.

### **Descriptive Statistics**

SurveyMonkey Audience and the DSBS database provided the survey respondents for this study. In total, 85 respondents participated in the online survey. All survey participants completed all survey questions as required for inclusion in the final data set. The final analysis incorporated all 85 participants. Table 2 includes the demographic descriptive statistics. Table 3 presents the means and standard deviations for study variables. Table 4 contains the reliability for study variables.

Table 2

*Frequency Table for Demographics*

Variable	Category	N	%
Gender	Male	36	42.4
	Female	49	57.6
	Total	85	100.0
Age	<18	0	0.0
	18-29	7	8.2
	30-44	35	41.2
	45-60	27	31.8
	>60	16	18.8
	Total	85	100.0
Region	New England	7	8.2
	Middle Atlantic	4	4.7
	East North Central	11	12.9
	West North Central	3	3.5
	South Atlantic	14	16.5
	East South Central	12	14.1
	West South Central	6	7.1
	Mountain	8	9.4
	Pacific	20	23.5
	Total	85	100.0
Years in business	5-10	28	32.9
	11-16	17	20.0
	17-22	12	14.1
	23+	28	32.9
	Total	85	100.0

*Note.* N = 85.



Table 3

*Means and Standard Deviations for Study Variables*

Variable	<i>M</i>	<i>SD</i>	Bootstrapped 95% CI (M)
Workplace	3.49	1.07	[3.26, 3.72]
Marketplace	4.21	0.99	[4.00, 4.42]
Community	3.24	1.16	[2.99, 3.49]
Environment	2.85	1.27	[2.57, 3.12]
Social performance	3.72	0.61	[3.58, 3.85]

*Note.*  $N = 85$ .

Table 4

*Reliability Table for Study Variables*

Scale	Number of items	$\alpha$
Workplace	1	0.91
Marketplace	3	0.81
Community	4	0.79
Environment	1	0.91
Social performance	16	0.91

*Note.*  $N = 25$ .

**Inferential Results**

I used multiple linear regression analysis,  $\alpha = .05$  (two-tailed) to examine the ability of four elements of CSR strategic posture (workplace, marketplace, community, and environment) to predict the social performance of small business owners in the United States. The independent variables were workplace, marketplace, community, and environment. The dependent variable was social performance. The null hypotheses was that four elements of CSR strategic posture (workplace, marketplace, community, and

environment) would not significantly predict social performance. The alternative hypothesis was that four elements of CSR strategic posture (workplace, marketplace, community, and environment) would significantly predict social performance. The regression analysis indicated that the model was able to significantly predict social performance,  $F(4, 80) = 7.893, p < .001, R^2 = .283$ . The  $R^2 (.283)$  value indicated that approximately 28% of variations in social performance were accounted for by the linear combination of the predictor variables (workplace, marketplace, community, and environments). In the final model, the CSR strategic posture elements marketplace and community were statistically significant in predicting social performance, ( $t = 2.765, p < 0.05$ ) and ( $t = 3.240, p < 0.05$ ), respectively. The workplace and environment elements of the CSR strategic posture did not predict any significant variation in social performance. The final predictive equation was  $\text{social performance} = 2.320 - .083(\text{workplace}) + .199(\text{marketplace}) + .205(\text{community}) + .064(\text{environment})$ . Table 5 presents the regression analysis summary for predictor variables.

Table 5

*Regression Analysis Summary for Predictor Variables*

Variable	B	S.E. B	$\beta$	<i>t</i>	<i>p</i>	B 95% Bootstrap CI		<i>sr</i> <sup>2</sup>
						Lower	Upper	
Workplace	-0.083	0.087	-0.145	-0.951	0.344	-0.256	0.090	-0.090
Marketplace	0.199	0.072	0.322	2.765	0.007	0.056	0.343	0.262
Community	0.205	0.063	0.388	3.240	0.002	0.079	0.330	0.307
Environment	0.064	0.056	0.132	1.136	0.259	-0.048	0.175	0.108

*Note.* Dependent variable = social performance. *N* = 85.

**Marketplace.** The positive slope for workplace (.199) as a predictor of social performance indicated there was a .199 increase in social performance for each one-point increase in the marketplace element of CSR strategic posture, controlling for workplace, community, and environment. In other words, social performance tended to increase as the marketplace CSR strategic posture increased. The squared semipartial coefficient (*sr*<sup>2</sup>) used to estimate how much variance in social performance was uniquely predictable from marketplace was .262, indicating that 26.2% of the variance in social performance was uniquely accounted for by the marketplace element of CSR strategic posture when all other predictor variables were controlled.

**Community.** The positive slope for community (.205) as a predictor of social performance indicated there was a .205 decrease in social performance for each one-point increase in the community element of CSR strategic posture, controlling for workplace, marketplace, and environment. In other words, social performance tended to increase as the community CSR strategic posture increased. The squared semipartial coefficient (*sr*<sup>2</sup>) used to estimate how much variance in social performance was uniquely predictable from

workplace was .307, indicating that 30.7% of the variance in social performance was uniquely accounted for by the community element of CSR strategic posture when all other predictor variables are controlled.

**Analysis summary.** The purpose of this study was to examine the relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and social performance. I used multiple linear regression analysis to evaluate the ability of the four elements to predict the value of social performance. Assumptions of multiple regression were assessed with no serious violations noted. The regression model, as a whole, significantly predicted social performance,  $F(4, 80) = 7.893, p < .05, R^2 = .283$ . The conclusion from this analysis was that marketplace and community were significantly associated with improved social performance when controlling for other predictor variables. The other predictors, though not statistically significant, provided useful predictive information about social performance because their removal would affect the potency of the model in predicting social performance. The conclusion from this analysis was that the CSR strategic posture elements (workplace, marketplace, community, and environment) predicted social performance, but only community and marketplace were significantly associated with the social performance among small business owners in the United States. The business leaders who acted proactively in the community (donations to charity, volunteer projects in the local community, recruiting practices that favored the local community, and purchasing practices that favored the local community) and marketplace programs (resolving customer complaints in a timely manner, providing value to customers, and providing

clear and accurate information and labelling) tended to experience positive social performance.

**Theoretical discussions of findings.** Ansoff's strategic success paradigm (Ansoff & McDonnell, 1990) was applied to the study of CSR strategy as it applied to overall business strategy. Relationships between two elements of the model provided interesting viewpoints of CSR to strategic management. According to Ansoff, a leader must coordinate strategic posture with the environment to improve competitiveness and performance. In this study, I found that the CSR strategic posture elements provided useful predictive information about social performance. The marketplace and community elements were significantly associated with improved performance when controlling for the other variables.

Similar to Ansoff and other researchers, the findings in this study confirmed that a proactive strategic posture related to improved performance. Mahto & Khanin (2015) used the model and found satisfaction with performance within family businesses was a result of proactively developing strategic posture. In 2016, Oroh examined the relationship between strategic planning behaviors and the overall performance of manufacturing companies in Indonesia and found that proactive improving the strategic posture of the company resulted in improved performance. Srichatsuwan (2014) and Ibrahim (2012) also found similar results while studying the role of CSR strategic posture in improving performance. Srichatsuwan found that all elements of the CSR strategic posture predicted the company's social performance. Also, Srichatsuwan concluded that the marketplace and workplace elements of CSR strategic posture indicated stronger

relationships with improved social performance compared to community and environmental elements.

### **Applications to Professional Practice**

Small business leaders should engage in specific CSR programs that will improve their strategic posture and social performance. Results from this study suggest that a business leader who is strategically postured in the CSR marketplace element (resolving customer complaints in a timely manner, providing value to customers, and providing clear and accurate information and labelling) and the CSR community element (donations to charity, volunteer projects in local community, purchasing practices that favor the local community, and recruitment policies that favor the local community), is likely to have higher social performance than a company that invests less in these programs or proactively invests more in other types of CSR programs (workplace and environment). Therefore, it is recommended that small business leaders strategically invest in CSR marketplace and community programs over investing in workplace and environment program strategies. Also, it is recommended that small business owners should invest in all four CSR programs (workplace, community, marketplace, and environment) if the resources are available. Strategically investing in the CSR programs potentially improves an owner's reputation, employee retention rates, and customer loyalty. The investment in improving the social performance for the company may also assist the owner with long-term competitiveness and sustainable growth.

### **Implications for Social Change**

Strategically implementing the community and marketplace CSR strategic posture elements may significantly improve the small business leader's social performance. Improving the reputation or social performance of the business among community members and customers may result in an increase in the customer base and therefore improved financial performance for the small business leader. In turn, small business owners may provide more job opportunities and other investments in the community as they experience an improvement in their social and financial performance. Those investments in the community may lead to the reduction of poverty, the achievement of higher standards of living among local community members, and a reduction in community disruptions caused by the constant turnover of community residents in search of local jobs and easier access to services. The investments may result in a more stable workforce, a higher tax base, and easier access to more local services.

### **Recommendations for Action**

The findings of this research indicate that the CSR strategic posture elements community and marketplace can have a significant influence on the social performance of small business leaders in the United States. I suggest that small business leaders incorporate the two CSR strategic posture elements (community and marketplace) as business strategies to improve social performance. After implementation of the strategies, business leaders should regularly and continuously assess how the two elements affect their social performance. An assessment might include using a valid survey instrument to gather input from customers and community members regarding perceived views of the

organization's customer service and value to the community. The survey results would assist leaders in assessing the effectiveness of recently implemented efforts and initiatives.

The results and recommendations of this study will be beneficial to small business owners, government organizations, and academia. I intend to present the study findings at local chamber meetings, professional conferences, and training courses for small business owners. Additionally, I intend to publish this study in the ProQuest dissertation database and in scholarly journals such as the *Journal of Small Business Strategy*, published by Middle Tennessee State University and the *Journal of Global Responsibility*, published by Emerald Group Publishing to help disseminate the findings to a broader audience. Upon request, I will avail the study results to small business leaders and participants that assisted in the research study by completing the online survey questionnaire.

### **Recommendations for Further Research**

I recommend that this research is expanded to include other study variables that may lead to an improved social performance among small business owners. Expanding to other variables adds details to the study findings and provides more resources for business leaders who might consider adding other variables to their strategic plan to improve their social performance. Additionally, conducting the study with other sectors listed in the NAICS would provide findings that may be used for comparing the most effective CSR programs to implement across all small business sectors. Future researchers may also consider an experimental and/or mixed-method study. Conducting an experimental study would allow the assessment of the causal relationships between



CSR strategic posture and social performance. The researcher may also study the causal relationships between CSR strategic posture, strategic management, social performance and financial performance. Conducting a mixed-method study would provide more details and possibly the opportunity to focus on small business leaders that have successfully implemented CSR programs and continue to experience sustainable growth. Lastly, future researchers should consider the challenges faced by small business leaders taking time from daily operations to participate in the study. Rather than rely on the self-report of small business leaders, future studies could collect data from all relevant stakeholders such as employees, customers, environmental advocates, and other data sources.

### **Reflections**

Completing the DBA Doctoral Study process to conduct a quantitative study of the relationship between four elements of the CSR strategic posture (workplace, marketplace, community, and environment) and social performance provided new insight for me as a student and a future business owner. As a frequent customer of small business owners, I have witnessed aspects of business growth and wondered if implementing CSR elements resulted in sustainable growth and improved social performance. As a customer, my personal bias and opinions formed over time with the belief that implementing CSR programs would improve social performance. The lack of evidence to support my opinions led to my desire to complete this study.

The results of this study have influenced my personal bias. First, I never assumed that implementing activities such as employee work/life balance, accurate labeling of

products, and placing live plants in the office were part of a CSR program. These are CSR activities that any small business owner should consider during strategic planning. I have started my own small business while conducting this research. The research and study results are tools I will use as I develop and implement business strategies.

### **Conclusion**

Incorporating CSR strategies comes with challenges as small business owners' resources and capabilities are typically limited. Small firms are less flexible, adaptable, and innovatively knowledgeable to sustain value-creating CSR opportunities (Leonidou, Christodoulides, Kyrgidou, Palihawadana, 2017). Also, tools and strategies developed by CSR researchers often require resources and capabilities that small business leaders may lack within their organizations. The purpose of this study was to examine the relationship between four elements of CSR strategic posture (workplace, marketplace, community, and environment) and social performance. The study results revealed that the CSR strategic posture elements (workplace, marketplace, community, environment) predict social performance but only community and marketplace were significantly associated with the social performance among small business owners in the United States. In conclusion, small business leaders should continuously assess how they implement elements of CSR strategic posture (workplace, marketplace, community, environment) to affect elements of social performance (reputation, customer attraction and loyalty, and employee attraction and retention).

## References

- Albers, M. J. (2017). Quantitative data analysis: In the graduate curriculum. *Journal of Technical Writing and Communication*, 47, 215-233.  
doi:10.1177/0047281617692067
- Amaeshi, K., Adegbite, E., Ogbechie, C., Idemudia, U., Kan, K., Issa, M., & Anakwue, O. (2016). Corporate social responsibility in SMEs: A shift from philanthropy to institutional works? *Journal of Business Ethics*, 138, 385-400.  
doi:10.1007/s10551-015-2633-1
- Ansoff, H. I., & McDonnell, E. (1990). *Implanting strategic management* (2<sup>nd</sup> ed.). New York, NY: Prentice Hall International.
- Baba, M., Mahmood, R., & Halipah, A. (2017). The moderating role of environmental turbulence on the relationship between organizational learning and firm innovativeness. *International Journal of Management Research and Reviews*, 7(2), 148-159. Retrieved from <http://ijmrr.com/>
- Barker, T. B., & Milivojevich, A. (2016). *Quality by experimental design*. Boca Raton, FL: CRC Press.
- Bärnighausen, T., Tugwell, P., Røttingen, J.-A., Shemilt, I., Rockers, P., Geldsetzer, P., & Atun, R. (2017). Series: Quasi-experimental study designs: Quasi-experimental study designs series—paper 4: Uses and value. *Journal of Clinical Epidemiology*, 89, 21-29. doi:10.1016/j.jclinepi.2017.03.012

- Belás, J., & Gabcová, L. (2016). The relationship among customer satisfaction, loyalty and financial performance of commercial banks. *E+M Ekonomie a Management*, 19(1), 132-147. doi:10.15240/tul/001/2016-1-010
- Bernard, H. R. (2017). *Research methods in anthropology: Qualitative and quantitative approaches*. Lanham, MD: Rowman & Littlefield.
- Bolisani, E., & Bratianu, C. (2017). Knowledge strategy planning: An integrated approach to manage uncertainty, turbulence, and dynamics. *Journal of Knowledge Management*, 21, 233-253. doi:10.1108/JKM-02-2016-0071
- Bonelli, M. (2017). *Leadership within strategic management: Measuring corporate equity value using Igor Ansoff's strategic posture analysis* (Doctoral dissertation). Retrieved from ProQuest Dissertations & Theses Global. (Order No. 10638975)
- Boso, N., Oghazi, P., Cadogan, J. W., & Story, V. M. (2016). Entrepreneurial and market-oriented activities, financial capital, environmental turbulence, and export performance in an emerging economy. *Journal of Small Business Strategy*, 26(1), 1-24. Retrieved from <https://www.jsbs.org/>
- Bylok, F. (2016). The concept of corporate social responsibility in strategies of SMEs. *Theory, Methodology, Practice*, 12(1), 19-26. doi:10.18096/TMP.2016.01.03
- Campbell, J. M., & Park, J. (2017). Extending the resource-based view: Effects of strategic orientation toward community on small business performance. *Journal of Retailing and Consumer Services*, 34, 302-308. doi:10.1016/j.jretconser.2016.01.013

- Cassimon, D., Engelen, P. J., & Liedekerke, L. (2016). When do firms invest in corporate social responsibility? A real options framework. *Journal of Business Ethics*, *137*, 15-29. doi:10.1007/s10551-015-2539-y
- Chouthoy, S., & Kazi, R. (2016). En route to a theory: Building consumer brand commitment through CSR reputation. *Global Business & Management Research*, *8*(3), 67-82. Retrieved from <http://www.gbmr.ioksp.com/>
- Chow, S. C., Shao, J., Wang, H., & Lokhnygina, Y. (2017). *Sample size calculations in clinical research* (3<sup>rd</sup> Edition). Boca Raton, FL: Chapman and Hall/CRC.
- Cohen, A., & Abedallah, M. (2016). The mediating role of burnout on the relationship of emotional intelligence and self-efficacy with OCB and performance. *Management Research Review*, *38*, 2-28. doi:10.1108/mrr-10-2013-0238
- Converse, P. D., & Beattie, T. E. (1943). Are chain stores good citizens? *Journal of Marketing*, *8*, 172-184. doi:10.2307/1245315
- Couper, M. P., & Peterson, G. J. (2017). Why do web surveys take longer on smartphones? *Social Science Computer Review*, *35*(3), 357-377. doi:10.1177/0894439316629932
- Daspit, J. J., Chrisman, J. J., Sharma, P., Pearson, A. W., & Long, R. G. (2017). A strategic management perspective of the family firm: Past trends, new insights, and future directions. *Journal of Managerial Issues*, *29*, 6-29. Retrieved from <http://www.pittstate.edu/econ/jmi.html>

- de Crom, N., & Rothmann, S. (2018). Demands abilities fit, work beliefs, meaningful work and engagement in nature-based jobs. *South Asian Journal of Industrial Psychology (SAJIP)*, *44*(a1496), 1-12, doi:10.4102/sajip.v44i0.1496
- Dodd, E.M. (1932). For whom are corporate managers trustees? *Harvard Law Review*, *45*, 1145-1163. doi:10.2307/1331697
- Dorazio, R. M. (2016). Bayesian data analysis in population ecology: Motivations, methods, and benefits. *Population Ecology*, *58*(1), 31-44, doi:10.1007/s10144-015-0503-4
- Dowling, J., & Pfeffer, J. (1975). Organizational legitimacy: Social values and organizational behavior. *Pacific Sociological Review*, *18*, 122–136. doi:10.2307/1388226
- Elkington, J. (1998). Partnerships from cannibals with forks: The triple bottom line of 21st-century business. *Environmental Quality Management*, *8*(1), 37-51. Retrieved from <https://onlinelibrary.wiley.com/journal/15206483>
- El-Masri, M. M. (2017a). Introduction to research sampling. *Canadian Nurse*, *113*(1), 20. Retrieved from <https://canadian-nurse.com/>
- El-Masri, M. M. (2017b). Probability sampling. *Canadian Nurse*, *113*(2), 26. Retrieved from <https://canadian-nurse.com/>
- El-Masri, M. M. (2017c). Non-probability sampling: The process of selecting research participants non-randomly from a target population. *Canadian Nurse*, *113*(3), 17. Retrieved from <https://canadian-nurse.com/>

- Famiyeh, S., Kwarteng, A., & Dadzie, S. A. (2016). Corporate social responsibility and reputation: Some empirical perspectives. *Journal of Global Responsibility*, 7, 258–274. doi:10.1108/JGR-04-2016-0009
- Farooq, R. (2016). Role of structural equation modeling in scale development. *Journal of Advances in Management Research*, 13, 75-91. doi:10.1207/S15328007SEM1004\_8
- Flannelly, K. J., Flannelly, L. T., & Jankowski, K. R. B. (2018). Threats to the internal validity of experimental and quasi-experimental research in healthcare. *Journal of Health Care Chaplaincy*, 24(3), 107-130, doi:10.1080/08854726.2017.1421019
- Fonseca, L. M., & Ferro, R. L. (2016). Does it pay to be social responsible? Portuguese SMEs feedback. *Intangible Capital*, 12(2), 487–505. doi:10.3926/ic.712
- Font, B. (2016). Bootstrap estimation of the efficient frontier. *Computational Management Science*, 13, 541-570. doi:10.1007/s10287-016-0257-2
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston: Pitman.
- Friedman, M. (1970). The social responsibility of business is to increase profits. In: Zimmerli, W.C., Holzinger, M., Richter, K. (Eds.), *Corporate ethics and corporate governance* (173-178). Switzerland: Springer, Berlin, Heidelberg. doi:10.1007/978-3-540-70818-6\_14
- Gao, Y. & He, W. (2017). Corporate social responsibility and employee organizational citizenship behavior: The pivotal roles of ethical leadership and organizational justice. *Management Decision*, 55, 294–309. doi:10.1108/MD-05-2016-0284

- Ge, C., Ilyas, I. F., He, X., & Machanavajjhala, A. (2017). Private exploration primitives for data cleaning. *CoRR*, abs/1712.10266. Retrieved from <http://arxiv.org/abs/1712.10266>
- George, D., & Mallery, P. (2017). *IBM SPSS statistics 23 step by step: A simple guide and reference* (14th ed.). Boston: Pearson Education.
- Grover, S., Kovach, J. V., & Cudney, E. (2016). Integrating strategic planning and quality improvement methods to create sustainably high performance. *The Journal for Quality and Participation*, 39(2), 23–32. Retrieved from <http://www.asq.org/>
- Hamilton, R. W., Rust, R. T., & Dev, C. S. (2017). Which features increase customer retention? *MIT Sloan Management Review*, 58(2), 79–84. Retrieved from <https://sloanreview.mit.edu/>
- Hariadi, A., Parashakti, R. D., & Nashar, M. (2016). Strategic aggressitivity and response of companies in integrating environmental, health and safety management and its effect to financial performance. *International Journal of Organizational Innovation*, 9(2), 173-195. Retrieved from <http://ijoi.fp.expressacademic.org/>
- Harms, C., Jackel, L., & Montag, C. (2017). Reliability and completion speed in online questionnaires under consideration of personality. *Personality and Individual Differences*, 111, 281-290. doi:10.1016/j.paid.2017.02.015
- Haski-leventhal, D., Roza, L., & Meijjs, L. C., P. M. (2017). Congruence in corporate social responsibility: Connecting the identity and behavior of employers and employees. *Journal of Business Ethics*, 143(1), 35-51. doi:10.1007/s10551-015-2793-z



- Hidayah, R., & Khafid, M. (2016). A critical review on concept developments of corporate social responsibility implementation in enterprises. *Review of Integrative Business and Economics Research*, 5(1), 340–345. Retrieved from <http://buscompress.com/journal-home.html>
- Hoogendoorn, B., Guerra, D., & van, d. Z. (2015). What drives environmental practices of SMEs? *Small Business Economics*, 44, 759-781. doi:10.1007/s11187-014-9618-9
- Hudson, S., Bryson, D., & Michelotti, M. (2017). Individuals' assessment of corporate social performance, person-organization values and goals fit, job satisfaction and turnover intentions. *Relations Industrielles*, 72(2), 322-344. Retrieved from <https://retro.erudit.org//revues/ri>
- Ibrahim, N. A. F. (2017). The relationship between corporate social responsibility and employer attractiveness in Egypt: The moderating effect of the individual's income. *Contemporary Management Research*, 13, 81-105. doi:10.7903/cmr.17430
- Ibrahim, Y. A. (2012). *The role of multinational companies in sustainable socioeconomic development: The case of Palestine*. (Doctoral dissertation). Retrieved from ProQuest Dissertations & Theses Global. (Order No. 3503449).
- Jaiyeoba, O. O., Marandu, E., & Kealesitse, B. (2016). Proclivity of environmental uncertainty and market orientation behaviours among Botswana's small service firms. *Journal of Global Business and Technology*, 11(1), 13–23. Retrieved from <http://www.gbata.com/jgbat.html>

- Joo, Y. R., Moon, H. K., & Choi, B. K. (2016). A moderated mediation model of CSR and organizational attractiveness among job applicants. *Management Decision*, 54, 1269-1293. doi:10.1108/MD-10-2015-0475
- Jupiter, D. C. (2017). Assumptions of statistical tests: What lies beneath. *The Journal of Foot and Ankle Surgery*, 56, 910–913. doi:10.1053/j.jfas.2017.05.022
- Kah Marn, J. T., Hin, C. W., & Bohari, A. M. (2016). Antecedents of strategic planning of SMEs in Malaysia: The influence of ownership motivations and environmental uncertainty. *International Review of Management and Marketing*, 6(7S), 270-276. Retrieved from <http://www.econjournals.com/index.php/irmm>
- Kakapour, S., Morgan, T., Parsinejad, S., & Wieland, A. (2016). Antecedents of corporate entrepreneurship in Iran: The role of strategic orientation and opportunity recognition. *Journal of Small Business and Entrepreneurship*, 28, 251–266. doi:10.1080/08276331.2016.1168676
- Kang, C., Germann, F., & Grewal, R. (2016). Washing away your sins? Corporate social responsibility, corporate social irresponsibility, and firm performance. *Journal of Marketing*, 80, 59–79. doi:10.1059/jm.15.0324
- Kasim, A., & Altinay, L. (2016). How does firm strategy affect the relationship between entrepreneurial strategic orientation and firm growth? A preliminary analysis on small and medium-size hotels in Peninsular Malaysia. *International Review of Management and Marketing*, 6(S7), 116-120. Retrieved from <http://www.econjournals.com/index.php/irmm>

- Kassim, A., Anwar, K., Arokiasamy, L., Md Isa, M. H. M., & Ping, C. H. (2017). Intention to purchase safer car: An application of theory of planned behavior. *Global Business and Management Research: An International Journal*, 9, 188-197. Retrieved from <http://www.gbmr.ioksp.com>
- Kostovski, N., Nanevski, B., & Gjursevski, M. (2016). Opportunities and threats of globalization and need for improved competitiveness of small and medium-sized business in the Republic of Macedonia. *Journal of Sustainable Development (1857-8519)*, 6, 40-55. Retrieved from <http://www.fbe.edu.mk>
- Laerd Statistics (2019). Multiple regression using SPSS Statistics. *Statistical tutorials and software guides*. Retrieved from <https://statistics.laerd.com/>
- Larner, J., Cheverst, K., MacDonald, M., Hoile, C., & Soutar, A. (2017). The open source guild: Creating a more sustainable enterprise? *Journal of Management Development*, 36, 71–80. doi:10.1108/JMD-10-2014-0134
- Lee-Wong, B. Y., & More, E. (2016). Management of corporate social responsibility in Hong Kong small and medium enterprises. *Journal of Global Responsibility*, 7, 146–162. doi:10.1108/JGR-07-2016-0018
- Leonidou, L., Christodoulides, P., Kyrgidou, L., & Palihawadana, D. (2017). Internal drivers and performance consequences of small firm green business strategy: The moderating role of external forces. *Journal of Business Ethics*, 140, 585-606. doi:10.1007/s10551-015-2670-9

- Leppink, J. (2017). Revisiting the quantitative–qualitative-mixed methods labels: Research questions, developments, and the need for replication. *Journal of Taibah University Medical Sciences*, 12, 97-101. doi:10.1016/j.jtumed.2016.11.008
- Long, D., Geng, L., & Shakeel, M. (2016). Antecedent factors of business planning in the new venture emergence in China. *Chinese Management Studies*, 10(3), 510-526. Retrieved from <https://www.emeraldinsight.com/loi/CMS>
- Looser, S., & Wehrmeyer, W. (2016). Ethics of the firm, for the firm, or in the firm? Purpose of extrinsic and intrinsic CSR in Switzerland. *Social Responsibility Journal*, 12, 545–570. doi:10.1108/SRJ-07-2015-0097
- Mahto, R. V., & Khanin, D. (2015). Satisfaction with past financial performance, risk taking, and future performance expectations in the family business. *Journal of Small Business Management*, 53(3), 801-818. doi:10.1111/jsbm.12088
- Maldonado-Guzmán, G., Pinzón-Castro, S. Y., & Leana-Morales, C. (2017a). Corporate social responsibility and firm reputation in Mexican small business. *Advances in Management and Applied Economics*, 7(5), 29-44. doi:10.5539/jms.v7n3p38
- Maldonado-Guzman, G., Pinzón-Castro, S. Y., & Leana-Morales, C. (2017b). Corporate social responsibility, brand image, and firm reputation in Mexican small business. *Journal of Management and Sustainability*, 7(3), 38-47. Retrieved from [http://www.scienpress.com/journal\\_focus.asp?Main\\_Id=55](http://www.scienpress.com/journal_focus.asp?Main_Id=55)
- Marques, J. (2016). Understanding and achieving social responsibility. *The Journal for Quality and Participation*, 38(4), 4–9. Retrieved from <http://asq.org/pub/jqp/index.html>

- Mayorova, E. A., & Lapitskaya, N. V. (2016). Assessment of customers' perception of social responsibility of trade business. *International Journal of Economics and Financial Issues*, 6(S2), 158-163. Retrieved from <https://www.econjournals.com/index.php/ijefi>
- McAlevey, L. G., & Stent, A. F. (2018). Kurtosis: A forgotten moment. *International Journal of Mathematical Education in Science and Technology*, 49, 120–130. doi:10.1080/0020739X.2017.1357848
- McCusker, K., & Gunaydin, S. (2015). Research using qualitative, quantitative or mixed methods and choice based on the research. *Perfusion*, 30, 537-542. doi:10.1177/0267659114559116
- McLaughlin, J. E., Bush, A. A., & Zeeman, J. M. (2016). Mixed-methods: Expanding research methodologies in pharmacy education. *Currents in Pharmacy Teaching and Learning*, 8, 715–721. doi:10.1016/j.cptl.2016.06.015
- Mehta, K., & Sharma, R. (2016). SMEs and corporate social responsibility: Indian perception. *SCMS Journal of Indian Management*, 13(3), 58–67. Retrieved from <http://www.scmsgroup.org>
- Molina-Azorin, J. F. (2016). Mixed methods research: An opportunity to improve our studies and our research skills. *European Journal of Management & Business Economics*, 25, 37-38. doi:10.1016/j.redeen.2016.05.001
- Mulović, A., Hunjet, A., & Kozina, G. (2015). Toward economic reward: Corporate social responsibility communication of SMEs. *Megatrend Review*, 12, 215-230. doi:10.5937/MegRev1503215M

- Namkung, Y., & Jang, S. (2017). Are consumers willing to pay more for green practices at restaurants? *Journal of Hospitality & Tourism Research*, *41*(3), 329-356.  
doi:10.1177/1096348014525632
- Nason, R., Bacq, S., & Gras, D. (2018). A behavioral theory of social performance: Social identity and stakeholder expectations. *Academy of Management Review*, *43*, 259-283. doi:10.5465/amr.2015.0081
- Nayak, P., Mukherjee, A. K., Pandit, E., & Pradhan, S. K. (2018). Application of statistical tools for data analysis and interpretation in rice plant pathology. *Rice Science*, *25*, 1–18. doi:10.1016/j.rsci.2017.07.001
- Oh, H. J., Chen, R., & Hung-Baesecke, C. F. (2017). Exploring effects of CSR initiatives in strategic postcrisis communication among millennials in China and South Korea. *International Journal of Strategic Communication*, *11*(5), 379-394.  
doi:10.1080/1553118X.2017.1360892
- Oh, S., Hong, A., & Hwang, J. (2017). An analysis of CSR on firm financial performance in stakeholder perspectives. *Sustainability*, *9*(6), 1023-1034.  
doi:10.3390/su9061023
- Orlitzky, M., Louche, C., Gond, J., & Chapple, W. (2017). Unpacking the drivers of corporate social performance: A multilevel, multistakeholder, and multimethod analysis. *Journal of Business Ethics*, *144*, 21–40. doi:10.1007/s10551-015-2822-y
- Oroh, A. N. H. (2016). Does synergy mentality mediate between strategic planning relationship and a firm's performance? An empirical study of manufacturing

- companies in Indonesia. *Pertanika Journal of Social Sciences and Humanities*, 24(S), 125-138. Retrieved from <http://www.pertanika.upm.edu.my/>
- Ott, L., & Longnecker, M. (2016). *An introduction to statistical methods & data analysis* (7<sup>th</sup> ed.). Australia: Cengage Learning.
- Ovidiu-ioan Moisescu. (2017). The moderating effects of demographics on the relationship between perceived CSR and brand loyalty in the mobile telecom sector. *Society and Economy*, 39, 109-124. doi:10.1556/204.2017.39.1.6
- Panwar, R., Nybakk, E., Hansen, E., & Pinkse, J. (2017). Does the business case matter? The effect of a perceived business case on small firms' social engagement. *Journal of Business Ethics*, 144, 597–608. doi:10.1007/s10551-015-2835-6
- Parnell, J. A., Long, Z., & Lester, D. (2015). Competitive strategy, capabilities and uncertainty in small and medium sized enterprises (SMEs) in China and the United States. *Management Decision*, 53, 402–431. doi:10.1108/MD-04-2014-0222
- Pett, T., & Wolff, J. A. (2016). Entrepreneurial orientation and learning in high and low-performing SMEs. *Journal of Small Business Strategy*, 26, 71-86. Retrieved from <http://www.jsbs.org/>
- Phan, H.P. & Ngu, B.H. (2017). Undertaking experiments in social sciences: Sequential, multiple time series designs for consideration. *Educational Psychology Review*, 29, 847-867. doi:10.1007/s10648-016-9368-0

- Porter, M. E., & Kramer, M. R. (2006). Strategy and society: The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84, 78-92. doi:10.1108/sd.2007.05623ead.006
- Rahim F. T., & Zainuddin Y. (2017). Moderating effect of environmental turbulence on firm's technological innovation capabilities (TIC) and business performance in the automotive industry in Malaysia: A conceptual framework. *MATEC Web of Conferences*, 90, 1009. doi:10.1051/mateconf/20179001009
- Rodriguez-Fernandez, M. (2016). Social responsibility and financial performance: The role of good corporate governance. *Business Research Quarterly*, 19, 137–151. doi:10.1016/j.brq.2015.08.001
- Rosolen, T., & Ferranty-Maclennan, M. L. (2016). Strategic human resource management and corporate social responsibility: Evidence from emerging markets. *InternexT - Electronic Magazine of International Business of ESPM*, 11, 66–80. doi:10.18568/1980-4865.11266-80
- Rubin, A., & Babbie, E. R. (2016). *Essential research methods for social work* (4<sup>th</sup> ed.). Boston, MA: Cengage Learning.
- Sahoo, C. K., & Sharma, R. (2015). Managing grassroots-level change in an Indian PSU: The role of people-centric strategies. *South Asian Journal of Management*, 22(3), 28–47. Retrieved from <http://www.amdisa.org>
- Salciuviene, L., Hopeniene, R., & Dovaliene, A. (2016). Perceived corporate social responsibility and its implementation in practice: The case of Lithuanian small



and medium-sized enterprises. *Engineering Economics*, 27, 479–490.

doi:10.5755/j01.ee.27.4.14713

Salem, R., & Abdo, A. (2016). Fixing rules for data cleaning based on conditional functional dependency. *Future Computing and Informatics Journal*, 1(1), 10-26.

doi:10.1016/j.fcij.2017.03.002

Savela, T. (2018). The advantages and disadvantages of quantitative methods in schoolscape research. *Linguistics and Education*. 44, 31-44.

doi:10.1016/j.linged.2017.09.004

Schalock, R. L., Gomez, L. E., Verdugo, M. A., & Claes, C. (2017). Evidence and evidence-based practices: Are we there yet? *Intellectual and Developmental Disabilities*, 55, 112–119. doi:10.1352/1934-9556-55.2.112

Shapka, J. D., Domene, J. F., Khan, S., & Yang, L. M. (2016). Online versus in-person interviews with adolescents: An exploration of data equivalence. *Computers in Human Behavior*, 58, 361-367. doi:10.1016/j.chb.2016.01.016

Sharma, A. (2016). Key drivers endorsing CSR: A transition from economic to holistic approach. *Asian Journal of Business Ethics*, 5, 165–184. doi:10.1007/s13520-016-0062-6

Sierra, V., Iglesias, O., Markovic, S., & Singh, J. J. (2017). Does ethical image build equity in corporate services brands? The influence of customer perceived ethicality on affect, perceived quality, and equity. *Journal of Business Ethics*, 144, 661–676. doi:10.1007/s10551-015-2855-2

- Simon, M. K. & Goes, J. (2018). *Dissertation and scholarly research: Recipes for success* (2018 Ed.). Seattle, WA, Dissertation Success, LLC.  
doi:10.13140/RG.2.1.5089.0960
- Srichatsuwon, S. (2014). *Corporate social responsibility and performance: A study of small businesses in the United States* (Doctoral dissertation). Retrieved from ProQuest Dissertations & Theses Global. (Order No. 3611732).
- Statistics Solutions. (n.d.). Regression table. Retrieved from <https://www.statisticssolutions.com/regression-table/>
- Su, W., Peng, M., Tan, W., & Cheung, Y. L. (2016). The signaling effect of corporate social responsibility in emerging economies. *Journal of Business Ethics, 134*(3), 479–491. doi:10.1007/s10551-014-2404-4
- SurveyMonkey Audience. (2018). *SurveyMonkey audience*. Retrieved from <http://help.surveymonkey.com/>
- Szczanowicz, J., & Saniuk, S. (2016). Evaluation and reporting of CSR in SME sector. *Management, 20*, 96–110. doi:10.1515/manment-2015-0027
- Thuravatikul, A., Siripokakit, K., & Yodbutr, A. (2017). Corporate social responsibility and corporate financial performance: Evidence SET index. *Review of Integrative Business and Economics Research, 6*(3), 97-115. Retrieved from <http://buscompress.com/journal-home.html>
- Turner, T. L., Balmer, D. F., & Coverdale, J. H. (2016). Methodologies and study designs relevant to medical education research. *International Review of Psychiatry, 25*, 301–310. doi:10.3109/09540261.2013.790310

United States Census Bureau (2017). *North American Industry Classification System*.

Retrieved from <https://www.census.gov/naics>

United States Census Bureau (2018). *Census Regions and Divisions of the United States*.

Retrieved from [https://www2.census.gov/geo/pdfs/maps-data/maps/reference/us\\_regdiv.pdf](https://www2.census.gov/geo/pdfs/maps-data/maps/reference/us_regdiv.pdf)

United States Department of Commerce (2018). *Facts you should know about SBA*

*dynamic small business search (DSBS)*. Retrieved from

<https://www.mbda.gov/news/blog/2012/03/facts-you-should-know-about-sba-dynamic-small-business-search-dsbs>

United States Department of Health and Human Services (2018). *The Belmont Report:*

*Ethical Principles and Guidelines for the Protection of Human Subjects of*

*Research-the National Commission for the Protection of Human Subjects of*

*Biomedical and Behavioral Research (1979)*. Retrieved from

<https://www.hhs.gov/ohrp/regulations-and-policy/belmont-report/index.html>

United States Small Business Administration (2017). *Small business profile*. Retrieved

from [https://www.sba.gov/sites/default/files/advocacy/United\\_States\\_1.pdf](https://www.sba.gov/sites/default/files/advocacy/United_States_1.pdf)

United States Small Business Administration (2018). *Dynamic small business search*.

Retrieved from [http://web.sba.gov/pro-net/search/dsp\\_dsbs.cfm](http://web.sba.gov/pro-net/search/dsp_dsbs.cfm)

Vaske, J. J., Beaman, J., & Sponarski, C. C. (2017). Rethinking internal consistency in

Cronbach's alpha. *Leisure Sciences*, 39, 163–173.

doi:10.1080/01490400.2015.1127189

- Verma, D., & Ahmad, A. (2016). Employer branding: The solution to create a talented workforce. *IUP Journal of Brand Management*, 13(1), 42-56. Retrieved from [http://www.iupindia.in/Brand\\_Management.asp](http://www.iupindia.in/Brand_Management.asp)
- Vo, L. C., Delchet-Cochet, K., & Akeb, H. (2016). Motives behind the integration of CSR into business strategy: A comparative study in French SMEs. *Journal of Applied Business Research*, 31(5), 1975-1986. Retrieved from <https://www.cluteinstitute.com/ojs/index.php/JABR/index>
- Wang, F., Lam, M., & Varshney, S. (2016). Corporate social responsibility: Motivation, pressures, and barriers. *Journal of International Business Ethics*, 9(1/2), 3-15. Retrieved from <http://www.cibe.org.cn/en/page/Default.asp?pageID=81>
- Yang, Y., & Mathew, T. (2018). The simultaneous assessment of normality and homoscedasticity in linear fixed effects models. *Journal of Statistical Theory and Practice*, 12, 66–81. doi:10.1080/15598608.2017.1320243
- Yates, J., & Leggett, T. (2016). Qualitative research: An introduction. *Radiologic Technology*, 88(2), 225–231. Retrieved from <http://www.radiologictechnology.org/>
- Yin, R. K. (2017). *Applications of case study research* (3<sup>rd</sup> ed.). Thousand Oaks, CA: Sage Publications, Inc.
- Youn, H., Hua, N., & Lee, S. (2017). Does size matter? Corporate social responsibility and firm performance in the restaurant industry. *International Journal of Hospitality Management*, 51, 127-134. doi:10.1016/j.ijhm.2015.09.008

Zbucea, A., & Pinzaru, F. (2017). Tailoring CSR strategy to company size?

*Management Dynamics in the Knowledge Economy*, 5, 415-437.

doi:10.25019/MDKE/5.3.06

Zhang, J., Jiang, Y., & Zhu, M. (2015). Perceived environmental turbulence, strategic orientations and new product success. *Journal of Advances in Management Research*, 12, 43–54. doi:10.1108/JAMR-05-2014-0026

*Research*, 12, 43–54. doi:10.1108/JAMR-05-2014-0026

Zhang, X., Kuchinke, L., Woud, M. L., Velten, J., & Margraf, J. (2017). Survey method matters: Online/offline questionnaires and face-to-face or telephone interviews differ. *Computers in Human Behavior*, 71, 172-180.

doi:10.1016/j.chb.2017.02.006

Zulu-Chisanga, S., Boso, N., Adeola, O., & Oghazi, P. (2016). Investigating the path from firm innovativeness to financial performance: The roles of new product success, market responsiveness, and environmental turbulence. *Journal of Small Business Strategy*, 26(1), 51–67. Retrieved from <http://www.jsbs.org/>

## Appendix A: Permission to Use Survey

## RE: Permission to Use Part of a Published Dissertation

[REDACTED] <[REDACTED]@alliant.edu>

Thu 4/19, 12:53 PM

Melva Steps; Melva Steps

Hi Melva,

The author has granted permission – see below.

[REDACTED]



---

From: O o

Sent: Wednesday, April 18, 2018 6:58 PM

To: [REDACTED]@alliant.edu>

Cc: [REDACTED]@alliant.edu>

Subject: Re: Permission to Use Part of a Published Dissertation

Dear All,

I'm doing ok and hope everything is going well for both of you too. Thank you for forwarding the email to me. I do not have a problem giving permission to use part of my dissertation. Please kindly let me know what I have to do next. Do I have to email the student directly? Thank you and regards,

O

---

From: [REDACTED]

Sent: Tuesday, April

3, 2018 10:13 AM To:

Cc: [REDACTED]

Subject: Fw: Permission to Use Part of a Published Dissertation

Hello,

How are you doing? One of the doctoral students at Walden University wants to get permission to use part of a survey questionnaire from your dissertations. So, we are forwarding the email to you.

Thank you,



---

From: [REDACTED]  
Sent: Sunday, April 1, 2018 6:14 PM  
To: [REDACTED]  
Subject: Permission to Use Part of a Published Dissertation

Hello,

I hope all is well. I am a doctoral student at Walden University. I am trying to gain permission to use part of a survey questionnaire from one of your published dissertations. What is the best way to do so?

The dissertation title is Corporate social responsibility and performance: a study of small businesses in the United States. The author is [REDACTED]. The dissertation was published in 2014. The OCLC # is 918875570.

Any assistance you are able to provide is appreciated.

Take care,  
Melva Steps

## Appendix B: Survey

**A Survey of CSR in Small Business**

*For the purposes of this survey, “CSR” means Corporate Social Responsibility and is defined as the voluntary implementation of business strategies to increase profit while positively affect shareholders and stakeholders (Haski-levnthal, Roza, & Meijs, 2017). This survey is an adapted version of Srichatsuwan’s (2014) study.*

*Question 1: Please indicate to what extent your company is involved in the following programs beyond mandatory requirement ranging from 1 to 5, where 1 = Not at all and 5 = To a great extent).*

- Waste reduction*
- Recycling*
- Energy conservation*
- Air pollution*
- Packaging reduction*

*Question 2: Please indicate to which extent is your company involved in the following activities beyond mandatory requirement ranging from 1 to 5, where 1 = Not at all and 5 = To a great extent).*

- Performance Appraisals*
- Career Training and Development*
- Equal employment opportunities (against all forms of discriminations)*
- Commitment to Health and safety*



— *Ensuring a work/life balance among employees*

Question 3: *To what extent does your company supply clear and accurate information and labeling about products and services, including after sales (ranging from 1 to 5, where 1 = At a minimum and 5 = To a great extent)?*

Question 4: *To what extent does your company resolve customer complaints in a timely manner (ranging from 1 to 5, where 1 = At a minimum and 5 = To a great extent)?*

Question 5: *To what extent is your company committed to providing value to customers (ranging from 1 to 5, where 1 = At a minimum and 5 = To a great extent)?*

Question 6: *To what extent does your company donate to charity (ranging from 1 to 5, where 1 = Not at all and 5 = To a great extent)?*

Question 7: *To what extent is your company actively involved in a voluntary project(s) with the local community (ranging from 1 to 5, where 1 = Not at all and 5 = To a great extent)?*

Question 8: *To what extent does your company have purchasing policies that favor the local communities in which your company operates (ranging from 1 to 5, where 1 = Not at all and 5 = To a great extent)?*

Question 9: *To what extent does your company have recruitment policies that favor the local communities in which your company operates (ranging from 1 to 5, where 1 = Not at all and 5 = To a great extent)?*

Question 10: *Please indicate the extent to which you agree or disagree with the following statement (ranging from 1 to 5, where 1 = Strongly disagree and 5 = Strongly agree).*

*“Our company finds it easy to attract new employees.”*

*Question 11: Please indicate the impact of the CSR activities of your company on employee recruitment (ranging from 1 to 5, where 1 = Strong negative impact and 5 = Strong positive impact).*

*Question 12: What is the typical length of employment (tenure) in your company?*

- 1. Less than 1 year*
- 2. 1-3 years*
- 3. 3-5 years*
- 4. 5-10 years*
- 5. Over 10 years*

*Question 13: Please estimate the percentage of current employees that were recommended to the company by other employees.*

- 1. 0-20%*
- 2. 21-40%*
- 3. 41-60%*
- 4. 61-80%*
- 5. 81-100%*

*Question 14: Please estimate the level of job satisfaction among employees in your company (ranging from 1 to 5, where 1 = Highly dissatisfied and 5 = Highly satisfied)?*

Question 15: Please indicate the impact of the CSR activities of the company on employee retention (ranging from 1 to 5, where 1 = Strong negative impact to 5 = Strong positive Impact).

Question 16: Please indicate the impact of the CSR activities of the company on employee motivation (ranging from 1 to 5, where 1 = Strong negative impact and 5 = Strong positive impact).

Question 17: Please estimate the percentage of sales in 2019 that normally were from repeat customers.

1. 0-20 %
2. 21-40 %
3. 41-60%
4. 61-80%
5. 81-100%

Question 18: Please estimate the percentage of new sales in 2019 that came about as a result of recommendations from your current customers and/or employees.

1. 0-20%
2. 21-40%
3. 41-60%
4. 61-80%
5. 81-100%

Question 19: Please estimate the percentage of current customers you would describe as loyal customers (have a positive attitude about the company, recommend the company/products to others and make repeat purchases).

1. 0-20%
2. 21-40%
3. 41-60%
4. 61-80%
5. 81-100%

Question 20: Please indicate the impact of the CSR activities of the company on customer loyalty (ranging from 1 to 5, where 1 = Strong negative impact and 5 = Strong positive impact).

Question 21: Please indicate the rating you believe your CUSTOMERS would give your company on the following criteria (ranging from 1 to 5, where 1 = Not very good and 5 = Very good).

- Quality products and services
- Quality of staff
- Environmental responsibility
- Community responsibility

Question 22: Please indicate the rating you believe your EMPLOYEES would give your company on the following criteria (ranging from 1 to 5, where 1 = Not very good and 5 = Very good).

- *Quality products and services*
- *Quality of staff*
- *Environmental responsibility*
- *Community responsibility*

Question 23: Please indicate the rating you believe your *COMMUNITY* would give your company on the following criteria (ranging from 1 to 5, where 1 = Not very good and 5 =

*Very good*).

- *Quality products and services*
- *Quality of staff*
- *Environmental responsibility*
- *Community responsibility*

Question 24: Please indicate the rating you believe *OTHER COMPANIES IN YOUR SECTOR* would give your company on the following criteria (ranging from 1 to 5, where 1 = Not very good and 5 = Very good).

- *Quality products and services*
- *Quality of staff*
- *Environmental responsibility*
- *Community responsibility*

Question 25: Please indicate the impact of the company's CSR activities on the reputation of the company in general (ranging from 1 to 5, where 1 = Strong negative impact and 5 = Strong positive impact).