

Corporate Social Responsibility for Sustainable Corporate Image, and Competitive Performance of Manufacturing Firms in Nigeria

Bolaji G. OLAOYE; Oluwole O. IYIOLA; Chinonye L. MOSES

Abstract: *There is consistent growing competition in the business environment, and manufacturing firms in Nigeria have variously tried to distinguish their offers and brand image to achieve competitiveness, through various short-term conventional promotional tactics like advertisement. However, in most instances the returns from such cost-intensive sales and brand promotion initiatives are often non-commensurate to expenses, having short-lived effects, and lacking the embracive capacity to affect the perceptions of diverse stakeholders of the organisations for positive image, reputation and overall competitive positioning. Consequently, the study examined the impact that social responsibility as an alternative means of shoring up corporate image before various stakeholders (customers, employees, regulators, host community, and government among others), can have on the image perceptions of manufacturing firms in Nigeria in their quest to evolve long-term winning strategies to appeal to diverse stakeholders like customers, employees, investors, regulatory agencies, among the rest. The study adopted survey research with 400 copies of questionnaire to respondents from seven consumer goods manufacturing firms based in South-west Nigeria. The hypothesis was tested with regression analysis and the result indicated that there was a positively significant relationship between social responsibility and corporate image enhancement of manufacturing firms in Nigeria. The study recommends that manufacturing practitioners in Nigeria should realign their business promotion communications by blending strategic management of their social responsibility initiatives into them, for better and longer lasting corporate image for due competitiveness. Also it is recommended that manufacturers should pay premium attention to philanthropic responsibility dimension, because the results showed that it has better influence on corporate image enhancement. In the main, the study findings re-affirmed that various stakeholders like customers, investors, regulators, host community, etc will have positive perceptions of corporate image of the firms, when the social responsibility is effectively managed, thereby leading to better business performance and competitiveness.*

Key words: Manufacturing, Social responsibility, Image, Stakeholders, Competitive

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I. INTRODUCTION

The growing level of competition in the Nigerian business climate occasioned by decreasing buying powers (due to socio-economic challenges), influx of more goods due to rapid technological innovations, and the effect of globalization on the local market have necessitated manufacturing firms to distinguish their corporate image for desirable endearment to various stakeholders for long-lasting competitive performance. Also the necessity for the manufacturing firms to place premium on their corporate image build-up before stakeholders for competitiveness is further exemplified by various image/reputation challenges befalling many companies and which have been leading to scandals, regulatory sanctions and business failures in some instances [1]. Likewise, on the issue of corporate image management, [2] affirmed that many organisations in Nigeria have adopted various strategies including advertisements and some uncoordinated attempts at community development. Scholars have identified that despite the advertisement expenditures on business communications and some community supports efforts, firms especially the manufacturing companies, still encounter public cynicism, community hostility, negative perceptions from the communities, and bad press which often further damage their image, reputation and performance [3],[1],[4],[5]. This tendency for inadequate attentions to corporate image management derives from conventional orientation that the primary role of business organization is maximization of the wealth of the shareholders and creation of economic value for the financial promoters [6]. Consequently, many manufacturing firms in Nigeria and many African countries concentrate the promotion of their brand image and product offers on heavy advertisements at a very huge cost. However, the resultant effects on business performance have not been commensurate with the expenditure, while the impacts are also usually short-lived with limited reach to organization's diverse stakeholders [4], [1]. However, the role of business in the society has evolved over the years, from being mainly concerned with profit for shareholders to a stakeholder and community approach, with a focus on social responsibility and responsible behaviours. This new orientation is seen as a likely source of sustainable development and has thus become an emerging imperative [7]. The evolved orientation is that social responsibility of a firm is a company's duties and obligations to its stakeholders through a commitment to improving the well-being of a community by discretionary business practice and contribution of corporate resources.

References [8][2] have affirmed that corporate social responsibility (CSR) is a veritable platform through which companies try to convey their sense of commitment to societal sustain ability, responsible citizenship, as well as freely commit resources to the society. This serves to reciprocate public goodwill and support, which can positively impact consumers' purchase intentions, investors' confidence and perceptions of brand sincerity [9]. Overall, the expectation is that Nigerian manufacturing practitioners can improve their corporate image and reputation for competitive performance through the CSR instrument. The challenge is which approach should be adopted, so as not to mistakenly dig the non-performance hole further.

II. LITERATURE REVIEW

A. Corporate social responsibility as strategic management tool

Defining Corporate Social Responsibility World Business Council for Sustainable Development defines Corporate Social Responsibility (CSR) as "The continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large" [10]. The European Commission advocate CSR as "Being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing more into human capital, the environment and relations with stakeholders." [11]

Ref. [12] in describing the essence of CSR expressed that CSR is understood, not as a group of activities that contributes to create value to a company's image and/or brand but, most of all, as a sustainability strategy in which its future market success depend upon, independently of its size or its place in the value chain. The authors opined that CSR contributes to economic development of the local community and seeks to improve the quality of life of the workforce and the families, as well as the local community and society at large. A positive corporate image and reputation connotes management's commitment to ethical accounting and principled business practices. According to [13], the perceptions about CSR have become standardized in rating systems and one of the most CSR measurement ratings is Kinder, Lydenberg, Domini Research & Analytics (KLD). This KLD tool provides ratings of firms' social, environmental, and governance practices that assist investors or other stakeholder in decision-making. These ratings have been found to influence poorly rated firms to change their behaviours in order to boost future ratings.

The linkage of CSR to the strategic objectives of firms has further shaped various definitions by scholars. [14] defined firm's social responsibility as actions that focus on some social good beyond the interest of the business, and that which is mandatory by law. This means that a socially responsible firm is required to do more than they are obligated to do under applicable laws governing product safety, environmental protection, labour practices, human rights, community development, and corruption, among others. According to [15], an organization's CSR activities contribute to boost firm's reputation through its positive effect on the psyche of the employees which subsequently triggers higher level of satisfaction and commitment. This is so because CSR interventions also include activities for the welfare of employees and their families which increases

employee commitment level with the organization. This consequently motivates employees to discuss their organization in positive manners with others outside of their organizations because they already feel a strong sense of belongingness with the organization. In furtherance of argument on ultimate win-win benefit of social responsibility activities of a firm, [15] affirmed that the resources contributed by a firm to the larger society serves as a strategic investment, rather than expenses because it qualifies as image and reputation building tool. By satisfying different stakeholders like customers, investors, government, suppliers, and employees, strategic relationships are strengthened and this helps to ensure minimum conflicts and maximum loyalty from all stakeholders.

Ref. [16] further reaffirmed the dimensions of CSR contributions as: Economic, Legal, Ethical, and Philanthropic or Stakeholders CSR and depicted it as a pyramid. The Economic Responsibility constitutes the foundation on which other levels of the pyramid are built, being the business's ultimate responsibility. The classification indicates economic responsibility of firms to make profit, to enable them continue to provide the goods and services which society wants at reasonable prices, pay their workers, and most importantly render good financial returns to the business owners. Legal Responsibility demands a business organization to obey the law and social codification of the society. These laws include environmental protection, payment of taxes, gender non-discrimination laws, among others and to abide, businesses are prompted by legal and social sanctions. This position further argued that businesses which contravened these laws face the risk of sanctions with the attendant negative publicity, which may affect stakeholders of the business and consequently result in reduced market share and closer monitoring by environmental groups. Ethical or Environmental Responsibility is a CSR gesture that is morally compulsory and transcends the fulfillment of a firm's economic and legal obligations. It calls for ethical responsibilities of firm to avoid infliction of the society with dangerous or injurious effects even at the cost of not benefitting from such gesture. It is believed that ethical CSR activities give the company an opportunity to build trust among its stakeholders and enhance its reputation. Thus genuine corporate social responsibility (CSR) initiative demands that strategic organizations should incorporate pursuance of environmental sustainability into their corporate primary strategies because in the long-run these investments are referred to as 'win-win' opportunities which are good for environment and good for business [17]. Philanthropic

Responsibility are certain charitable actions that firms embark upon on its own volition and which enhances corporate image and reputation because they align the firm with non-financial, social expectations. For example, evaluators may perceive firms that give charitable contributions as having more prestige [18].

In line with signalling theory, such actions send hints to the broader public that the company is committed to alleviating social problems, which is independent of its own narrow economic interests, examples include, promotion of national healthcare like, AIDS and Tuberculosis awareness programmes, donations of public boreholes and water facilities, among others. In aligning with Carroll's pyramidal concept, [19] divided CSR activities into three different types namely, ethical, altruistic, and strategic CSR. Altruistic CSR refers to a company's contribution to the good of various stakeholders by boosting the quality of life and general societal well-being.

In the same vein, strategic CSR refers to corporate-community activities that also help to achieve strategic business goals. Ethical CSR refers to the mandatory obligation of the firm to operate in a manner that will ensure safety and continual sustenance of the larger society where it operates.

B. Corporate image as a strategic organizational social asset

According to [20], organizations are expectedly preoccupied with managing their corporate image, hence consideration is drawn to its importance and the consequence of its perception on firms. In terms of definitions, two views are most common among researchers of corporate image. The first perspective laid emphasis on perceptions of organization's members while the other view focused on perceptions of external stakeholders [21]. According to [22] corporate image qualifies easily as a major asset of an organization in various ways. Corporate image serves as a relief factor for customers and reinforces their confidence that their purchases are from the best organization. Likewise, it conditions attitudes of other diverse stakeholders (apart from customers) towards the organization including: media, employees, influencers, and analysts among others. Given the effort needed to nurture it amidst diverse stakeholders, corporate image is hard to build in a highly congested and competitive environment, and when tarnished, it is much more difficult to recover [22]. Corporate image is fostered on external stakeholders' sentiments, hence very fragile and all actions of the internal stakeholders are very important towards generating people's sentiments. Positive sentiments from people can engender helpful word of mouth which can bring beneficial results in terms of employee loyalty, customer loyalty, higher profit margins, good media attention, and shareholder value. On the other hand, organization may face serious performance challenges if the sentiments are unfavourable. In similar vein, corporate image means net outcome of interactions between beliefs, experiences, impressions, emotions and information which people have built concerning an organization. It is the degree of perceptions and the general representation the entity has succeeded to build in the view of their customers, competition, public and other subjects concerned. Corporate image embodies aggregate activities that are associated with the company's culture, corporate identity and design, transmitted through planned information dissemination by the organization. The weight that brand image carries on company reputation is explained better by the definition that says, corporate reputation is the total impressions imprinted in the regular buyers' mind as the consequence of accumulative attitudes. Ref. [23] viewed

organizational image as an example of brand image, of which the image value may change based on some factors namely: dimension of relationship to individual needs and social interactions, overall expertise acquired from diverse avenues, user values and user character. Ref. [24] posits that brand image is the pivot for positioning of a product strategically in a market segment for better performance. Company's image is the totality of perceptions the consumer obtains. From this perspective, company's image can be regarded as constituting the followings: company's attributes that can be felt touched or seen as a result of the impression created in buyers' mind, which connotation and gravity is dependent on consumer's disposition towards the brand. Consequently, corporate image and reputation are regarded as very important factor in general assessment of any firm, given the impression a consumer get anytime a company is mentioned. Invariably, organizations that are desirous of effective differentiation of their positioning in the market must embark on continuous research on corporate image and reputation [23]. In another dimension, [25] sees corporate image as consisting of two main elements namely, the functional aspects and the emotional components. To the scholars, the functional aspects refer to the firm's tangible characteristics that are easily measurable, while the emotional component includes feelings, attitudes and beliefs that one has for the firm, based on accumulative experiences which the customers acquire over many years of dealing with the company [26] aligned with the importance of visible perception on corporate image by positing that at the cognition level, corporate image is a persons' belief about an organization. In this wise, it has been noted that familiarities, knowledge, feelings, and beliefs about a company which are embodiment of emotional, functional and symbolic characteristics, constitute sources that shape corporate image [27]. The depth of corporate reputation relative to corporate image can be analyzed from supposed external status or interpreted external image [28]. This is because reputation and construed image are not just synonymous to each other because the latter can be manipulated in a short time to gain short time advantage. Contrarily, corporate reputation is how the customers and the larger external stakeholders convincingly see the organization as to what they are, and how they evaluate their claims over a long period of time. Further differentiating reputation from construed image, [29] maintained that it is common for a firm to have a completely different image from what its mission and vision statements profess based on possible human manipulations. This means that when what external stakeholders experience differ from their expectations, the image and reputation are damaged.

C. Empirical framework

The efficacy of CSR in enhancement of corporate image was investigated by [9] study. Corporate philanthropy element of the CSR was the direct variable that was tested on corporate image. Descriptive research design and stratified sampling technique were adopted to reach 208 respondents from a firm (Unki Firm), and the local community. Findings from data analysis revealed a significant positive relationship between philanthropic initiatives and corporate image.

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Also the results showed that philanthropic activities influence relationship between a firm and its operational community. The findings from the study also corroborates with results from [3] study which explored the association between CSR and organizational image of a Turkish Airline. The results revealed significant positive relationship between CSR and corporate image enhancement, though the respondents were price-sensitive, hence CSR or its resultant boost to corporate image could not influence customers purchasing action significantly. Importantly, the study also revealed that airlines have no choice than to accede to the pressure for investment in environmental sustainable actions, because of the growing calls for environmental sustainability coupled with wider media coverage of environmental matters. Likewise, [30], investigated the significance of CSR initiatives on performance of organization using employees' attitudes and behaviors (for projection of organizational image) as the mediating variable. Result from the data analysis indicates that the ways employees perceive the firm's CSR policies have direct influence on employees' commitment and attitudinal behaviours in the organization. Also it was revealed that employees citizenship behavior partially play mediating role between CSR and wellbeing of the organization. The work recommends that organizations should be mindful of the effect of their CSR initiatives on the employees, because the stakeholder group can project the corporate image of the firm and contribute to its competitiveness.

D. Theoretical Pillar of the Study

The stakeholders' theory was used as the pillar of the study. Basically, the theory posits that organization is an assemblage of different stakeholders, and the primary purpose of the organization and the managers is to take care of the needs, interests and perspectives of these diverse stakeholders, in its quest to pursue competitive performance [31], [32]. Ref. [32] defined stakeholder as 'any person/group which can affect/be affected by the actions of a business' and said they can be grouped as internal and external, and generally consist of employees, customers, suppliers, regulatory agencies, creditors, the larger society and competitors. The normative stakeholders' approach serves to underpin the applicability of the stakeholder's theory serves to reinforce the effect of CSR on corporate image perceptions of various Nigerian manufacturing stakeholder-groups, namely the customers, employees, public, press, regulatory agencies, and host community among others. In the same vein, the theory also served to guide the researcher to identify the varying influences of

each stakeholder group for applicable special management [33]. In essence the stakeholders' theory's application in this research has its root in the reputational scholars' view that a firm that is desirous of enhanced corporate image and reputation for competitive edge, must satisfy its diverse stakeholders at varying degrees.

III. METHODOLOGY

The study adopted the cross-sectional survey research methods with questionnaire research instruments.

A. Sample Size Determination and Questionnaire Instrument

The [34] formula was employed to obtain the sample size of 400 (increased by 11% to ensure sample size adequacy [35] based on justification for the survey research. The 400 questionnaire instrument patterned along 5 points Likert scale, were distributed to managers of seven selected manufacturing organizations in Nigeria. The first section of the questionnaire captured the demographic data while the second part treated the research data for social responsibility and enhanced corporate image indicators namely: legal responsibilities, environmental responsibilities, ethical responsibilities, philanthropic responsibilities, and enhanced corporate image. Names of the selected 7 firms were captured as Organization 1 ('Org 1'), Organization 2 ('Org 2) etc. to guarantee anonymity.

Yamane formula:

$$n = \frac{N}{[1 + N(e)^2]}$$

Where n = the expected sample size.

N = the total population.

e = the margin of error.

1 = constant.

Applying Yamane with 5% (0.05) margin of error (e), with a population of N= the sample size (n) will be as follows:

$$n = \frac{3,727}{[1 + 3,727(0.05 \times 0.05)]} = 361.14$$

$$[1 + 3,727(0.05 \times 0.05)]$$

The initial sample size n (361) was Increased by 11% according to [35] for sample size adequacy, hence 400 sample size was arrived at based on 5% margin of error.

Table 1 Sample Size Distribution Table

S/N	Name	Staff population	Percentage proportion	Questionnaire Distribution to selected firms
a	Org 1	800	21%	84
b	Org 2	1,180	32%	128
c	Org 3	627	17%	68
d	Org 4	153	4%	16
e	Org 5	412	11%	44
f	Org 6	305	8%	32

g	Org 7	250	7%	28
		3,727	100%	400

Source: Researcher’s compilation findings (2019)

B. Reliability Testing of Research Instrument

As shown in Table 2 below, the Cronbach’s Alpha, composite reliability and average variance extracted coefficients (AVE) were used to test the internal consistency and homogeneity of the items in the measures of the

constructs. The resultsshow that a 75% homogeneity was obtained, indicating that the constructs were termed reliable as values are above standards indicating that the instrument was both internally consistent and reliable.

Table 2: Result of Validity and Reliability

Variables	Loading	Indicator reliability	Error variance	Compose reliability	Average Var. Estimated	No. of indicators
	≥ 0.7		≤ 0.5	≥ 0.8	≥ 0.5	
CSR associating with enhanced Corporate Image	Legal	0.834	0.5020	0.3980	0.8020	3
	Environ/Ethical	0.787	0.6720	0.4280	0.8120	3
	Philanthropic	0.714	0.5098	0.4502	0.8098	3
	Enhanced Corporate Image	0.724	0.625	0.3097	0.8013	6

All loadings are significant at p < 0.000

C. Analysis of Questionnaire Distribution and Retrieval

Table 3below reflects the success rate of the distributed questionnaire. Total of 359 (89.7%)

were returned, while 41 (10.3%) were not retrieved. This rate of response was statistically valid and was adopted for the analyses.

Table 3: Analysis of Questionnaire Distribution and Retrieval

S/N	Organization	Staff strength	Total Distributed	Total retrieved	Total (%) retrieved	Total not retrieved	% total not retrieved
1	Org 1	800	84	76	90.5	8	9.5
2	Org 2	1180	128	119	93.0	9	7.0
3	Org 3	627	68	50	73.5	18	22.5
4	Org 4	153	16	16	100.0	-	-
5	Org 5	412	44	42	95.5	2	4.5
6	Org 6	305	32	31	96.9	1	3.1
7	Org 7	250	28	25	89.3	3	10.7
Total		3727	400	359	89.7%	41	10.3%
Response rate			89.7%				

IV. HYPOTHESIS TESTING, ANALYSIS AND RESULTS

Hypothesis:

H₀: Corporate Social Responsibility has no significant effect on corporate image, for competitive performance of Nigerian manufacturing firms

H₁: Corporate Social Responsibility has significant effect on corporate image, for competitive performance of Nigerian manufacturing firms

The hypothesis was tested with regression analysis.

Table 4 present the results of variation in corporate image enhancements explained by social responsibility. Findings from data analyses in table 4below showed that the relationship between social responsibility and corporate image is positive and strong at (R=0.788). The variation proportion (R-square) in the response variable as predicted by explanatory variable is 0.621. This means that 62.1% of the manufacturing firms’ corporate image enhancement is attributable to corporate social responsibility.

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Table 4: Regression model output

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.788 ^a	.621	.618	.22185

a. Explanatory: Predictors: (Constant), PHILAN, ETHICAL, LEG

Source: Researcher’s Field Survey Result (2019)

From Table 5 below, dividing the “Mean Square Regression”, (28.637) by the “Mean Square Residual”, (0.049) yields F value of 193.951, showing a link (i.e., statistically significant of 0.000) between social responsibility and corporate image enhancement. These findings showed that there is a significant relationship

between corporate social responsibility and corporate image enhancement because the significance at .000 is less than 0.05 (decision rule). Consequently, social responsibility is said to be a predictor of enhanced corporate image at $F_{(1,358)} = 193.951$ resulting in the rejection of the null hypothesis H_0 , and acceptance of alternate hypothesis H_1 .

Table 5: Output for analysis of variance (a)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.637	1 3	9.546	193.951	.000 ^b
	Residual	17.472	355	.049		
	Total	46.110	358			

a. dependent Variable: CI enhancement

b. Predictors: (Constant), PHILAN, ETHICAL/ENV, LEG

Source: Researcher’s Field Survey Result (2019)

Table 6 below revealed the contributions of social responsibilities (and its dimensions) to corporate image enhancement and their level of significance. (LEG: $\beta = -.169$, $t = 4.717$, $p < 0.01$; ETHICAL/ENV: $\beta = .192$, $t = -4.925$, $p < 0.01$; PHILAN: $\beta = .314$, $t = 7.613$, $p < 0.000$). Very importantly, the result revealed that philanthropic dimension of social responsibilities has the highest (coefficient) influence on corporate image. Consequently, manufacturing organizations desirous of enhanced corporate image for competitive and sustainable performance should focus more on philanthropic initiatives, in the strategic management of its social responsibility policies.

Table 6: Model coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.372	.126		10.860	.000
	LEG	.169	.036	.234	4.717	.001
	ETHIC/ ENV	.192	.039	.238	4.925	.001
	PHILAN	.314	.041	.404	7.613	.000

a. Dependent Variable: Corporate Image Enhancement

Source: Researcher’s Field Survey Result (2019)

D. Decision

The test revealed that the overall significance level for the items at .000 is below 0.05 (decision rule). Consequently, the null hypothesis is rejected while the alternate hypothesis is accepted and we can conclude that social responsibility is a

significant predictor of corporate image enhancement for manufacturing firms in Nigeria.

The findings relating to social responsibility in this study is consistent with findings of most studies in the strategic management, marketing, and organisational behaviour disciplines [36], [37], [38] which posit that corporate social responsibility plays a foremost role in corporate image perceptions of diverse stakeholders, which ultimately determine consumer loyalty, investors' confidence, supportive host community, and cooperative regulatory agencies, among others.

E. Discussion of result findings

The hypothesis of this study revealed that social responsibility has a significant and positive effect on corporate image. This finding corroborates with the finding of [39] which researched the effect that corporate social responsibility has on brand equity of companies involved in CSR in Pakistan. The study found a strong correlation between the firms' CSR initiatives and the loyalty of the customers to the brands due to its enhanced corporate image. In summary the findings of the study showed that the CSR-oriented firms enjoyed good image, brand loyalty, robust profits and maintainable market share. The finding of this study is also consistent with the finding of [40]. The study investigated the association between brand image, CSR and purchasing behaviour. The study argued that image of the brand constitutes a crucial factor in differentiation and value creation. In addition, brand image can affect the purchasing behaviour of consumer through a series of the complex psychological process. The study concluded with two interesting findings: (1) that brand image serves as a complete mediator in reconciling the relationship between brand awareness, CSR and purchasing behaviour; (2) CSR perception plays as a complete mediator in mediating the relationship between brand image and CSR purchasing behaviour. The findings also corroborates with the findings of Mohammadali and [41] which investigated five dimensions of corporate social responsibility and brand equity. The study concluded that social responsibility and performance have a positive effect on brand equity, and suggested that strategic firms should leverage CSR as a potent differentiation instrument to boost image and their brand equity.

F. Conclusion & implications

Based on the statistically validated results, the study can conveniently maintain that social responsibility contributes positively to projection of manufacturing firms' corporate image in Nigeria. It was discovered that the corporate images and business performances of some of the manufacturing firms were enhanced as evidenced in: Customers loyalty; Enhanced investors and customers confidence; easier access to investible funds from financial institutions; Absence of pressure from third parties; Winning of safety and environmental certificates/awards; strengthened relationship with host communities; and improved relationship with the government. Manufacturing firms are consequently advised to manage their social responsibility strategically by employing various corporate image boosting initiatives which can endear the firms to diverse stakeholders. These include: Compliance to legal obligations; Operational transparency; compliance to standard safety and environmental requirements; ethical operations; commitment of financial resources to host

communities in philanthropic gestures (Sport development, public health campaign; females' empowerment, etc.).

As recommendations, managers should: regard social responsibility and contributions to societal development as strategic investments that will boost their corporate image in the long-run, rather than expenditures that deplete the firm's revenue; Managers should give more premium to philanthropic dimension of social responsibility in their stakeholders' management, given its relative higher positive influence on corporate image, than other dimensions like environmental and legal responsibilities; Manufacturers should drive open and transparent operations and accountable financial reporting to regulatory agencies, this can encourage government/policy makers to support the manufacturing sector with supportive policies and regulations which can enable reduced operational costs/more competitiveness of the sector (governmental supports can be in the form of: power supply, attractive interest rates, non-duplicative taxes, infrastructural provisions.); and Management of manufacturing organizations should formulate deliberate strategy to manage social responsibility, as a long-term image and reputation enhancement tools, for desirable competitive performance.

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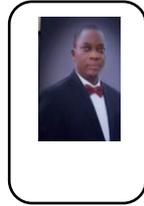
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