

Participatory Management Model for Corporate Social Responsibility in Small and Medium Enterprises

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The aim linked with the current research is the examination of the impact of corporate social responsibilities, the aspect of happiness and stakeholders on the performance of small and medium enterprises. The purpose also includes the mediating role of organisational trust among the links of corporate social responsibilities, the aspect of happiness, stakeholders and performance of small and medium enterprises. The data has been collected from the respondents by means of questionnaires and analysed by using PLS-SEM. The results revealed that corporate social responsibilities and stakeholders have a positive association with performance of small and medium enterprises while the aspect of happiness is insignificantly linked with the performance of small and medium enterprises. The findings also show that organisational trust positively mediates the links of corporate social responsibilities, the aspect of happiness, stakeholders and performance of small and medium enterprises. These findings are suitable for the new researcher who wants to investigate this area in the future along with policymakers who want to develop policies related to corporate social responsibilities and firm performance.

Keywords: *Corporate Social Responsibilities, Aspect of Happiness, Stakeholders, Performance of Small and Medium Enterprises, Organisational Trust.*

Introduction

Time variation with the changing world endorsed a devastating impact on the structure of the population, which induces dominance toward the decreasing age of the working population. Natural disasters have a dominant impact on the economies, while the other factors are dominant in the form of aids asserted from international countries. Organisations endorse important measures for the development of economies globally. In contrast, the fundamental contribution to the development of small and medium enterprises puts important measures for a positive contribution towards economies. The devastating impacts of natural disasters and the variation of opportunistic impacts contribute to the development of small and medium enterprises. Therefore, the prevailing crisis over the economies not only impacts the organisational workings but also inserts a significant impact on the daily wagers. Usually, workers reflect the important assets of countries where high costs of labour induce variant measures for organisations to look after the increasing effects. Various conditions for the workers imply significant elements of satisfaction and psychological impacts due to which organisations put dominant measures over corporate social responsibility. The significant role of participation in organisations for corporate social responsibility induces dominant and eminent impacts on the performance of organisations (A. Kim, Han, & Kim, 2017).

Participation models included various elements that contribute eminent measures for the performance of organisations and small and medium enterprises. The opportunistic levels arise from the crisis impacts where countries require some time to develop organisations and small and medium enterprises. The role of the participation model develops the significance of corporate social responsibility that induces the dominance of various organisational mechanisms (Manzani, Sidmou, & Cegarra, 2017). Significantly, corporate social responsibility through an eminent means of participation models contributes prominent elements of creating valuable goals for the organisations and small and medium enterprises. Participation management significantly contributes eminent steps for the strengthening of the business in the competitive environment with various strong business operations that induces influence over the other organisations as well as SMEs (Im, Chung, & Yang, 2017). Usually, corporate social responsibility implies possible impacts of strategies that eminently helps organisations to reduce various gaps prevailing in the organisations. Although, the gap tends to be an eminent term that prevails in the competitive environment and organisations assert all dominant means to capture trends of gaps. The prevalence of a gap between organisations and employees is usually eluded by the use of corporate social responsibility widely used by the management of participation (Muafi, 2017). Various environmental gaps prevail in organisations that put immense impacts on the attainment of competitive advantage for organisations and SMEs.

Thailand encountered more population structure changing, the decreasing of the working-age population, concentrated poverty, and 34.9 times the income gap in 2013. The uncover development opportunity and natural disasters impacted the Thai economy and society than the past, small and medium enterprises development was required to expand the fundamental economic development broadly. Also, the economic crisis reflected an unbalanced national development due to focusing on economic growth. Although Thailand announced an increase of the 300 Baht minimum daily wage, the quality of Thai workers did not enhance the marketing perspectives that reflexed the higher cost of Thai labour while enhancing the quality of work-life on the employees' perspectives. At the same time, rising inflation also affected directly the price of products in the market and Thai workers still encountered the same cost of living problems.

The variation of communities and producers endorses significant impacts over the performance of organisations; therefore, the reduction of gaps between them is usually prioritised by organisations and SMEs (De Camargo, Mendonça, de Oliveira, Jabbour, & de Sousa Jabbour, 2019). The significance of disaster management inserts a vital role in the rehabilitation of organisations; therefore, various donations allotted to countries prevailing under the disaster situations took benefiting measures for the development of organisations and SMEs. Organisations establish various core objectives to attain various levels of performance and competitive advantages; therefore, the corporate social responsibility trends in prevalent markets are dominated by such organisations (Tamghe, 2019). The inner objectives primarily attained through various management measures, although the significance of CSR contributes eminent measures the significance of CSR established by organisations, results in representing the objective prevailing outside organisations. The dominant objectives of CSR in the organisations respond directly to the employees that work in organisations with various means that are eminent in the context of retaining and facilitating employees (Hudson, Bryson, & Michelotti, 2017).

Although stakeholders are eminent toward the performance of SMEs, the effectiveness of participation includes various other factors that insert a dominant impact on the performance of organisations. The aspects of happiness and CSR dominantly endorse significant measures toward SMEs, but the overall effectiveness of given factors prevail under the participation management (Manzani et al., 2017). The satisfaction of employees with the changing trends in global markets inserts a dominant impact over the organisations; therefore, effective use of strategies for the facilitation of employees contribute to the performance of organisations. Employees usually attain the levels of satisfaction through different ways where the element of happiness dominantly prevails as a positive measure over satisfaction (Fassin, Deprez, Van den Abeele, & Heene, 2017). Through the use of participation management, the effectiveness of CSR also contributes significant measures toward the organisations. Therefore, the effectiveness of CSR influences the performance of organisations through various dimensions

where the eminent one includes diversification of CSR outside organisations (Basco-Carrera, Warren, van Beek, Jonoski, & Giardino, 2017). Support for employees through stakeholders inserts dominant measures over the performance of organisations with vast elements.

Literature Review

Literature mentioned the dominance of participation in organisations with various management measures where various studies provide vast elements. Participation management inserts a divine impact on the development of organisations; therefore, eminent measures of participation management elaborates both aspects of divining measures (Gangi & D'Angelo, 2017). Studies established literature over the use of a participation model that tends significance over the performance of organisations and SMEs. Literature used a variety of variables that prevail under the participation management model, although certain variables dominantly enumerate their significance, the eminent measures endorsed by CSR counted as contributing factors (Yuliansyah & Khan, 2017). Vast components in studies mentioned participation management model as a prominent term that significantly contributes to the performance of organisations and SMEs. The variation of organisations and SMEs is dominantly defined with a variety of elements. Organisations and SMEs are intended with the mean of the level of investment contributed to the business (Bagheri, Mirdamadi, Hosseini, & Lashgarara, 2020). The diversified forms of CSR are dominantly used as a crucial variable in a variety of studies that eminently elaborate on the performance of organisations outside in the competitive environment. The significance of CSR is usually attributed to participation management inducted over consumer behaviours, which puts significant impacts on the performance levels (Lythreatis, Mostafa, & Wang, 2019).

The crucial roles of corporate social responsibility in the business sector represented the organisational mechanism, creating value tools, strengthened business operations as well as reducing the gap among producers, environment, and communities. Corporate social responsibility represented not solely occasional donations or the advertisement, but created value for society as well as sustainable business development. As mentioned, the corporate social responsibility represented the outside organisational perspectives only. The findings on the global CSR concepts exploring unveiled that the first organisational responsibility responded to employees as self-responsiveness in terms of caring for their employees before others, the next party, various groups of stakeholders that the organisation intended to respond to, and achieve with driving and support from employees. Also, the diversity and difference of CSR depended on social contexts of society as a crucial variable and varied in the core nature of the local contexts. Many Thai entrepreneurs required readiness, cooperation, and understanding of CSR operations. Mentioned problems required a paradigm shift from making a profit and outside CSR perspectives to new paradigms of business survival together with creating social value and quality of the Thai workforce.

The government should accelerate the joint understanding with private sectors in terms of standardisation, requirements, directions, and cooperation in socially responsible business performing or internal CSR and led to be a truly healthy organisation in advance. The happiness organisation required happiness from the cooperation in the workplace that was considered as the second house for workers. Happiness in the workplace represented the crucial factor in organisational management that focused on all personnel in the organisation to enjoy working. Happiness led to creative thinking, more efficient assigned works and a reduction in work tension and organisational conflicts. The working happiness like water contributed the changed behaviour and development. The principles of creating well-being, satisfaction, and quality of work-life consisted of the factors as follows: (i) Motivation factors that directly related to work to inspire people to enjoy their work and encourage satisfaction for organisational efficiency; (II) Hygiene factors represented components that indirectly related to work but were linked to performance and caused people to be satisfied or dissatisfied with works. The stakeholder's fundamental concepts emerged for long times, and especially we explored the concept of corporate social responsibility that emerged for centuries.

Happiness contributes as a dominant desire in the vast literature for the human with the level of satisfaction, which significantly elaborates the satisfaction is everything for everyone desires, whether of no status. The desire for happiness has a devastating impact on societies with valuable developments that contribute significant measures toward the organisations (Al-Ali et al., 2018). Various aspects of happiness prevail in the literature where the dominance of Happy-8 tends to be an eminent elaborated element of happiness aspects. The certainty level of happiness over employees contributed eminent measures for enhancing the performance of organisations (Al-Ali, Ameen, Isaac, Khalifa, & Shibami, 2019). Literature mentioned the variation of happiness factors that insert a dominant impact on the organisation because of the level of increase in motivation in employees through the happiness of benefits. Studies defined the performance of an organisation that could be availed through inserting various facilitating measures for employees that strive for the robust performance of SMEs (Coo & Salanova, 2018). Schemes of benefits counted as eminent measures that had a dominant measure over the employees contributing to the valuable performance of organisations in global markets.

H1: Aspects of happiness significantly influences the performance of small and medium enterprises.

Participation management inserts the role of corporate social responsibility in organisations that helps to attain the performance from outside the organisations (Hussain, Mosa, & Omran, 2018). Corporate social responsibility directly linked with consumer behaviors, while the role of an organisation tends to provide various satisfaction levels that help in attaining competitive advantage (Sila & Cek, 2017). The performance enhances by providing various facilities to the

customer, which is differential towards numerous organisations that strive for higher profits. Rather than the responsibility for customers fulfilled, attainment of customer attention could assert plenty of benefiting measures that help in enhancing the performance of organisations (Galant & Cadez, 2017). Small and medium enterprises strive for expanding businesses through variant means where the role of participation management vital impacts with different strategies. CSR dominantly founded eminent means of enhancing the performance of organisations in studies where significant factors of CRS are eminently discussed (Martinez-Conesa, Soto-Acosta, & Palacios-Manzano, 2017). Variation of CSR elements prevail in global markets that contribute significance for achieving the optimum level of performance for small and medium enterprises.

H2: Corporate social responsibility significantly influences the performance of small and medium enterprises.

Literature used the term of stakeholders, which are prevalent in every organisation, whether of a huge structure or a small and medium enterprise (Nawaz, Azam, & Bhatti, 2019). The main aim of stakeholders tends to attain numerous benefits and is directly linked to the profit sectors (Albasu & Nyameh, 2017). The significance of stakeholders contributes an eminent element over employees to raise profits, which dominates the pertinence with stakeholders in the business for certain objectives. Although rising profits not only help stakeholders but also results in the rising performance of organisations and openings of broader ends for the employees by attaining various benefits (Ji, Li, North, & Liu, 2017). Various findings in the literature enumerated stakeholders' dominant element for achieving the significant performance levels, while strategies by stakeholders insert a vital role for attainments. Stakeholder dominates the widely studied element which is significantly used in variant modes for the attainment of various objectives in the organisation (Di Maddaloni & Davis, 2017). The participation management was endorsing a significant role over the performance of organisations, also endorsing various elements that are eminent to evaluate and contribute towards the performance of SMEs.

H3: Stakeholders significantly impact the performance of small and medium enterprises.

Both elements significantly prevail in organisations with a variation of importance, while the inter-link between them is usually elaborated by organisational trust. The prevalence of organisational trust between the factors of happiness and performance dominates the significance of organisations (Archimi, Reynaud, Yasin, & Bhatti, 2018). Building trust enumerates as a significant element that widely elaborates the dominant link between the performance of an organisation and happy-8 factors. Organisational trust widely mediates among various factors of organisations where the dominance of relation among aspects of happiness and performance of small and medium enterprises prevails (Asif, Nisar, Faisal, &

Khalid, 2017). The levels of happiness factors significantly contribute satisfaction towards employees that play a vital role in higher performance levels of organisations. Therefore, the mediating role of organisational trust significantly inserts eminence over the relationship between happiness variables and organisations, which widely mentions the performance level achievements (Manimegalai & Baral, 2018).

H4: Organisational trust significantly and positively mediates between aspects of happiness and performance of small and medium enterprises.

The role of CSR dominantly enumerates the significance of participation management, which significantly results in the performance of organisations. Although small and medium enterprises employ various strategic measures to attain the level of performance, the significance of CSR and performance provides a link among them (Mahmoudi, Hassani, & Aghlmand, 2017). Organisational trust significantly enumerates its important role between the role of CSR and the performance of an organisation. Therefore, studies mentioned CSR as an important factor that influences the performance of an organisation, but the element of organisational trust significantly inserts mediating role among the relationship and influence (Yadav & Gupta, 2017). Vast usage of organisational trust in an organisation enumerated the possible effects between a variety of variables, while CSR and performance of organisations tend to be under the role of organisational trust. Studies dominated the element of organisational trust, which played a role among various sectors of an organisation and counted as an eminent measure that facilitates all the prevailing factors (B.-J. Kim, 2019). Therefore, significant use of organisational trust positively mediates among the relationship between the performance of an organisation and corporate social responsibility.

H5: Organisational trust significantly and positively mediates between corporate social responsibility and performance of small and medium enterprises.

Although stakeholders play a dominant role in the organisations for attaining various advantages, the prevalence of stakeholders also inserts an impact over the performance of the organisation. The effects of organisational trust prevail between the ownership factor and employees; therefore, both aim to insert robust impacts for the enhancement of organisational performance (Ilyas, Abid, & Ashfaq, 2020). The relationship between them is eminently discussed in much literature, but the role of organisational trust elaborates on the significance of the relationship among them. Studies used the term of an organisational trust that inserted mediating role among various variables that thoroughly describes the relationship among variables (Isfahani & Rezaei, 2017). Stakeholders have put an imminent impact on the performance of an organisation, the prevalence of the mediating role of organisational trust could assert better findings for the benefits of the organisation. Therefore, values of organisations evaluated through the importance of stakeholders that prevail in organisations

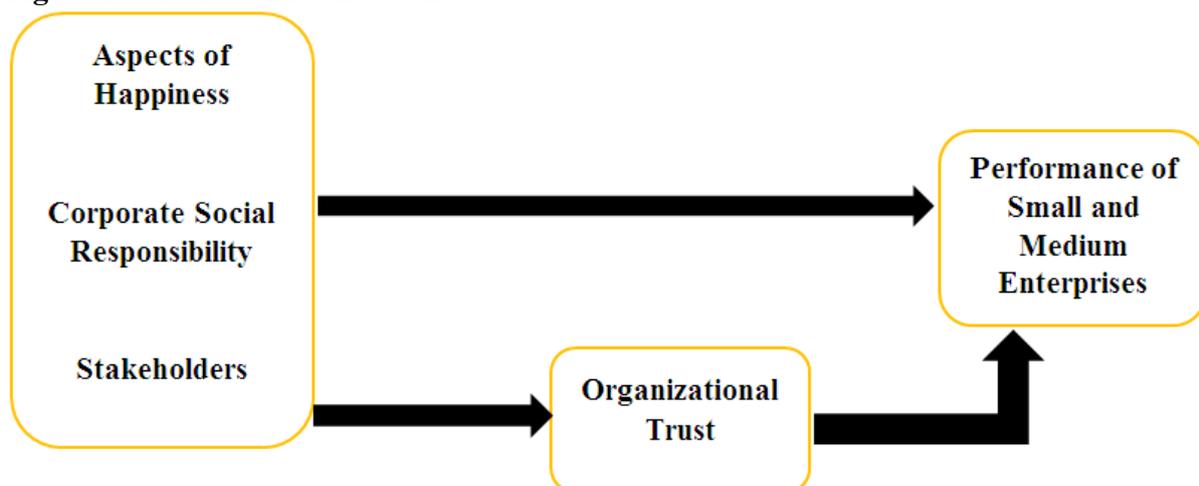
(Huang & Guo, 2019). Still, the mediating role of organisational trust tends to be eminent between the performances of organisations, whether large or small and medium and stakeholders.

H6: Organisational trust significantly and positively mediates between stakeholders and the performance of small and medium enterprises.

Methods and Material

The purpose of the present research is the investigation of the impact of corporate social responsibilities, aspect of happiness and stakeholders on the performance of small and medium enterprises. The purpose also includes the mediating role of organisational trust among the links of corporate social responsibilities, aspect of happiness, stakeholders and performance of small and medium enterprises. The data has been collected from the respondents by means of questionnaires, and a total of 520 questionnaires were sent to the respondents by mail and post. Of the 520 only 390 were returned, representing 75.0 percent response rate. The collected data has been analyzed by using PLS-SEM due to the complexity of the model. The variables that have been adopted consist of one dependent variable named as the performance of small and medium enterprises (PSME) that has three items while one mediator named as organisational trust (OT) that has four items. In addition, three independent variables have been adopted by the current research such as the aspect of happiness (AH) that has three items, corporate social responsibilities (CSR) that has seven items and stakeholders (SH) that has five items. These variables, along with links, are mentioned in Figure 1.

Figure 1. Theoretical Framework



Analysis of the Study

The analysis of the data has been included the convergent validity that describes the links among the items. The figures show that loadings and AVE are more than 0.50 while Alpha and CR are larger than 0.70. These figures highlighted a high linkage among items and valid convergent validity. These values are shown in Table 1.

Table 1: Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Aspects of Happiness	AH1	0.656	0.746	0.810	0.590
	AH2	0.847			
	AH3	0.790			
Corporate Social Responsibility	CSR1	0.768	0.870	0.900	0.564
	CSR2	0.691			
	CSR3	0.613			
	CSR4	0.753			
	CSR5	0.755			
	CSR6	0.823			
	CSR7	0.829			
Organisational Trust	OT1	0.878	0.816	0.880	0.648
	OT2	0.842			
	OT3	0.685			
	OT4	0.802			
Performance of SMEs	PSME1	0.652	0.753	0.864	0.683
	PSME2	0.908			
	PSME3	0.895			
Stakeholders	SH1	0.770	0.836	0.883	0.603
	SH2	0.757			
	SH3	0.702			
	SH4	0.788			
	SH5	0.857			

The analysis of the data also included the discriminant validity that describes the links among the variables. The first method that has been adopted by the present study includes the Fornell Larcker and cross-loadings. The figures show that values that describe the links with variables itself are larger than the values that describe the links with other variables. These figures highlighted no high linkage among variables and valid discriminant validity. These values are shown in Table 2 and Table 3.

Table 2: Fornell Larcker

	AH	CSR	OT	PSME	SH
AH	0.768				
CSR	0.169	0.751			
OT	0.290	0.554	0.805		
PSME	0.252	0.611	0.668	0.827	
SH	0.220	0.560	0.688	0.659	0.776

Table 3: Cross-loadings

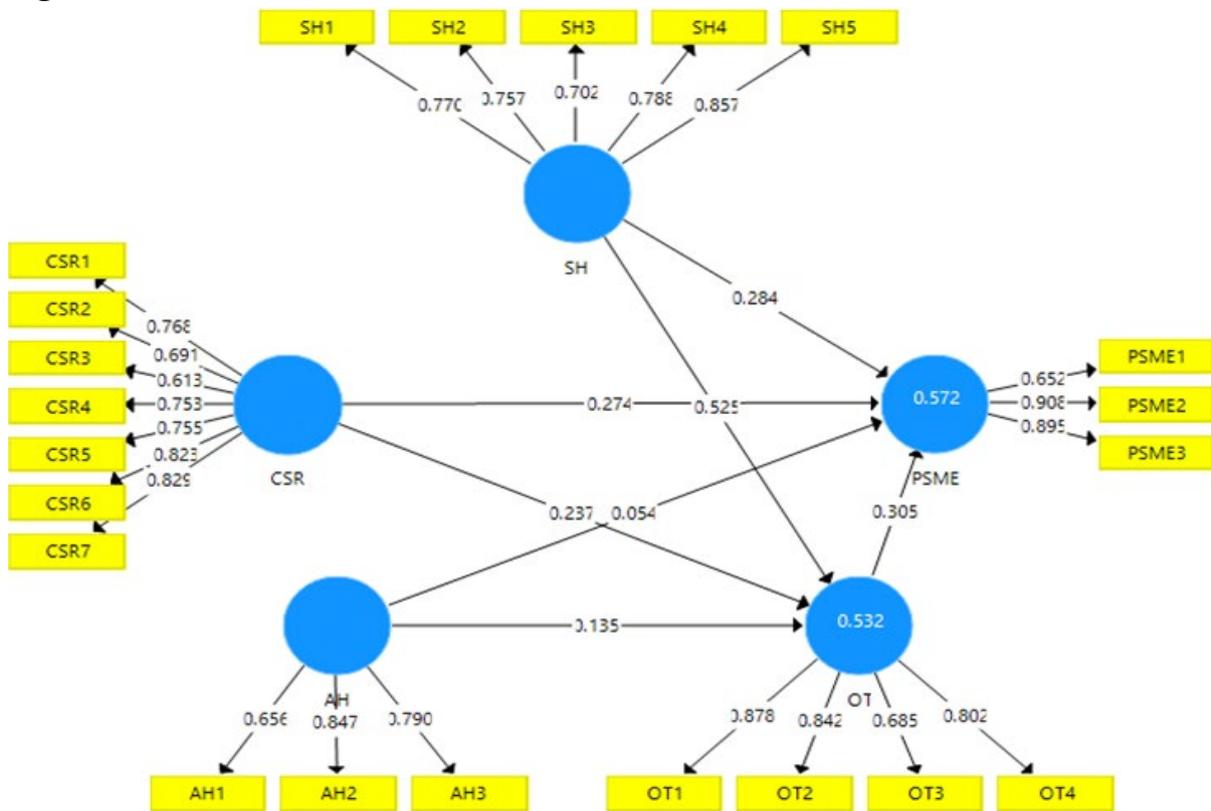
	AH	CSR	OT	PSME	SH
AH1	0.656	0.193	0.198	0.207	0.134
AH2	0.847	0.061	0.256	0.214	0.205
AH3	0.790	0.150	0.209	0.152	0.161
CSR1	0.162	0.768	0.471	0.549	0.395
CSR2	0.028	0.691	0.307	0.351	0.427
CSR3	0.003	0.613	0.287	0.413	0.337
CSR4	0.150	0.753	0.449	0.445	0.514
CSR5	0.094	0.755	0.420	0.468	0.470
CSR6	0.191	0.823	0.432	0.456	0.397
CSR7	0.202	0.829	0.492	0.493	0.411
OT1	0.245	0.476	0.878	0.573	0.621
OT2	0.243	0.445	0.842	0.501	0.551
OT3	0.200	0.409	0.685	0.466	0.444
OT4	0.243	0.451	0.802	0.598	0.582
PSME1	0.191	0.442	0.554	0.652	0.532
PSME2	0.213	0.540	0.546	0.908	0.555
PSME3	0.215	0.519	0.545	0.895	0.537
SH1	0.126	0.508	0.445	0.432	0.770
SH2	0.263	0.401	0.715	0.643	0.757
SH3	0.125	0.355	0.483	0.478	0.702
SH4	0.165	0.438	0.442	0.427	0.788
SH5	0.132	0.484	0.484	0.500	0.857

The second method that has been adopted by the present study is the Heterotrait Monotrait (HTMT) ratio. The figures show that values that describe the values of HTMT ratio are lower than 0.90. These figures highlighted no high linkage among variables and valid discriminant validity. These values are shown in Table 4.

Table 4: Heterotrait Monotrait Ratio

	AH	CSR	OT	PSME	SH
AH					
CSR	0.266				
OT	0.397	0.648			
PSME	0.359	0.749	0.853		
SH	0.281	0.663	0.796	0.807	

Figure 2. Measurement Model Assessment

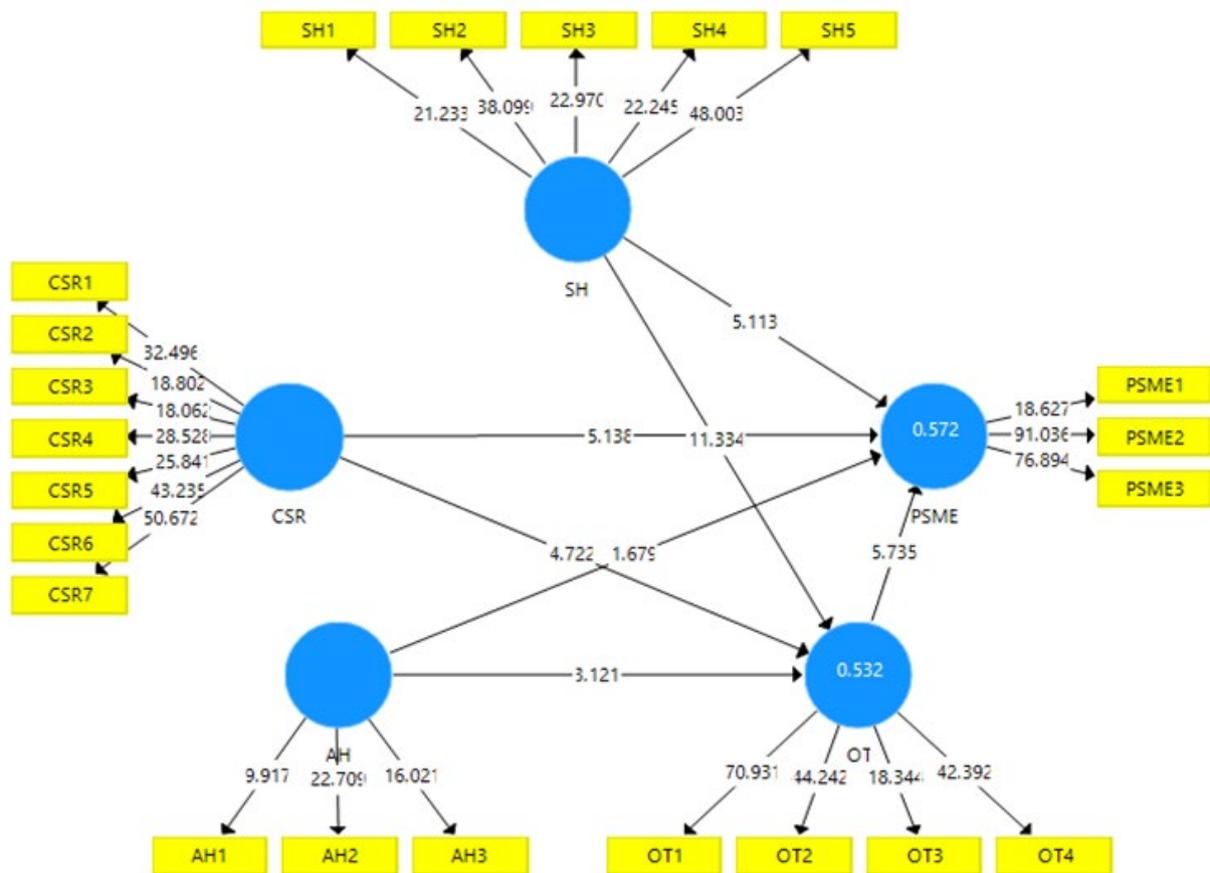


The path analysis of the present study shows the hypotheses testing, and the figures show a positive association among the links of CSR and performance SMEs and stakeholders and performance of SMEs. H2 and H3 are accepted. However, the aspects of happiness are insignificantly linked with the performance of SMEs and H1 is rejected. In addition, organisational trust has positively mediated among the links of the aspect of happiness and performance of SMEs and H4 is accepted. Moreover, organisational trust has positively mediated among the links of CSR and performance of SMEs and H5 is accepted. Finally, organisational trust has positively mediated among the links of stakeholders and performance of SMEs and H6 is accepted. These links are shown in Table 5.

Table 5: Path Analysis

Relationships	Beta	S.D.	t-statistics	p-values	L.L.	U.L.
AH -> OT	0.135	0.043	3.121	0.002	0.050	0.214
AH -> PSME	0.054	0.032	1.679	0.096	-0.010	0.104
CSR -> OT	0.237	0.050	4.722	0.000	0.139	0.334
CSR -> PSME	0.274	0.053	5.138	0.000	0.160	0.362
OT -> PSME	0.305	0.053	5.735	0.000	0.211	0.419
SH -> OT	0.525	0.046	11.334	0.000	0.447	0.614
SH -> PSME	0.284	0.056	5.113	0.000	0.179	0.388
AH -> OT -> PSME	0.041	0.016	2.576	0.011	0.013	0.073
CSR -> OT -> PSME	0.072	0.020	3.612	0.000	0.037	0.115
SH -> OT -> PSME	0.160	0.035	4.575	0.000	0.104	0.241

Figure 3: Structural Model Assessment



Discussions and Implications

The results revealed that corporate social responsibilities and stakeholders have a positive association with performance of small and medium enterprises while the aspect of happiness

is insignificantly linked with the performance of small and medium enterprises. These outputs are the same as the findings of Mehralian, Nazari, Zarei, and Rasekh (2016), who also found that the performance of SMEs depended on the effective CSR of the company. In addition, a study by Madueno, Jorge, Conesa, and Martínez-Martínez (2016) examined that the stakeholder of the company is positively associated with the performance of SMEs. The findings also show that organisational trust positively mediates the links of corporate social responsibilities, aspect of happiness, stakeholders and performance of small and medium enterprises. These findings are also similar to the results of Nguyen, Pham, Le, and Bui (2020) who examined that organisational trust is necessary to improve the impact of CSR and stakeholders on the performance of SMEs. These findings are suitable for the new researcher who wants to investigate this area in future along with policymakers who wants to develop the policies related to corporate social responsibilities and firm performance.

Conclusion and Future Directions

This study has concluded that the organisations are implemented the effective SCR along with experienced stakeholders that enhance the performance of SMEs in the country. In addition, they have developed high organisational trust that also enhances the CSR and stakeholders impact on the performance of SMEs. This study suggested to the new researchers that they should add mediator in the study that is ignored by the current study in the framework. In addition, the present study recommended that upcoming studies should expand their scope by adding more factors to predict the performance of SMEs in their analysis.

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