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**CORPORATE SOCIAL RESPONSIBILITY AND COMPETITIVE ADVANTAGE IN
TELECOMMUNICATION INDUSTRY IN GHANA: MEDIATION ROLE OF
MARKETING CAPABILITIES. CASE STUDY OF MTN GHANA**

By

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**A thesis submitted to the Kwame Nkrumah University of Science and Technology
Business School in Partial fulfilment of the requirements for award of**

MASTERS OF SCIENCE MARKETING

OCTOBER, 2023

DECLARATION

I hereby declare that this thesis is the result of my own original work towards the master of science in marketing and that except for other people's work which have been duly acknowledged at reference section, no part of it has been presented for another master's degree in this or any other College.

I am therefore responsible for the views express and factual exactness of its content.

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ACKNOWLEDGMENT

I would like to express my magnitude appreciation to the Almighty God for giving me the strength, astuteness, ideas and the ability to undertake this project.

I am also very grateful to Dr. Kwame Ohene Djan my supervisor for his wonderful attention and guidelines towards the success of this thesis work.

The next goes to my wife Mrs Vidzro Rebecca for his wonderful contribution and support towards the success of this thesis work and throughout my academic ladder. My indebtedness also goes to Mrs Victoria Asare my mother for her advice towards my academic hierarchy

Moreover, an appreciation goes to all the management and staff of MTN Ghana Kumasi for helping me throughout with information on this research topic. I also wish to register my heartfelt appreciation to all colleagues for their support during this project.

The last goes to my classmates especially Mr Osei Francis, My Pastors for their moral and spiritual support in all my academic endeavours

ABSTRACT

Corporate social responsibility involves marketing philosophies, policies, procedures and actions whose primary objective is the enhancement of the society. In view of this, telecommunication companies in Ghana have been embarking on numerous social intervention programmes in areas of health, education and general community development.

The study is on corporate social responsibility and competitive advantage the mediating role of marketing capability. The main objective is to assess corporate social responsibility and competitive advantage the mediating role of marketing capability. The specific objectives were to examine the relationship between corporate social responsibility and competitive advantage of MTN Ghana Ltd and to examine the mediating role of marketing capabilities on the relationship between corporate social responsibility and competitive advantage at MTN Ghana Ltd.

Data was collected from hundred and fifteen (115) MTN workers in Kumasi, using convenient sampling. The data collection tool employed was questionnaire. The data was analysed using (SPSS version 24). Findings from the analysis showed that there is a significant relationship between corporate social responsibility and competitive advantage of MTN Ghana Ltd. In other words, corporate social responsibility practices of the MTN Ghana persuaded competitive advantage

Also, Marketing capability mediates the relationship between corporate social responsibility practice and competitive advantage. With the usage of marketing capabilities as well as other variables like sex, age, education, position working years, and department, the outcome indicates that marketing capabilities and corporate social responsibility have positive relations with competitive advantage. This provided a coefficient of 0.033 and 0.021 correspondingly.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Firms have had to shift their attention away from monetary efficiency and lawful needs in recent years to meet the demands of diverse non-shareholding stakeholders as stakeholders have increased held companies accountable for the social implications of their economic actions (Collison et al., 2008). More so, a variety of stakeholders, including consumers, workforces, the society, and non-governmental organizations (NGOS), have called for more corporate focus on corporate social responsibility (CSR) (Michelon et al., 2011).

Those parties, neither of which obtain their major gain from the firm through returns on investments, tend to concentrate on problems that are crucial for both the profitability of the business and the welfare of society as a whole (Choi and Wang, 2009; Doh et al., 2010).

According to Zhao (2019), organizations in their search for a strategic tool for sustainable development have resorted to corporate social responsibility in recent times. However, increasing pressure on organizations in the telecommunication industry is causing them to espouse strategies to survive in the current aggressive corporate atmosphere. Amoako et al. (2011) argue that in light of this, mobile communications businesses in Ghana are under great pressure to act properly regarding their stakeholders and the environment in which they operate. Even though most businesses acknowledge the importance of CSR, the drastic shift in the global economic environment has caused them to question generating comparative benefits. Whether businesses succeed by performing great" but, if so, how is the fundamental question facing company leaders (Dobers and Springett, 2010).

As inferred by Kurtz and Boone (2006) CSR includes marketing theories, strategies, practices, and initiatives with a focus on improving the community. In view of this, telecommunication

companies in Ghana have been embarking on numerous community involvement agendas in areas of healthiness, learning and universal communal expansion. The conception of corporate social responsibility denoted as companies having moral, ethical and philanthropic responsibilities (Siddique, 2013), is apparently much more important within this time, as businesses are interested in being perceived as compassionate in order to satisfy targeted stakeholders (Cornelius, 2007). Social responsibility as a whole give companies a variety of ways to differentiate themselves from competitors just to save costs (Siddique, 2014). According to the majority of scholars in stratagem and structural behaviour administration, (CSR) may be a useful governance instrument for attaining an organization's strategic goals, like obtaining a comparative benefit (Flammer and Luo, 2017). A company's competitive advantage is a distinguishing feature that offers it an opportunity above all other businesses by giving customers more worth via lesser costs or additional advantages that make increasing costs acceptable (Justine, 2021).

Numerous findings disagree, including a significant link which according to Michelin et al. (2013) businesses can optimize their Corporate social responsibility strategies in terms of enhanced firm profitability by connecting their CSR activities towards the plausible choices of stockholders as well as distributing wealth to these projects. This produces a negative connection by (McWilliams, 2000), who concluded that there is no connection among CSR and financial efficiency. As a result of the fact that the results reached by the various scientists are at odds with one another, there is disagreement. Such contradictory findings are resolved by Barnett and Salomon (2012), who show that the influence of CSR is inverted relatively than comprehensive. Different researchers contend that CSR practices have no direct impact on competitive advantage (Xuerong, 2015). This suggests that research is moving away from asking "if" Corporate social responsibility impacts CA to asking "how." The lack of understanding of mediators between CSR and CA, according to Du et al. (2011), may be the

primary cause of the contradictory findings in the research. Whilst scientists had gone a stage beyond and included always one mediator inside the study, there might be additional ways to moderate the connection concerning CSR as well as Organisational effectiveness. Subsequently, the investigator will be using marketing capabilities (MC) as a mediator in this investigation.

It might be argued that the firm's resource-based view (RBV) offers a convincing conception of its competitive advantage (CA) (Stratman and Roth, 2002). According to the RBV, organizational capability and capability are the primary sources of competitive advantage (CA). Resources for an organisation may be material or immaterial. The first thing that brought this research into the implementation of the RBV theory was the solution proposed in the marketing literature that marketing planning capabilities refer to the capacity to conceptualize strategies that appropriately align available resources and capabilities with the market (Morgan et al., 2003). This study's understanding of marketing skills and how they relate to intermediary performance is supported by the resource-based view.

1.2 STATEMENT OF THE PROBLEM

The majority of business behavioural change academics concur that accomplishing an organisation's strategic objectives like gaining comparative edge (Lima, 2011), may be accomplished effectively with corporate social responsibility (Flammer, 2017). The investigator surmises that something like this has had an impact on MTN Ghana Limited's operations, leading to the establishment of MTN Ghana Foundation in 2007 as just a legally distinct organization in control of something like the company's administration of its social responsibility initiatives. Work done, so far, indicate the correlation concerning corporate social responsibility and comparative gain is complex and multifaceted (Jamali, 2018). Some scholars discover a upbeat relationship concerning competitive advantage and corporate social

responsibility (Waddock and Graves, 2005). Xuerong and Yang (2015) claim that corporate social responsibility behaviours do not affect competitive advantage directly, but have added mediation to the investigation as a result (Saeidi, 2015).

Considering the numerous studies on CSR and comparative gain in Ghana, limited attention has been given the mediating function of marketing competences in relation to the Telecommunication sector. Hence, the researcher's work is intended to extend the body of knowledge on how corporate social responsibility and competitive advantage correlate by introducing a firm's marketing capabilities as a mediator.

1.3 OBJECTIVES OF STUDY

This survey's focus is on how agile marketing plays a moderating effect between social obligations with the comparative position. The accompanying precise goals were established in this particular respect:

1. To examine the relationship between corporate social responsibility and competitive advantage of MTN Ghana Ltd.
2. To examine the mediating role of marketing capabilities on the relationship between corporate social responsibility and competitive advantage at MTN Ghana Ltd.

1.4 RESEARCH QUESTIONS

These questions are extracted in relation to the outlined objectives stated clearly in 1.3

1. What is the relationship between corporate social responsibility and competitive advantage in MTN Ghana Ltd?
2. To what extent does marketing capabilities mediate between corporate social responsibility and competitive advantage in MTN Ghana Ltd?

1.5 SIGNIFICANCE OF THE STUDY

For a successful outcome of a study, the study contributes by considering several actors that in the near future they will benefit from the findings and recommendations made. Basically, the significance of the study is categorised in two major parts. Thus, the practical and theoretical implication. First and foremost, the practical aspect of this research would help allow policy makers and management to embrace the various concepts that are used in the study for their routine activities. They can benefit from the practical implications that the study seeks to address in its recommendations. Secondly, the research work will provide supporting theories that will help lecturers, students, and other researchers by adding to their existing knowledge new things to increase their academic prowess considering the detailed information provided in the study. It will also help these actors in seeking for answers in the future terms, and broaden the scope of academics in this arena.

1.6 SCOPE OF THE STUDY

The study scope is on corporate social responsibility and comparative advantage, a mediating role of marketing capabilities. The literature coverage covered materials that published compendia, articles, journals, magazines, published thesis and other supporting books relevant to the research topic.

The research was exclusively concerned with MTN Ghana Ltd. a telecommunication company in Ghana. The company has its head office in Accra and a branch in Kumasi. The study was limited to Kumasi Metropolis since it is one of Ghana's largest cities, has a significant number, with a significant number of individuals which make between moderate and substantial incomes, including professors, government and company employees, commercial employees, among businesspeople, among other occupations.

1.7 LIMITATION OF THE STUDY

Taking into consideration the nature of the work, respondents which had access to the questionnaires were not ready to disclose vital information which deemed confidential to them ignoring the fact that it was for academic purposes. The researcher's inability to get access to concrete information also hinders a comprehensive work. Time became a limited factor on the path of the researcher which he has to work within the limited time allocated for the research work. Lastly, lack of funding made it tough for the investigator to really get important and vital information that could have aided in the research work making it richer for others to read for further research work.

1.8 ORGANIZATION OF THE STUDY

The thesis was organized into five different parts in terms of its writing and arrangements. Chapter one addressed issues like background of the study, statement of the problem, research objectives, research questions, significance of the study, scope of the study, limitation of the study and the organization of the study.

Chapter two of the study also addressed issues relating to topics which have already been reviewed in subsequent researches thus literature review, the theoretical review on the topic in question, the conceptual framework summarizing the whole content of the research work.

Chapter three of the study focused on the methodology used in gathering information relevant to the study, how the work was conducted, and the mode of data collection and the instrument used in pursuit for the collection of data for analysis.

Chapter four looked at how the researcher analysed the data for clarity and understanding. The data collected were sorted and captured for analysis using the available means for good presentation and discussion to give insight to the available reader based on the analysis made.

Chapter five summarized the findings; conclusion of the work based on what has been talked about and also gave out recommendations in support of the study.

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CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This part of the research deals with the literature review. Under this purview, the researcher reviewed supported literature and other related topics that support the topic being under studied and gave a detailed and comprehensive information. It aims to digest on the subject to enable any reader of this work to gain an understanding of corporate social responsibility and comparative gain, and the link that exist between them and the mediating role of market capability.

DEFINITION OF THE TERMS

2.1 CORPORATE SOCIAL RESPONSIBILITY

According to Sairafi (2007), corporate social responsibility is a set of agreed-upon relationships and obligations aimed at enhancing society contentment including well. It is the society's preconceptions of approaches that go above and beyond the minimal legal requirements while maintaining the organization's personal main roles and ensuring a sufficient return on investment (Visser, 2007). The World Chamber of Commerce defined corporate social responsibility as any efforts that support corporate volunteerism to advance moral and social objectives (Alzeriqat, 2012).

2.1.1 CORPORATE SOCIAL RESPONSIBILITY IN GHANAIAN COMPANIES

Executives of the Tema Municipality Youth Coalition (TEMYC) in Ghana founded the Business Social Responsibility Movement (CSRM) in 2001 as a campaign group leading the way in advancing local corporate social and environmental responsibility (Adu-Boahen et al., 2014). In Ghana, there are more federal regulations pertaining to environmental and social

concerns, and norms and legislation are frequently created at a supranational level. Investors and investment fund managers are starting to consider a company's CSR policy when making investments, and perhaps some customers are becoming more aware of the CSR initiatives of the businesses that do dealings with (Ofori, 2008).

That all MTN's CSR projects in Ghana are managed by MTN Ghana Foundations, an independent legal company that was founded in 2007. The institute's goal is to serve as a standard for CSR efforts in Ghana as well as for MTN Company. The organisation's main priorities are already on healthcare, and education, but also capacity building. Based on a media report from Biztech Africa headlined “MTN Foundation, the MTN CEO in 2012 alone, critical interventions were made through the provisions of school blocks, medical equipment, information communication centres and infrastructure to bring about quality care in deprived communities that has and continue to impact on millions of Ghanaians.

2.1.2 THE DIMENSIONS OF CORPORATE SOCIAL RESPONSIBILITY

According to the analysis made by Gonzalez-Rodriguez et al. (2015) on the content of current definitions of CSR, what most authors adopted are the three main dimensions of corporate social responsibility and those are: environmental, social and economic dimensions. While in recent literatures, two new dimensions can be found: volunteering dimensions and stakeholders' dimensions (Slack, 2013). The researcher intends to focus on the three main dimensions mentioned afore.

2.1.2.1 THE ECONOMIC DIMENSION

According to Friedman (1970), the impact on the company's finances is achieved through the economic dimension of corporate social responsibility. Enterprises are aware that their survival

in today's market depends on sacrifice short-term profits due to the positive effects in the future, which satisfy the owners and managers, not just as they used to maximize profits (Slavić, 2015). A corporation has to meet its economic responsibilities referring to returning money to investors, achievement of leadership position in the market, obtaining maximum possible profits, guaranteeing the customer's satisfaction and loyalty, gives fair compensation to employees, gives goods at fair prices to customers, promoting their products/services through costly advertising campaigns (Reverte et al., 2015).

This dimension provides follow economic indicators including, most importantly (Gonzalez-Rodriguez, 2015): direct and indirect economic impact on communities through spending power and geographic, economic impact; economic impact through business process; outsourcing, knowledge, innovation, social investments in employees and consumers; and taxes, tax incentives, wages, pensions and other benefits paid to employees (Cited in Nasrullah and Rahim, 2014).

2.1.2.2 SOCIAL DIMENSION

This dimension of the CSR is very essential in setting up the relationships between the business and society. Social responsibility means being accountable for the social effects the company has on people. According to Nasrullah and Rahim (2014), the basic objective of social dimension is that corporations should work for building up a better society as a whole and integrate social concerns in their business operations and consider the full scope of their impacts on communities.

A company as a social actor, being itself a part of the human community, should pay much attention to serving the purpose of both internal and external human communities (Szcuka, 2015). It should identify and appropriately respond to their needs, expectations, demands and

rights, for the wellbeing of their social life (Sanela, 2017) you should aim to use your business to benefit society as a whole. This could involve sourcing fair trade products, for example, or agreeing to pay your employees a livable wage, it could also involve taking on endeavors that benefit society, for instance using your resources to organize charitable fundraisers (Sharma and Gupta, 2003).

2.1.2.3 ENVIRONMENTAL DIMENSION

Companies have been viewed in recent years as major cause of environmental problems amongst others, so as a result of external pressures, companies have started to consider their influence on the environment (Bönte, 2013). According to Andelka and Ivan (2016) aside from pollution prevention, companies must think about energy savings, labor improvements and efficiency in the use of raw materials as well as control and reduction of waste. Implementation of the environmental CSR depends on different formal, legal and administrative conditions set by governments (Sanela et al., 2017). The Single European Act of 1987 introduced a new ‘Environment Title’, which provided the first legal basis for a common environment policy with the aims of preserving the quality of the environment, protecting human health and ensuring a rational use of natural resources (European parliament, Environment Policy: General Principles and Basic).

Environmental CSR activities cause additional expenses for companies and financial benefits of them are not immediately visible and easy measurable (Andelka and Ivan, 2016). On the contrary, Porter and Linde suggest that in a broader sense, CSR environmental activities can trigger innovation, reduce costs, save resources thus making competitive advantage and loyal consumers (Porter and van der Linde, 1995).

Although there are so many definitions of CSR, according to Dahlsrud (2006) almost all of them involve five “dimensions” of CSR. In the review paper of Dahlsrud, 2006, 37 different

definitions of CSR are analyzed, and accordingly, above defined five dimensions selected as the most important ones, appearing in most of referring literature. Today, development and implementation of social responsibility is strategically necessary for the public good for a company.

2.1.3 FACTORS AFFECTING THE APPLICATION OF CORPORATE SOCIAL RESPONSIBILITY

2.1.3.1 HUMANISTIC CULTURE AND CORPORATE SOCIAL RESPONSIBILITY

According to Simons and Ingram (1997) culture refers to social responsibility. The orientation of a firm's culture affects the overall performance of the organization whether this is financial performance or reliability performance (Kalyar et al., 2013). Galbreath (2010) defined direction and intensity as two dimensions of firms' cultural orientation that are relevant to corporate social responsibility. The culture that reflects sense of responsibility towards its stakeholders is characterized by long-term business success and assures ethical conduct (Sinclair, 1993). In case of Johnson and Johnson, for example, the culture of social responsibility led the management to recall the products in order to keep its customers safe from potential harm (Sinclair, 1993). Culture, subject to its types, is likely to have its impact not only on firm's financial performance but also the activities related to firm's CSR. In a competitive culture, individuals prioritize their own achievement even at the expense of others, and probability to pay attention to others is minimal. Therefore, stakeholders' demands and interests are more likely to be neglected and social responsibility would be poor (Galbreath, 2010). On the other hand, in humanistic type of culture, the focus on people, collaboration, teamwork, sensitivity and cooperation with others is dominant.

2.1.3.2 STRATEGY AND CORPORATE SOCIAL RESPONSIBILITY

McEhlaney (2009) defines Strategic CSR as, 'A business strategy that is integrated with core business objectives and core competencies of the firm, and from the outset is designed to create business value and positive social change and is embedded in day-to-day business culture and operations' (p. 31).

Formal strategic planning assists the management in determining right and proper strategic path for the organization as a whole (Andersen, 2000). Frederick (1994) suggested that an active and systematic assessment of environmental conditions is necessary for actualizing CSR, because formal assessment of both external and internal environments generates information (Slater et al., 2006) that influences top level management taking proactive actions in uncertain business environments (Isabella and Waddock, 1994). By assessing the external environment, Fineman and Clarke (1996) found some issues of non-market nature related to firms formal strategic planning. These issues include behaving socially responsible towards communities and natural environment. Moreover, when firms assess internal stakeholders in their strategic planning (O'Shannassy, 2003), they are going to develop such strategies and practices that increase the likelihood of social responsibility of the firms towards their internal stakeholders (Covin and Miles, 2007).

Additionally, Ioannou & Serafeim (2010 a, b) also suggested the following factors that affect the implementation of social responsibility:

A. Legal factors: legal institutions play a vital role in facilitating organization's engagement with its stakeholders (Campbell, 2007; Aguilera & Jackson, 2003), as well as regulating to an extent the competition within an industry. Ioannou & Serafeim (2010 a) argues that, intensive competitive environment is detrimental to social and environmental performance but will improve governance. In addition, they suggested that rules and regulations that limit the power of internal stakeholders will tend to increase governance

performance, and will decrease social and environmental achievements only if CSR activities are a form of an organizational cost (Ioannou & Serafeim , 2010 a).

B. Political Institutions: according to Rodriguez et al., (2005), organization are required to work hand in hand with governments. These could be influenced by lobbying activities, negotiations about acceptable practices amongst other cases that are of much interest to governments. According to Ioannou & Serafeim (2010), the overarching systems of beliefs and values of the ruling party might affect the extent to which organizations are socially responsible. Countries with collective social consciousness might encourage firms to attach greater importance to CSR (Davis & Thompson, 1994).

C. Labor Market Institutions: a firm's employees are also one of its primary stakeholders (Freeman & Wicks, 2007). Globally, the interface between the firms and its employees is governed by a number of labor market institutions including labor unions amongst others. According to Ioannou & Serafeim (2010), the power of labor unions affects the tendency for a firm to engage in socially responsible behavior. They also argued that, in countries with a high degree of union power, firm perform better on social and environmental achievements since unions push for more benefits. Moreover, non-union organizations may voluntarily adopt CSR policies so as to avoid worker unionizations (McWilliams & Siegal, 2001). According to Greening & Turban (2000) firms who engage in corporate social responsibility attracts and retain quality employees.

Capital Market Institutions: banks and other financial institutions are essential stakeholders to organizations since they provide the capital for businesses (Freeman et al., 2007). According to Ioannou & Serafeim (2010), firms in countries with high levels of capital issuance have low social and environmental performances achievements.

According to Mackey & Barney (2007) the higher the demand for socially responsible investment opportunities, the higher is the potential increase in organizational value for a firm that engages more in CSR. This may propel organizations to undertake socially responsible programmes to help elevate its value in the eyes of investors.

2.1.4 BENEFITS OF CSR IMPLEMENTATION

Corporate Social Responsibilities has many advantages that can apply to organizations regardless of their size or sector. The potential benefits of corporate social responsibility according to (Fayez, 2016) includes: better brand recognition, positive business reputation, increased sales and customer loyalty, operational cost savings, better financial performance, greater ability to attract talent and retain staff, organizational growth and easier access to capital.

Corporate social investment can help an organization to build a reputation as a responsible business, which can, in turn, lead to competitive advantage. Organizations often favors suppliers, who have responsible policies, since this can reflect on how their customers see them. By reducing resource use, waste and emissions which is part of social responsibility, organizations help protect the environment and save money through wastage reduction amongst others. More so, by acting in a sustainable, responsible way, organizations stand the benefit of getting access to finance easier. It is believed that investors are more likely to back a reputable business.

In addition, organizations that embarks on various socially responsible activities attracts positive media attention. Thus, through taking part in community activities. Building good relationships with local authorities can often make doing business easier by reducing regulatory burden.

2.2 COMPETITIVE ADVANTAGE

Korsakienė (2012) defined competitive advantage as positional and performance advantage relative to competitors due to the business held and distributed resources and capabilities advantage. Therefore, the competitive advantage is defined as a significant advantage over its competitors due to the cost allocation and the results of the operation of which depends on the positioning strategy.

2.2.1 CONCEPT OF COMPETITIVE ADVANTAGE

The sustainability of a business is achieved through competitive advantage; whereby upon the formulation of business strategies, it is necessary to create values to customers (Sultan, S., & Mason, M., 2010). Competitive advantage is the increased rate of attractiveness a firm offers compared to competitors from customers' viewpoints (Akram et al., 2018). In the literature on competition strategy, competitive advantage is regarded within the framework of value creation as anything that increases income over costs (Rumelt, 2003). Again, Competitive advantage is the presentable values of a firm for customers so that these values outweigh the price paid by the customer (De Toni, 2003).

Considering to the afore mentioned definitions of competitive advantage, it seems that the dimensions and conditions of competitive advantage are determined by a direct relation between customers' expected values, values offered by the company, and those offered by the competitors. If the values presented by the organization are closer to customers' expected values rather than that offered by competitors, it can be said that the organization has competitive advantage over its competitors in one or more indicators. In different industries, some firms are more profitable than others, regardless of whether the average profit of that industry is low or high. This superior performance is a consequence of having a unique and inimitable factor resulting in higher performance than competitors. According to Akram et al.

(2018), these unique skills and capital have competitive advantage. Four requirements should be met for resources and skills to be sources of sustainable competitive advantage by organizations (Barney, 2001). These requirements are; they should be valuable, they should be rare in existing and potential competitors, they should not be easily imitated, and there should be no strategic substitute for that skill or resource.

2.2.2 STRATEGIES OF COMPETITIVE ADVANTAGE

Porter (1985) suggested four generic business strategies that could be adopted in order to gain competitive advantage. The strategies relate to the extent to which the scope of a business' activities are broad versus narrow, and the extent to which an organization seeks to differentiate its products. The strategies are differentiation leadership, differentiation focus and cost leadership.

2.2.2.1 DIFFERENTIATION STRATEGY

Differentiation means that a product or service has not only differences with existing products or services, but also a point of excellence compared to the others (Lestari et al., 2019). With differentiation leadership, the business targets much larger market and aims to achieve competitive advantage across the whole of an industry. This strategy involves selecting one or more standards used by buyers in a market and then positioning the business differently to meet those standards. To achieve this, the methods include superior product quality (Features, benefits, durability, reliability) and branding (strong customer recognition and desire; brand loyalty) (Jim & Jim, 2015).

Hesterley and Barney (2010), explained differentiation of product or service as an expression of individual or group creativity within firms, which means that the risk of imitating

differentiation is depended on firms' capacity to be creative in identifying ways that make the product unique. It is important to know that even differentiation strategy does not protect the firm strategy from imitation by competitors forever, and (David, 2011) wrote that differentiation does not guarantee competitive advantage, especially if customer needs are met by standard products or if competitors can imitate rapidly. According to him, successful differentiation can mean greater product flexibility, greater compatibility, lower costs, improved service, less maintenance, greater convenience, or more features. A successful differentiation strategy allows a firm to gain customer loyalty because consumers may become strongly attached to the differentiation features (David, 2011) declares that to the extent that differentiating attributes are tough for rivals to copy, a differentiation strategy will be especially effective, but the sources of uniqueness must be time-consuming, cost-prohibitive, and simply too burdensome for rivals to imitate. Therefore, to pursue the differentiation strategy, the firm should pay much attention.

Managers can enhance differentiation based on value drivers such as create product features and performance attributes that appeal to a wide range of buyers; improve customer service or add extra services; invest in production-related R&D activities; strive for innovation and technological advances; pursue continuous quality improvement; increase marketing and brand-building activities; seek out high-quality inputs; and emphasize human resource management activities that (Arthur & Gamble, 2018).

2.2.2.2 FOCUS STRATEGY

In the differentiation focus strategy, a business aims to differentiate within just one or a small number of target market segment (Kotler, 2007). The special customer needs of the segment mean that there are opportunities to provide products that are clearly different from competitors who may targeting a broader group of customers. The important issue for any business adopting

this strategy is to ensure that customers do have different needs and wants- in other words that there is a valid basis for differentiation- and that existing competitor products are not meeting those needs and wants.

Emphasis centres' around the principle of better representing a certain client category than everyone else. The target option is basically, a limited scope option in which the benefits of assets and other resources and skills produced and applied in very specialised ways create differentiation and/or cost advantages only for certain consumer classes. The core of a focus strategy is to serve the needs of a specific buyer group better than any other competitor (Bordes, 2009). A cost or distinction benefit reflected in the needs of that target market must be obtained by the target group. The target market must be separated, especially within your own product line, from other offers. The profit must be important in order to inhibit rivals' catch-up plays. Product attributes, customer category, channel preference, geographical region, level of pre-sales operation, level of post-sales service, volume, mode of payment, and consistency are the basis for emphasis. The skills needed are (i) cost and/or distinction skills (as with other aspects of competitive advantage), (ii) real knowledge of the essence of the market, its niches (hence the word niche marketing), and the purchasing behaviour of consumers, and (iii) the potential to create safe niches, through patents and other intellectual property rights (IPRs), and through regulatory, taxation and other practices (McGee, 2015).

Focus strategy is a strategy in which an organization concentrates on a specific regional market, product line, or group of buyers (Griffin, 2005). Focusing on a specific market with different needs from the others, it creates an advantage compared to rivals based on the knowledge and experience in fields related to competencies such as low cost or differentiation. According to Fred R. David (2011), a successful focus strategy depends on an industry segment that is of sufficient size, has good growth potential, and is not crucial to the success of other major

competitors. Strategies such as market penetration and market development offer substantial focusing advantages.

2.2.2.3 COST LEADERSHIP

With this strategy, the objective is to be lowest-cost producer in the industry. The traditional method to achieve this objective is to produce on a large scale which enables the business to exploit economies of scale (Marnix & Durand, 2018). A strategy of cost leadership requires close corporation between all the functional areas of a business. To be the lowest cost producer, a firm is likely to achieve or use several of the following; high levels of productivity, high-capacity utilization, use of bargaining power to negotiate the lowest prices for production input, lean production methods (example Just-in-Time), effective use of technology in the production process, and access to the most effective distribution channels.

Cost leadership comparative to rivals is the subject running over the entire general cost leadership strategy and the impartial is evidently general business cost leadership (Salavou, 2015). A firm that has effectively accomplished a minimal effort position will have the most reduced cost in respect to contenders. Economies that are free of scale can give the strongest premise to a cost initiative technique. Moreover, when endeavouring to attain a generally low-cost strategy position, low-cost comparative to rivals is the subject of implementing the overall business strategy (Tan, 2017).

According to Brenes and Montoya (2014), the strategy of cost leadership needs quality with price aggressiveness, however, it is attempted by businesses to have a competitive advantage by applying an effectively lower cost than that of competitors. A firm can utilize such a situation to either bring down its cost or gain more profit and deals from adversaries or keep it cost at the present market level and make more moderate profit per unit sold.

This strategy emphasizes efficiency. By producing high volumes of standardized products, the firm hopes to take advantage of economies of scale and experience curve effects. To be successful, this strategy usually requires a considerable market share advantage or preferential access to raw materials, components, labor, or some other important input. Without one or more of these advantages, the strategy can easily be mimicked by competitors (Ritika, 2013).

2.3 MARKET CAPABILITY

Market capability is the ability of an organization to understand and fulfill customers' needs at the right time, right place and right cost (Inan & Kop, 2018). Marketing capabilities is the integration of human resources capabilities with the organisational resources to understand the market-related needs to earn superior performance benefits (Hadeep & Jagmeet, 2013).

According to Ripolles and Blesa (2012), marketing capability is very essential in companies' decision-making mostly on market related topics. Marketing capability is a firm's skills and competences relating to market intelligence, sharing and dissemination of information gathered throughout the organization; launching successful new products, and customer relationship and supplier relationship development (Ripolles & Blesa, 2012). On the other hand, Guven and Aysegul (2018) defines marketing capabilities as a company's ability to identify changing customer needs and to meet customers' expectations using both tangible and intangible assets. Marketing capability could also be defined as the "complex combination of the human resources or assets, market assets, and organisational assets of a firm" (Moller & Anttila, 1987). In this study, marketing capability is defined as the firm's ability to use its unique resources to create innovative products and services that satisfy the changing customer preferences.

Marketing capability is important for numerous reasons. Firstly, marketing capability could grant key advantages in competitive environments in terms of product differentiation (Qureshi

& Millan, 2010). It is essential for understanding both the market and competitive environment (Ripolles & Blesa, 2012).

Furthermore, marketing capability is a valuable source for competitive advantage (Santos-Vijande et al., 2012) since it allows a company to analyse competitors' marketing strategies, and relevant market issues which can inform its own strategies. Companies with a highly developed marketing capability demonstrate a high level of performance (Qureshi & Kratzer, 2011).

Different organisational activities related to marketing capability include market sensing capabilities; market research; market bonding capabilities, such as customer relationship management (CRM); spanning capabilities; information sharing and dissemination throughout the organization; coordination mechanisms to integrate market knowledge into internal processes, and activities to generate new market knowledge (Ripolles & Blesa, 2012).

2.3.1 DIMENSIONS OF MARKETING CAPABILITY

Both internal and external factors affect the marketing capability of companies (Qureshi and Kratzer, 2011), which is directly related to physical, market, human and organisational resources available to a company (Barnteale et al., 2010).

Internal dimension involves the planning, organisation and management of marketing and the integration of departments (R & D, marketing, production) in the company. Human assets are central for evaluating internal dimensions. Company employees have various tasks whose coordination may vary according to the changes in the market or environment (Qureshi and Kratzer, 2011). The combination of knowledge and skills developed through work experience can improve marketing strategies and capabilities (Santos-Vijande et al., 2012).

According to Guven and Aysegul (2018), external dimension refers to a company's ability to managing a company's relationship with its external partners with their customers being part.

Bonding capabilities help to create and increase commitment in the market and reach out to external partnerships (Ripolles and Blesa, 2012) such as customers, distribution channels, suppliers and other external stakeholders to access available technology. This information exchange with external partners is valuable in increasing the company's competitive advantage and improving its strategies (Porter, 1980). Especially customer-related marketing capability helps increase the understanding of the customers and markets, and to develop successful customer strategies. Competitor-related marketing capability can help understand key competitors' strategies. Environmental turbulence such as "increased risk, uncertainty, decreased ability to forecast, and fluid firm and industry boundaries" impact the market performance of the companies, particularly that of small size companies (Qureshi and Kratzer, 2011). According to them, these conditions force the companies to react to the market changes quickly and may also create new opportunities. They also argued that in this environment, companies that have marketing strategies which are built on competitive advantages, differentiating marketing strategies, following the customer and market needs, and up-to-date technology have a higher tendency to succeed since these allow them to quickly adapt their strategies to the current market conditions.

2.3.2 THE ROLES OF MARKETING CAPABILITIES

Marketing capability can help firms' sense and respond to market changes to foretell and anticipate customer explicit and latent needs (Alharbi, 2014). These can help organizations to develop both radical innovative products or employ modernized existing products with new attributes to satisfy both the needs of existing customers and new customers to ensure the steadiness and endurance of shocks from new waves of competition based on new technologies and new value propositions. Considering these arguments, in this study, the researcher propose that exploitation and exploration positively mediate the positive relationship between

marketing capability and new product development performance. Nalcacia and Yagci (2014) explained that marketing capability is operated under proper organizational architecture. The outside-in view suggests that the ability of the firm to best manage resources and capabilities according to external market and environment requests will show the highest levels of performance (Mu, 2015). Organizational structural alignment theory suggests that the firm should align organizational structure with the external environmental requirement and its strategic business objectives (Alagaraja, 2015).

2.4 THEORETICAL FRAMEWORK

It is a framework based on an existing theory in a field of enquiry that is related and or reflects the hypothesis of a study. Theoretical framework is the blue print or guide for research (Grant and Osanloo, 2014). On this note the researcher relied on these theories; capability-based view theory, resource-based view theory and market-based theory.

2.4.1 DYNAMIC CAPABILITIES

Dynamic capability theory is a concept in the field of strategic management that focuses on an organization's ability to adapt, reconfigure, and integrate its internal and external resources to address rapidly changing environments and seize new opportunities. It was first introduced by David J. Teece, Gary Pisano, and Amy Shuen in their 1997 paper titled "Dynamic Capabilities and Strategic Management," published in the Strategic Management Journal. This theory has become a fundamental framework for understanding how organizations can maintain and enhance their competitive advantage in dynamic and uncertain business landscapes (Teece, 2007).

Organizations must have the ability to recognize and anticipate changes in the market and identify new opportunities as they emerge. Dynamic capability involves the effective and flexible allocation of an organization's resources (both tangible and intangible) to respond to changing conditions (Eisenhardt & Martin 2000). This can involve reallocating budgets, reorganizing teams, or acquiring new resources. Organizations should be capable of quickly adjusting their internal processes, structures, and systems to accommodate new strategies and exploit emerging opportunities. This involves a willingness to change, learn, and experiment. Continuous learning and knowledge management are essential for developing dynamic capabilities. Organizations must learn from both successes and failures and accumulate knowledge that can be applied in the future. Dynamic capabilities become ingrained in an organization's routines and standard operating procedures. They should not be ad hoc, but rather systematic and integrated into the organization's DNA (Helfat & Peteraf 2003). Dynamic capabilities contribute to an organization's ability to sustain its competitive advantage in the long term, even in the face of disruptive changes in the business environment. Dynamic capabilities are unique to each organization and are shaped by the firm's specific context, history, and culture (Winter 2003).

Dynamic capability theory has been widely adopted and expanded upon in the field of strategic management. It has applications in various domains, including innovation, technology management, and organizational change. Scholars and practitioners have explored how organizations can cultivate and enhance dynamic capabilities to remain competitive in industries characterized by rapid change and uncertainty (Zollo, & Winter 2002). This theory has been influential in understanding how firms can achieve and sustain competitive advantage in today's dynamic business world, and it continues to evolve with ongoing research and practical applications.

2.4.2 RESOURCE BASED VIEW

According to Aluisius and Rosli (2015) the concept of RBV has been developing for decades, from classical works with firm growth theory to competitive advantage theory and dynamic capability theory. It argues that a firm comprises varying resources and various levels of capabilities. Survival of a firm based on its capacity to generate fresh resources, develop its capabilities and make it unique to gain competitive advantage (Peteraf, 1993). The RBV provides a framework that how with a firm's resources and capabilities, competitive advantage can be gained (Corbett & Claridge, 2002). A growing number of studies have established a significant relationship between firm performance and these functional capabilities (Aluisius & Rosli, 2015; Krasnikov & Jayachandran, 2008; Terjesena et al., 2011; Yu et al., 2014).

Additionally, the RBV argued that firm performance variation is the result of resource ownership that has varied productivity (Makadok, 2001). Day (1994) proposed that it is not possible to list all possible capabilities, because every business develops its own configuration of capabilities that is established in the realities of its competitive market, past commitments, and anticipated requirements". By employing the concepts of social capital and dynamical capacities, which serve as mediators, the research seeks to examine the connection between corporate social responsibility and competitive advantage by utilizing three components of SC and three components of DCs (Zhao et al., 2019). Throughout this research, considering the RBV, we present a theoretical framework that looks at how businesses use their large marketing and operational skills to improve their ability to obtain competitiveness.

2.4.3 MARKET BASED THEORY

According to the Market-Based View (MBV) of strategic plan, industry-specific variables and an emphasis on the international market are the main elements influencing how well a company performs (Peteraf & Bergen, 2003). The Structure-Conduct-Performance (SCP) concept

proposed by Bain in 1968 and Porter's five-force paradigm, which was first proposed in 1980, were some of the most widely used ideas throughout this field. The business rivalry that defines the company's edge strategic location includes the sources of value for the business. A company's strategic posture is the distinctive combination of behaviours which differentiates it from other competitors. A group's strategic status may also be established by how it performs similar duties to those performed by competitors in a distinctive manner. This perspective contends that a company's business is entirely driven by the characteristics and fluctuations of the market it serves (Schendel 1994). In Hoskisson's assessment of both the strategy creation process, the Market-Based View integrates concepts from the classical approach of concepts of a strategic plan and the institutional theory financial markets stage (Hoskisson et al. 1999). This phase's main emphasis was on the industry's surroundings or external factors. An analysis revealed that the saturated market was significantly impacted by the business ecosystem. They viewed strategies as the whole of the company's stance in the market with respect to its competitors. In 1968, Bain published the Institutional model, often known as the Structural Behavior framework. It discusses how industries' growth is affected by the relationship among the industrial sector and company behaviour. Bain (1968), who examined a corporation with a monopoly, discovered that exit barriers, market segmentation, the number of competitors, and the quantity being consumed all had an effect on the behaviour of the organization.

This Conveying was established by academics (Caves & Porter 1977; Porter 1980) to demonstrate that businesses should modify their strategies towards the features of the marketplace wherein they compete in order to gain a competitive edge. Companies typically assess their personal comparative benefit domestically while coming up with a plan by assessing the physical factors using the five forces model (Porter 1979; 1985). Entry barriers, the danger of alternatives, suppliers' but also purchasers' bargaining position, and rivalry between competitors are the five forces that are considered (Porter 1985). The above

perspective contends that a firm's sources of competitive strength are responsible because of its success in comparison to its competitors.

The traditional list of causes for market dominance includes monopoly, entrance barriers, and negotiating power (Grant 1991). When a corporation has a monopolistic, it performed best as a result of its dominant market position (Peteraf 1993). Substantial barriers that stop future rivals from entering a marketplace limit rivalry, hence enhancing effectiveness. Possessing greater bargaining power inside the sector compared to customers and vendors could potentially boost competition (Grant 1991). Businesses could take systematic methods to analyze the current status of their sector using the five-force paradigm. Nonetheless, the strategy has its limitations. Given current highly competitive systems, Porter's five forces analysis jumps to conclusions around a conventional ideal environment and a stable competitive landscape that are highly implausible. However, applying the five-force paradigm to comprehend and evaluate particular sectors is hard because of the intricate nature of those industries and their multiple linkages (Wang 2004).

Moreover, Rumelt (1991) asserts that what is considered the most important variables that influence efficiency were competent and experienced as opposed to sector variables. A core competency dependent on assets and skills seems to be much more important compared to one that's only concentrated on goods and market positioning, according to Prahalad and Hamel (1990), particularly regards to establishing a permanent comparable lead. Porter puts a great deal of weight mostly on the sector, while Rumelt (1991) and other researchers have emphasized the importance of the (homogenous) assets which companies utilize as their primary basis for a competitive edge. Rendering to Furrer et al. (2008), during the 1980s, studies in tactical administration have moved their attention to the company's MBV framework to company's interior configuration, which includes possessions and competencies. The

Resource-Based View (RBV), which is the name of this strategic method, is covered in the subsequent paragraph.

2.5 CONCEPTUAL FRAMEWORK

The paradigm described by Camp (2001) is the one that the researchers feel best explains the natural evolution under study. It is connected to the idea of imperial research and significant ideas utilized to advance and organize the knowledge employed by researchers (Peshkin, 1993). Nevertheless, the study used the different parameters: competitive edge as the variable to measure, marketing competence as the mediator factor, and corporate social responsibility as the predictor variables.

2.5.1 CSR AND COMPETITIVE ADVANTAGE

The purpose of the investigation is just to determine whether business social responsibility influences comparative benefit. Businesses who practice corporate social responsibility get an advantage from the standpoint of understanding their clients, as well as the surplus may be utilized as a foundation for developing goods that satisfy their requirements and wants.

According to Frooman (1997), some pioneering scholars are adamant that CSR investments would drive up operational expenses and eventually hurt the businesses that make them. McWilliams and Siegel (2010) looked into the share value of some businesses that had been engaged in CSR for a while and discovered that those who placed a high priority on addressing the interests of shareholders had increased operating costs, which caused their equity prices to decline substantially more than the general tendency inside the share market. But the outcomes of current study are getting more favourable (Zhao et al., 2019). Shi (2009) created an empirical

framework and discovered that CSR has no overtly detrimental impact on CA. He did this by employing the estimated yearly significance of businesses to portray profitability as well as their state to epitomise Roles and relations. The beneficial factors have An influence on a company's current CA first became apparent in the 1990s with the growth of investment and the societal benefits of CSR (Crisóstomo et al., 2011). Based on the Dow Jones Development Index study, Kotler and Lee (2008) discovered that businesses with CSR had better market CAs than those without it, improved social image and reputation, and affected investor engagement and satisfaction. Additionally, researchers discovered that CSR practices might improve CA by fostering greater trust between customers and sellers (Nan, 2007). According to Zhao et al. (2019), more academics believe that CSR is a valuable resource that not only yields financial rewards but also non-financial gains like company reputation and customer satisfaction, which helps firms have distinct CA. In support of this, Waddock and Graves (2005) argued that CSR and CA are in reality linked and that businesses may attain the highest possible degree of economic success and social benefits when they invest in CSR in a few key areas or engage in creative activities. As a result, CSR initiatives save human resource costs by strengthening business image and employee belonging, which help to establish shared ideals in regards to society and the economy and increase organizational commitment (Zhao et al., 2019).

The findings of a statistical test conducted by Ratnawati (2017) indicate that businesses' creativity will gain a competitive edge if it consistently creates innovation, including innovative products, process design, and market development strategy. The following hypotheses could be made in light of the studies mentioned previous section:

H1: Corporate Social Responsibility has a positive and significant impact on competitive advantage.

2.5.2 CSR AND MARKETING CAPABILITIES

According to Teece and Pisano (1994), marketing skills are important for an organisation's effectiveness because they allow for the efficient development, fusion, and reconstruction of resources both internal and external in dynamic situations. Building a strategic position, broadening the awareness of and responsiveness to change, and making the required adjustments to better meet customer demands are typical responses of enterprises to unpredictability in the surrounding environment (Jian, 2015). The study takes into account three dimensions of marketing competencies, much like Teece (1994), Bao and Long (2015), and Jiao (2008). These include resources incorporation competence (the capacity of institutions to incorporate and organise the marketing task procedures, intramural or exterior infrastructure, and company policies); organisational possibility (the capacity of institutions to adopt dynamic capabilities, acquisition of skills, and learning approaches to achieve consciousness in order to adjust to different conditions); and innovative thinking and transformation capacity (the capacity of institutions to tear old, inert practices into new, more effective ones).

CSR may increase the channels and space for system integration by assisting firms in greater understanding company information and raising positive awareness of complementary assets among participants (Dong et al., 2011). CSR initiatives also show businesses how to develop their connections, morals, and other resources (Du, 2003). Nevertheless, acquiring additional resources won't be useful if the companies can't employ them. Any material that changes into CA, according to Teece (1994), must go through a number of stages, including absorbing, incorporation, and use. The capacity to integrate resources is the most crucial of these. By combining their capabilities, companies may determine the worth of their current and future assets and gain a new competitive edge (Zahra and Sapienza, 2006). According to Griffith and Harvey (2001), having the capacity to integrate resources into operations enables firms to function more cost-effectively, with top standard, and with more effectiveness than their rivals.

They will be able to uphold and strengthen their corporate social responsibility as a result (Zhao et al., 2019). Given the aforementioned research, the following hypotheses may be made:

H2a: Corporate social responsibility has a significant and positive relationship with marketing capabilities.

2.5.3 MARKETING CAPABILITIES AND COMPETITIVE ADVANTAGE

Hunt and Morgan (1996) claim that broad strategic management and marketing literature indicates that an organisation's operational competencies can provide it a competitive edge. Recently, the marketing sector has paid a lot of attention to the idea of capability development and how it affects competitive advantage (Vorhees et al., 1999). Moore (2003) states that four contexts of marketing capabilities are explored in order to evaluate the efficacy of various marketing skills;

- i. Competence to provide a service experience
- ii. Differences in-store branding
- iii. Understanding of the international (business) sector
- iv. Marketing abilities

Every one of these categories has been recognised as crucial for attaining a comparative advantage (Sharma et al., 2007; Wileman and Jarry, 1997). Customer service capability, according to Zhao et al. (2019), relates to how well firms provide excellent service and address client grievances, whereas competence in storehouse image denotes to how distinctive an organization's exterior store image and its mechanizing image are. Furthermore, they defined promotional capabilities as the degree to which organizations are successful in trying to distinguish their own offices thru the marketing and advertising, and they added that external business comprehension (functionality) refers to the amount of a firm's knowledge of contemporary clients, rivals, or industry developments.

Usually, marketing academics argue a clear and favorable association among marketing skills and competitive advantage (Moorman and Slotegraaf, 1999). Broadly speaking, this is also backed by the research on entrepreneurial orientation, which claims that actively integrating marketing principles into all company processes may provide businesses a competitive edge (Kohli and Jaworski, 1990). A hypothesis may be formed as follows based on the research that has already been done about marketing talents or competitive advantage:

H2b: there is a positive and significant relationship between marketing capabilities and competitive advantage.

2.5.4 THE MEDIATING ROLE OF MARKETING CAPABILITIES CONCERNING CSR AND COMPETITIVE ADVANTAGE

The competitive advantage of an organisation has been connected to marketing including market sensing, customer capabilities, partner connecting, networking skills, and functionality (Mitrega et al., 2011). According to Khan et al., these skills aid in the creation of marketing information, which is made up of data about consumers' present and future demands as well as external factors that have an impact on those needs and wants (2016). This may be employed tactically or operationally, adding to the value chain, or it may be used to create a market orientation strategy that would result in a competitive edge. They conduct an examination of the major articles to provide evidence in favour of the hypothesis that marketing talents may, in fact, contribute to market success. Nath et al. (2010) conducted research to ascertain how a firm's functional competencies (marketing and operations) and diversification strategies (product/service and foreign diversification) affect overall financial results. The results showed that marketing expertise is the primary factor in predicting higher financial performance (Nath et al., 2010).

The firm will have a competitive advantage thanks to this claim of better financial performance because it strengthens their financial position and can support their corporate social responsibility initiatives. The importance of marketing skills in a firm's market and financial success cannot be overstated (Kanibir et al., 2014, Ripolles, 2011, Nalcacia and Yagci, 2014, Merrilees et al., 2010).

The capacity to offer new items to the market quickly relative to rivals, outstanding customer service quality, successful promotional activities, and solid market research efforts are all indications of an organization's marketing capabilities, according to Vorhies and Morgan (2005). It has been demonstrated that a firm's marketing ability and entrepreneurship ambition are related (Kanibir et al., 2014). Numerous prior researches claimed that CSR initiatives' marketing potential gives them a competitive edge by directly influencing consumers' purchasing decisions (Hirunyawipada & Xiong, 2018; Pomeroy, 2017; Sardianou et al., 2017). In the contemporary, fiercely competitive, increasingly constantly evolving economy, CSR, recognized as an effective avenue for a long-term comparative edge, might well be utilized as a proactively business plan and potent marketing tool to contend and keep competitiveness (Liechtenstein et al. 2004).

Additionally, the company's capacity to convert external information into resources is its authoritative training capability; the quicker the CA accumulates knowledge, the faster they will advance in the business (Zhang & Yu, 2005). The constant strengthening of a firm's capacity to learn, according to Lee and Hwang (2010), is what has led to an increase in CA.

As stated by Jian (2015) claims that CSR can influence an organization's ability to be creative in a variety of ways, including by securing the resources required for innovation and encouraging the formation of a trusting and cooperative environment between the organization and its customers, employees, and other social members (Jian, 2015). Innovation and the capacity to adapt are seen by Li and He (2012) as the main factors affecting a business

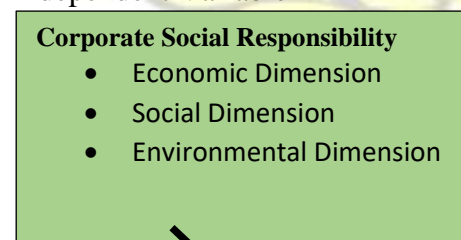
effectiveness. By developing pragmatic framework, they discovered that affinity's contribution to performance improvement is more pronounced the more intense the aspiration for invention and modification. The firm must innovate when the external environment radically changes by adapting and developing new market prospects through ongoing innovation operations (Zhao, 2018).

Customer opinion of a firm's CSR policies and company competitiveness can strengthen this link since marketing capability helps to increase corporate reputation. Although other research (den Hond et al., 2014; Gagalyuk, 2017) has suggested that CSR efforts boost business reputation, this connection may not be a straight line.

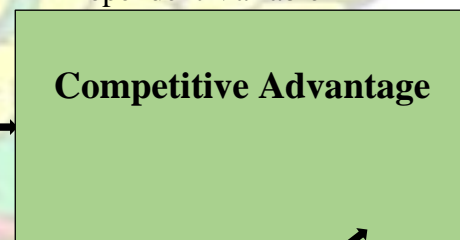
H3: Marketing capability mediates the relationship between CSR practice and competitive advantage

Conceptual Model

Independent Variable



Dependent Variable



H2a

H2b



Mediation Variable

Fig. 2.1 Conceptual Framework

Source: Authors' own construct 2022.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Methodology is the theory of how an enquiry should proceed (Schwardt, 2017). The study methodology, data gathering techniques, sample techniques, the procedure for gathering data, multiple regression reviews, and data analysis are all included in this section. Regarding credibility, the researchers presented detailed explanations of all pertinent steps, including the information they obtained, key indicators they utilized, and their selection.

3.2 RESEARCH DESIGN

This is foundational procedure used to gather evidence for the study issue by specific a description of the many channels through which the study's information will be acquired (Saunders et al., 2007). In social sciences research, there are manifolds of approaches which includes comparative study, survey, experiments, discourse analysis, document analysis, combined with ethnography. In considering the nature of the study, the researcher deems it fit to use the survey method. The cross-sectional data was used. This is because it gives the researcher the opportunity to gather facts in a particular period of a period.

Per the definition given by Zikmund et al., (2010), A survey is a research method used to collect data and information from a sample of individuals or groups within a population. It typically involves asking questions, either through structured interviews or questionnaires. The primary purpose of a survey is to gather specific data on a particular topic or to measure opinions, attitudes, behaviours, or other variables of interest. The investigator opts to a survey method with the intent of looking at the corporate social responsibility and competitive advantage the facilitating function of marketing capability by collecting information from a non-partial sample from the target population through structured questionnaire.

Saunders et al. (2007) identify exploratory, descriptive, and explanatory studies as the three primary types of study design. The exploratory investigation is a useful method for learning "what is occurring; seeking fresh ideas; posing questions and evaluating occurrences in a different light (Saunders et al., 2007). Moreover, descriptive study is defined as having a variety of purposes, such as discovering connections between various factors as well as occurrences or traits linked by such a study population (Cooper & Schindler, 2014). Yet, an explanatory study aims to prove that if we do some action, something else would occur. The explanatory study refers to investigations that show the causative connections between various factors (Zikmund et al., 2010).

According to the aforementioned justifications, the study is of an explanatory nature. That's the case since the research attempts to quantify the links between its many factors.

3.3 RESEARCH APPROACH

The term "research approach" describes the method that determines how the study would be carried out. Many studies use a qualitative, quantitative, or mixed methodological approach.

The procedure of comprehension founded on several methodology approaches of enquiry that examines a societal or personal issue is referred to as qualitative studies of enquiry (Srivastava & Thomson, 2009). It is carried out if a study challenge necessitates examining ideas and creating linkages within their unprocessed forms before putting such conceptions and associations together into the conceptual interpretive framework.

Instead, quantitative studies concentrate on the purpose of the study through empirical analyses that use mathematical measuring as well as analytical techniques (Mugenda & Mugenda, 2003). This study employs a quantitative methodology. The researcher employed qualitative research since it allowed the investigator freedom and the chance to perform an in-depth investigation (Barlett et al 2017). The investigator was capable of determining all necessary

concepts to assess the factors they selected for the study since, as was indicated at the study's commencement, there has been a wide range of studies on the subject.

3.4 POPULATION

A study population is often a sizable group of people or things which serve as the principal subject of a systematic investigation (Salgado, 2002). The environment for the industry research challenge is made up of all the components that have a certain set of qualities on similar. The population is referred to as "the entire collection of instances from which an estimate is drawn" (Saunders et al., 2009, p. 211). The population of this research is made up of the leadership and staff of MTN Ghana Ltd. inside the Kumasi area.

3.5 SAMPLE SIZE

Sampling is a segment of the population that has been typical of the overall population, or it can be the process of choosing a small number of people for a study in a way that ensures that those people are comparable to the wider demographic through whom they were chosen (Mugenda, 2003). Zamboni (2018) claims that the sample size in any numerical scenario, including a scientific study or community independent panel, is a number of individual samples or views. Making conclusions around a group based on the total population is facilitated by the sample size. The study chooses a representative sample of 115 participants. This wouldn't be feasible to the researchers to survey the entire population, hence the sample. This is because a sample is less clumsy to administer, also a sample is less expensive to administer than a census. Sampling saves time and is more manageable as few people are involved.

3.6 DATA COLLECTION

The procedure for gathering facts involves gathering information from all particular essentials in order to tackle the study's issue, verify the hypotheses, and then assess the results. The investigator applied on primary data for this study. Primary data are those data collected afresh (Kothari 2008). They are mostly original because of the source of obtaining them. Secondary data are the readily available compendia that are mostly derived from journals, books, literatures, articles, magazines etc (Saunders et al, 2003). Secondary data was collected from two sources; thus, published data such as books, magazines, reports prepared by research scholars and unpublished data from scholars and research workers, private individuals and organizations (Saunders et al, 2003).

This is the method that the researchers used to gather data for the research work. Data can be collected through observation, interviews, structured questionnaires, experimentation and focus groups. The researchers employed structured questionnaires in this study.

3.7 DATA ANALYSIS AND PRESENTATION

Information was gathered via a questionnaire administration and sorted out to check completeness and parsimony. The SPSS was used to analyse the data collected using tables for easy presentation and also the variables were analysed using the Correlation matrix, Cronbach Alpha Coefficient, Regression and possibility Mean and Standard Deviation (Marshal & Rossman, 1999). The reality of this was to give clarity to the data collected in a presentational form for clarity, parsimony and its objectivity as affirmed by (Marshal & Rossman, 1999).

3.8 DATA VALIDITY AND RELIABILITY

The instrument's degree of measurement accuracy is referred to as reliability (Lufumbi, 2010). Reliability is also defined as how free of measurements mistakes a test is (Fraenkel & Wallen, 2003). The instrument was pre-tested so that all the surveys had the same interpretation for all the participants, which would assist to assess the dependability of the information collected from the participants. It is thought that a tool is dependable if it regularly produces the very same answer. A test or instrument that precisely measures what it is designed to is said to be valid. Each precise and reliable kind of evaluation is said to depend on validity (Bond, 2003). It is the extent to which findings from data processing accurately reflect the phenomena being studied (Bond, 2003).

3.9 ETHICAL CONSIDERATION

Each study project has its own ethical considerations. A few ethical concerns involve sympathetic impartiality, privacy and secrecy, and mutual consent. Folkman (2000), quoted in Ary et al. (2002), claims that a person's desire in anonymity is indeed the ability to manage how someone else learns data about them. However, a researcher has the right to keep the data they collected from participant's secret. Research needs to be sensitive to participants' interests, according to Burnham (2008). When conducting surveys, Fontana and Fray (2000) found three (3) areas of ethical concern: prior consent, the right to privacy, and safeguarding against harm. The above-mentioned ethical rules required that engagement be voluntary. The researcher ensured that participants did not put their names and were just on instruments since privacy and confidentiality of the respondents and data, correspondingly, are also being considered. During information gathering, a document outlining the goals of the study along with how the data will be used was given to each participant. Since attendees also weren't given the choice to add personal identities or annotate the questionnaires in a manner which might expose

personal identification, all data obtained from participants were kept anonymous, with no means of connecting a developed questionnaire toward a single respondent.

KNUST



CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.0 INTRODUCTION

This section of the research incorporates the analysis of data given by the research respondent from MTN Ghana. The analysis contains the descriptive part of the background information of respondents, composite reliability multilinear correction and the moderating variables.

4.1 SEX BACKGROUND OF RESPONDENTS

The result after analysis of question being sent to employee of MTN indicates that 67 of the respondents were males indicating 58.3 percent while 48 of the employees were females which indicates 41.7 percent. This is presented in table 1 below.

TABLE 1 SEX BACKGROUND OF RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	67	58.3	58.3	58.3
Female	48	41.7	41.7	100.0
Total	115	100.0	100.0	

Source: Field survey 2022

4.2 AGE OF RESPONDENTS

Base on the analysis on the age of the respondents, it was revealed that 25 of the respondents were from the age bracket 21-25 which represent 21.74 percent. Again, 44 respondents were from the age bracket 26-30 indicating 38.26 percent. Moreover, age bracket 31-35 had a

frequency of 27 with a percentage of 23.48. Also, the age bracket 36-40 had a response of 10 indicating a percentage of 8.70 while the age group over 41 had a percentage of 7.82 with frequency of 9. This is depicted in table 2 below.

TABLE 2 AGE OF RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
21-25	25	21.74	21.74	21.74
26-30	44	38.26	38.26	60.0
31-35	27	23.48	23.48	83.48
36-40	10	8.70	8.70	92.18
Over 41	9	7.82	7.82	100.0
Total	115	100.0	100.0	

Source: Field survey 2022

4.3 WORKING YEARS

The result from the analysis on the working years indicates that 2 of the respondents have work for less than a year. This provides a percentage of 1.7. Also, 1-5 years had a response of 34 giving a percentage of 29.6. Similarly, 6-10 years of working had 60 frequency with a percentage of 52.2 while over 10 years had a response of 19 providing a percentage of 16.5. This is shown in table 3 below.

TABLE 3 WORKING YEARS

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than a year	2	1.7	1.7	1.7
1-5 years	34	29.6	29.6	31.3
6-10 years	60	52.2	52.2	83.5
Over 10 years	19	16.5	16.5	100
Total	115	100.0	100.0	

Source: Field survey 2022

4.3 POSITION HELD

From the questionnaire being sent out, respondent was being ask about the position of the being held. The analysis indicates, sales officer had 26 responses which represent 22.61 percent. Again, branch manager had 15 responses which have 13.04 percent. Moreover, customer service officer had 22 responses which 19.13 percent. From the analysis 19 respondents were supervisors which represent 16.52 percent. 10 respondents were mentors which represent 8.70. Out of the 115 respondents, 20 of the respondents were Momo attendants which represent 17.39 percent. Whiles 3 of the respondent were on technical team with 2.61percent. This is presented in table 4 below.

TABLE 4 POSITION HELD

	Frequency	Percent	Valid Percent	Cumulative Percent
Sales officer	26	22.61	22.61	22.61
Branch manager	15	13.04	13.04	35.65
Customer service officer	22	19.13	19.13	54.78
Supervisor	19	16.52	16.52	71.30
Mentor	10	8.70	8.70	80.00
Momo attendants	20	17.39	17.39	97.39
Technical team	3	2.61	2.61	100
Total	115	100.0	100.0	

Source: Field survey 2022

4.4 DEPARTMENT

The outcome of the result sent to study participant indicates that, 15 respondents were from finance department which represent 13.04 percent. Again 16 respondents were from administration department which represent 13.91 percent. Moreover, marketing department had 37 respondent which represent 32.17 percent. Also, 15 respondents were from corporate services department. This represent 13.04 percent. Similarly, 25 respondents were from customer service department representing 21.74 percent. Whiles 7 respondents were from operation department which represent 6.10 percent. This is shown in table 5 below.

TABLE 5 DEPARTMENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Finance	15	13.04	13.04	13.04
Administration	16	13.91	13.91	26.95
Marketing	37	32.17	32.17	59.12
Corporate services	15	13.04	13.04	72.16
Customer services	25	21.74	21.74	93.90
Operation	7	6.09	6.10	100
Total	115	100.0	100.0	

Source: Field survey 2022

4.5 DESCRIPTIVE STATISTICS

Tables 4.7 and present the results of the descriptive statistics. The author performed other descriptive statistics for the variables by using SPSS version 20.0.

TABLE 6 DESCRIPTIVE STATISTICS AND COMPOSITE RELIABILITY

Variable	CR	Obs	Mean	Std. Dev.	Min	Max
CSR	.80	115	2.336	1.192	1	5
Competitive Adv	.79	115	2.352	1.207	1	5
Marketing Cap.	.85	115	2.608	1.233	1	5

Source: Field survey 2022

According to Table 4.7 above, the study used valid responses from 115 participants. As indicated earlier, the study used a five-point Likert scale ranging from 1-5 ratings for collecting the data. According to Table 6, all the variables recorded a minimum of one (1) and a maximum of five (5). In terms of mean and standard deviation, the participants relatively scored the variables of interest, suggesting that marketing capability in the MTN is relatively high with

the mean score ($M=2.608$, $SD=1.233$) with composite reliability of 0.85, while competitive advantage had the middle mean score ($M=2.352$, $SD=1.207$) with composite reliability of 0.79 and corporate social responsibility had lowest mean score ($M=2.336$, $SD=1.192$ with composite reliability of 0.80.

4.6 RELIABILITY AND VALIDITY OF THE CONSTRUCTS

The consistency, stability, and reproducibility of measurement results are concerned with reliability. According to Field (2009), "the scale should consistently represent the construct it is measuring" in the reliability calculation. By using the coefficient alpha (Cronbach's alpha), the internal accuracy and consistency of the scales is also calculated. Theoretically, Cronbach alpha looks at inter-relationships between the objects intended to measure a construct. According to Field (2009), an appropriate value is the Cronbach alpha with a value between 0.7 and 0.8; values significantly lower imply an inaccurate scale. In a similar vein, Hair, et al. (2010) postulate that for most research purposes, a coefficient alpha greater than 0.7 is highly satisfactory.

4.7 STANDARDIZED FACTOR LOADINGS AND T VALUES

Confirmatory factor analysis (CFA) was performed on the variables and was established that all the standardized factor loadings are greater than 0.60 and the t-values are significant for all the items in table 7.

TABLE 7 CFA STANDARDIZED FACTOR LOADINGS AND T VALUES

Construct	Items	β	Composite Reliabilities (CR)	Cronbach Alpha (α)
Corporate social responsibility			0.803	0.793
Economic Dimension	EC1	0.656		
	EC2	0.737		
	EC3	0.753		
	EC4	0.647		
Social Dimension	SOC1	0.637		
	SOC2	0.675		
	SOC3	0.750		
	SOC4	0.604		
Environmental dimension	ENV1	0.819		
	ENV2	0.810		
	ENV3	0.733		
	ENV4	0.675		
Competitive Advantage	CA1	0.716	0.854	0.818
	CA2	0.728		
	CA3	0.779		
	CA4	0.674		
	CA5	0.691		
	CA6	0.641		
Marketing Capabilities	MC1	0.639	0.864	0.853
	MC2	0.735		
	MC3	0.697		
	MC4	0.717		
	MC5	0.864		
	MC6	0.694		
	MC7	0.699		

Source:2022

4.8 CORRELATION MATRIX AND AVERAGE VARIANCE EXTRACTED (AVE)

In addition to the CFA, this study performed correlations among the variables and the square of AVE. The results are presented in Table 8.

TABLE 8 CORRELATION MATRIX AND AVERAGE VARIANCE EXTRACTED

Variable	AVE	CSR	CA	MC
CSR	.693	.743		
CA	.579	0.23	.754	
MC	.721	0.15	0.25	.806

Source: Field survey 2022

The validity examination revealed that the average variance extracted (AVE) for the scales ranged from 0.693– 0.721 signifying that the values were over the endorsed level (0.50) for suitable AVE (Gaskin & Lim, (2016). This shows evidence of convergence validity, also we followed Fornell and Larcker's and established that the square root of the AVE values ranged from 0.743 - 0.806. These values were high above the inter-factor correlations among the constructs providing strong evidence of discriminant validity. These were all above the reliability threshold generally recommended for using an instrument (Fornell, & Larcker, 1981).

4.9 KAISER-MEYER-OLKIN (KMO) BARLET'S TEST (BT)

For measuring the sampling adequacy for the variables and complete model, the KMO and BT were executed. The outcomes in Table 10 show that the KMO value is 0.832 which is above the minimum commended limit for proceeding to factor analysis. The BT value is comparatively large with sig. value of 0.000 rejecting the null hypothesis that the variables are not inter-correlated.

TABLE 9 KAISER-MEYER-OLKIN AND BARTLETT'S TEST

KMO Measure of Sampling Adequacy		0.832
	Chi-square	4519.859
BT of Sphericity	Df	55
	Sig.	0.000

Source: Field survey 2022

4.10 MULTICOLLINEARITY TEST

The next step of the regression analysis was to verify that multicollinearity was not a problem in this study. Table 4.11 presents the results of the multicollinearity test. According to Table 4.11, the collinearity statistics for Tolerance for both competitive advantage and marketing capabilities are all greater than 0.2 which is the threshold. Furthermore, the Variance Inflation Factor for both competitive advantage and marketing capabilities equations are all less than five (5) suggesting that multicollinearity does not exist in this study.

TABLE 4.10 MULTI-COLLINEARITY RESULTS

Variable	Competitive Advantage		Marketing Capabilities	
	Tolerance	VIF	Tolerance	VIF
Gender	.953	1.050	.953	1.050
Age	.676	1.478	.676	1.478
Working years	.836	1.196	.836	1.196
Position	.737	1.358	.737	1.358
Education	.856	1.168	.856	1.168
Department	.848	1.179	.415	2.408
CSR	.747	1.339	.747	1.339

The dependent variables were competitive advantage and marketing capabilities.

4.11 HYPOTHESIS TESTING

Hypothesis 1: *Corporate Social Responsibility has a positive and significant impact on competitive advantage*

The researcher examines the relationship between corporate social responsibility and competitive advantage of MTN Ghana Ltd. A regression analysis of ANOVA was calculated using competitive advantage as a dependent variable and corporate social responsibility as independent variable. Table 4.11 gives the picture of what was obtained. It can be seen from the table that, with a significance of 0.000 ($P \leq 0.000$), an F-statistic value of 18.339 was obtained implying that there is a significant relationship between corporate social responsibility and competitive advantage of MTN Ghana Ltd. In other words, corporate social responsibility practices of the MTN Ghana persuaded competitive advantage. Therefore, it is concluded that H_1 is accepted.

On the other hand, the regression coefficient with a significance of 0.000 ($P \leq 0.000$) indicate that the social and economic dimension have positive impact on competitive advantage whiles economic dimension has no impact on competitive advantage with ($P \leq 0.085$). This is depicted on table 11

TABLE 11 RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND COMPETITIVE ADVANTAGE OF MTN GHANA LTD.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.793	3	11.598	18.339	.000 ^b
	Residual	70.198	111	.632		
	Total	104.991	114			

a. Dependent Variable: Competitive advantage

b. Predictors: (Constant), Economic dimension, Environmental dimension, Environmental dimension

TABLE 12 RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY DIMENSION AND COMPETITIVE ADVANTAGE OF MTN GHANA LTD.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.022	.609		.037	.971
	EC	.200	.115	.147	1.739	.085
	SOC	.309	.079	.329	3.894	.000
	ENV	.416	.086	.378	4.859	.000

a. Dependent Variable: Competitive advantage

Hypothesis 2a: *Corporate social responsibility has a significant and positive relationship with marketing capabilities*

The researcher assesses on the hypothesis that *Corporate social responsibility has a significant and positive relationship with marketing capabilities*. The regression coefficient value of significance of 0.000 ($P \leq 0.000$) signpost there is positive relationship between corporate social responsibilities on marketing capabilities. This shows the hypothesis H2a is accepted. This is showed in table 13 below.

TABLE 13 CORPORATE SOCIAL RESPONSIBILITY HAS A SIGNIFICANT AND POSITIVE RELATIONSHIP WITH MARKETING CAPABILITIES

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.621	.368		7.126	.000
Marketing capabilities	.326	.084	.343	3.875	.000

a. Dependent Variable: Competitive advantage

Hypothesis 2b: *there is a positive and significant relationship between marketing capabilities and competitive advantage*.

The study assessed whether there is a positive and significant relationship between marketing capabilities and competitive advantage MTN Ghana Ltd. The ANOVA shows table using marketing capabilities as a dependent variable and competitive advantage as independent variable shows a significance relation. Table 4.14 gives the representation of what was obtained. It can be comprehended from the table that, with a significance of 0.000 ($P \leq 0.000$), an F-statistic value of 30.149 was obtained by indicating that there is a significant relationship between marketing capabilities and competitive advantage of MTN Ghana Ltd. In other words, marketing capabilities of the MTN Ghana influence competitive advantage. Therefore, it is concluded that H_{2b} is accepted.

TABLE 14 RELATIONSHIP BETWEEN MARKETING CAPABILITIES AND COMPETITIVE ADVANTAGE.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.080	1	15.080	30.149	.000 ^b
	Residual	56.520	113	.500		
	Total	71.600	114			

a. Dependent Variable: Marketing capabilities

b. Predictors: (Constant), Competitive advantage

Hypothesis 3: *Marketing capability mediates the relationship between CSR practice and competitive advantage*

THE MEDIATING EFFECTS.

Andrew Hayes PROCESS macro tool was employed in the mediation analysis. In this analysis, the researcher uses two different mediation approaches; Bootstrapping confidence interval and Sobel Test procedures.

EFFECTS OF CSR PRACTICE ON MARKETING CAPABILITY (PATH-A)

CSR is used as an independent variable (IV) while marketing capability is used as a mediating variable (MV). The effects of CSR practice and marketing capability is shown in (Table 15) below.

TABLE 15 EFFECTS OF THE RELATIONSHIP ON PATH-A

Path	Effect	SE	t	p	LLCI	ULCI
Effects of X on M	.2927	.0570	3.3824	0.000	.0807	0.3047

From the table above, the coefficient ascertained on path-a, is 0.2927, $p = 0.000$ and the test of statistical coefficient is ($t = 3.3824$). The lower limit confidence interval obtained is (LLCI = 0.0807) while the upper limit confidence interval is (ULCI = 0.3047). Both LLCI and ULCI values are above zero (0). This shows the significant effects between CSR practice and marketing capability. Hence, the first condition of mediation is satisfied. Hayes and Baron (2009).

4.9.2 DIRECT/ INDIRECT EFFECTS OF THE STUDY MODEL (PATH-A AND PATH-B)

Marketing capability is used as an independent variable (IV) while competitive advantage is used as a mediating variable (MV). The effect of CSR practice and marketing capability is shown in (Table 15) above. Again, the effects of CSR on competitive advantage (i.e., along path- c^i) is also demonstrated on the same table (Table 16).

TABLE 16 DIRECT/ INDIRECT EFFECTS OF THE STUDY MODEL (PATH-A AND PATH-B)

Path	Effect	SE	t	p	LLCI	ULCI
Effects of M on Y	0.2488	0.0344	7.2243	0.000	.3165	.1810
Effects of X on Y	0.1931	.0113	.0308	0.346	.0145	.0582

M = Mediating Variable, X= Independent Variable, Y = dependent Variable

The mediation coefficient of the effects marketing capability on competitive advantage (along path-b) is 0.02488, $p = 0.000$ ($p < 0.01$), statistical significance test is ($t = 7.2243$). The upper limit confidence interval is (ULCI = 0.1810) while the lower limit confident interval ascertained on the same path (path-b) is .3165 Hence, the result specifies significant effects since both LLCI and ULCI are all above zero (0) and $p = 0.000$ is ($p < 0.01$). Again, the second condition of mediation has been satisfied.

In addition, the second result shown in table 4.19 represents path- c^i with coefficient of 0.1931, $p = 0.346$, Lower Limit Confidence Interval is (LLCI = .0145) and Upper Limit Confidence Interval is (ULCI = .0582) are all above zero (0). Since P-value is ($p > 0.01$) the effect along path- c^i is insignificant. Therefore, the insignificant effects between CSR and competitive advantage after adding marketing capability to the model: has also fulfilled the third condition of the mediation analysis.

TOTAL EFFECTS BETWEEN CSR AND COMPETITIVE ADVANTAGE (PATH-C)

CSR is used as an independent variable; marketing capability is used as a mediating variable while competitive advantage is used as a dependent variable. The effects of CSR on competitive advantage through marketing capability is shown in table 17 below

TABLE 17 TOTAL EFFECTS OF THE MODEL

Path	Effect	SE	T	p	LLCI	ULCI
Total Effects	.2371	.3260	13.5396	0.000	3.7734	5.0557

The table above shows the total effects of the model, from the table, the coefficient for the model is obtained as .2371, p-value is ($p = 0.0000$), thus ($p < 0.01$) and statistical significance test is ($t = 13.5396$). Lower Limit Confidence Interval is (LLCI = 3.7734) while Upper Limit

Confidence Interval is (ULCI = 5.0557). Hence, this effect specifies significant effects; therefore, the fourth condition of the mediation model is also fulfilled.

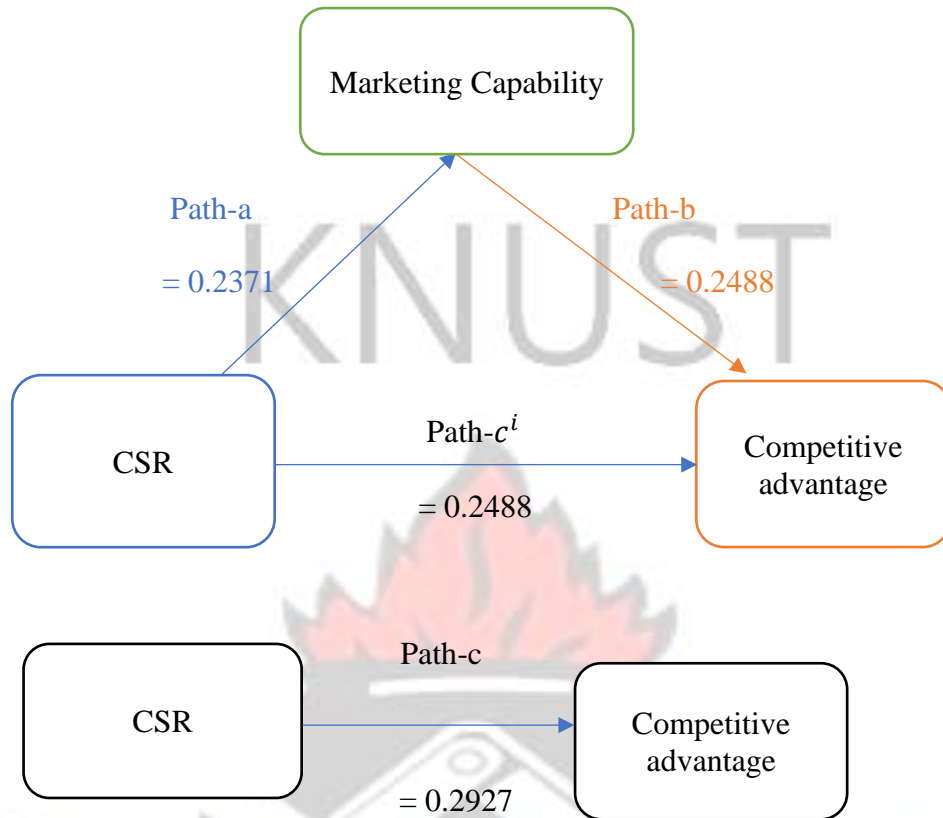
Confirmation of the Mediating effect

According to Hayes and Preacher (2009), mediation analysis and validation of mediation effects in a particular model is decided by the indirect effects. This is to say that mediation effect is based on a specific path (i.e., effects along path-a, and path-b) in the mediation model. Hayes and Preacher (2009), continued by stating that: indirect effect is obtained by finding the difference between total effects (path-c) and direct effects in the model, and the outcome must be the same as the product of path-a, and path-b.

Mathematically,

$$\begin{aligned}\text{Indirect effects} &= c - c^1 \\ &= 0.2927 - 0.2488 \\ &= 0.044\end{aligned}$$

$$\begin{aligned}\text{Again, Indirect effect} &= \text{path-a} * \text{path-b} \\ &= (0.2371 * 0.1931) \\ &= 0.044\end{aligned}$$



To further confirm the mediating effect, the researcher uses PROCESS macro tool and the results is shown in table 4.22 below.

TABLE 4.22 EFFECTS OF CSR ON COMPETITIVE ADVANTAGE

Path	Effect	Boot SE	Boot LLCI	Boot ULCI
Effect of X on Y	.044	.113	.0145	.0582

X (Independent Variable), Y (Dependent Variable)

From the table above, the effect of CSR on competitive advantage according to the PROCESS macro analysis is obtained as 0.044. Hence, the mediating effect is confirmed.

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

The part of the research seeks to provide the summary of the findings from which conclusion and recommendation be made.

5.1 SUMMARY OF FINDINGS

The purpose of the study was to examine the relationship between corporate social responsibility and competitive advantage of MTN Ghana Ltd and to examine the mediating role of marketing capabilities on the relationship between corporate social responsibility and competitive advantage at MTN Ghana Ltd.

5.1.1 THE RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND COMPETITIVE ADVANTAGE OF MTN GHANA LTD.

Base on the data being analyse, it could be deduced that with a significance of 0.000 ($P \leq 0.000$), an F-statistic value of 18.339 there is a significant relationship between corporate social responsibility and competitive advantage of MTN Ghana Ltd. In other words, corporate social responsibility practices of the MTN Ghana persuaded competitive advantage. Therefore, it is concluded that H_1 is accepted.

On the other hand, the regression coefficient with a significance of 0.000 ($P \leq 0.000$) indicate that the social and economic dimension have positive impact on competitive advantage whiles economic dimension has no impact on competitive advantage with ($P \leq 0.085$). This is in line with Griffith and Harvey (2001) contending companies may function more efficiently, more

effectively, and at reduced premiums than their rivals because of these integrated supply chain management capabilities. They would be able to uphold and strengthen their corporate social responsibility as a result. (Zhao et al., 2019).

5.1.2 THE MEDIATING ROLE OF MARKETING CAPABILITIES ON THE RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND COMPETITIVE ADVANTAGE AT MTN GHANA LTD.

The outcome of the study indicate that marketing capabilities mediates corporate social and competitive advantage. Many previous studies suggested that the marketing capability of CSR activities creates a competitive advantage by having a direct effect on consumers' purchase behaviour (Hirunyawipada & Xiong, 2018; Pomeroy, 2017; Sardianou et al., 2017). Given that it is viewed as an active source of competitive edge, CSR may be used as an effective organizational ideology and powerful marketing technique to contend and maintain a competitive advantage in the current, intensely competitive and rapidly changing world (Maignan & Ferrell, 2001; Liechtenstein, Drumwright and Braig, 2004).

5.2 CONCLUSION

It is state that having an edge over rival businesses by offering better value to clients through lower pricing or additional advantages that justify higher prices is what distinguishes a company from its competitors in the market. (Justine, 2021). The objective was to examine the relationship between corporate social responsibility and competitive advantage of MTN Ghana Ltd and to examine the mediating role of marketing capabilities on the relationship between corporate social responsibility and competitive advantage at MTN Ghana Ltd. The research employed the descriptive study design with quantitative research method. Also the study used

the primary data by using questionnaire with the employment of convenient sampling technique. The findings show a relationship between corporate social responsibility and competitive advantage of MTN Ghana Ltd. Also, the study indicate that marketing capabilities mediates on the relationship between corporate social and competitive advantage.

There are several conflicting conclusions, such as positive correlation which according to Michelin et al. (2013) Organizations may optimize their CSR efforts in terms of better firm performance whenever they relate their CSR activities to the expected stakeholder desires as well as direct resources to such projects. and negative correlation by (McWilliams, 2000) who concluded that there is no relationship between CSR and financial performance. It is conflicting because both researchers are drawing on different conclusions, contrarily to each other. Barnett and Salomon (2012) reconciled to those contradictory findings show that perhaps the impact of CSR is not uniform and instead U-shaped. Some argue that CSR behaviours have indirect effects on competitive advantage (Xuerong, 2015). This means that research is transitioning from "if" to "how" CSR affects CA. Du et al. (2011) claim that the primary cause of the contradictory findings in the literature may be the lack of knowledge about mediators between CSR and CA. There may be more than one method that the influence of CSR on Competitive Advantage (CA) can be mediated, despite the fact that academics have gone a step further and included a sole mediator in the study. As a result, the researcher in this study will see Marketing Capabilities (MC) as a mediator.

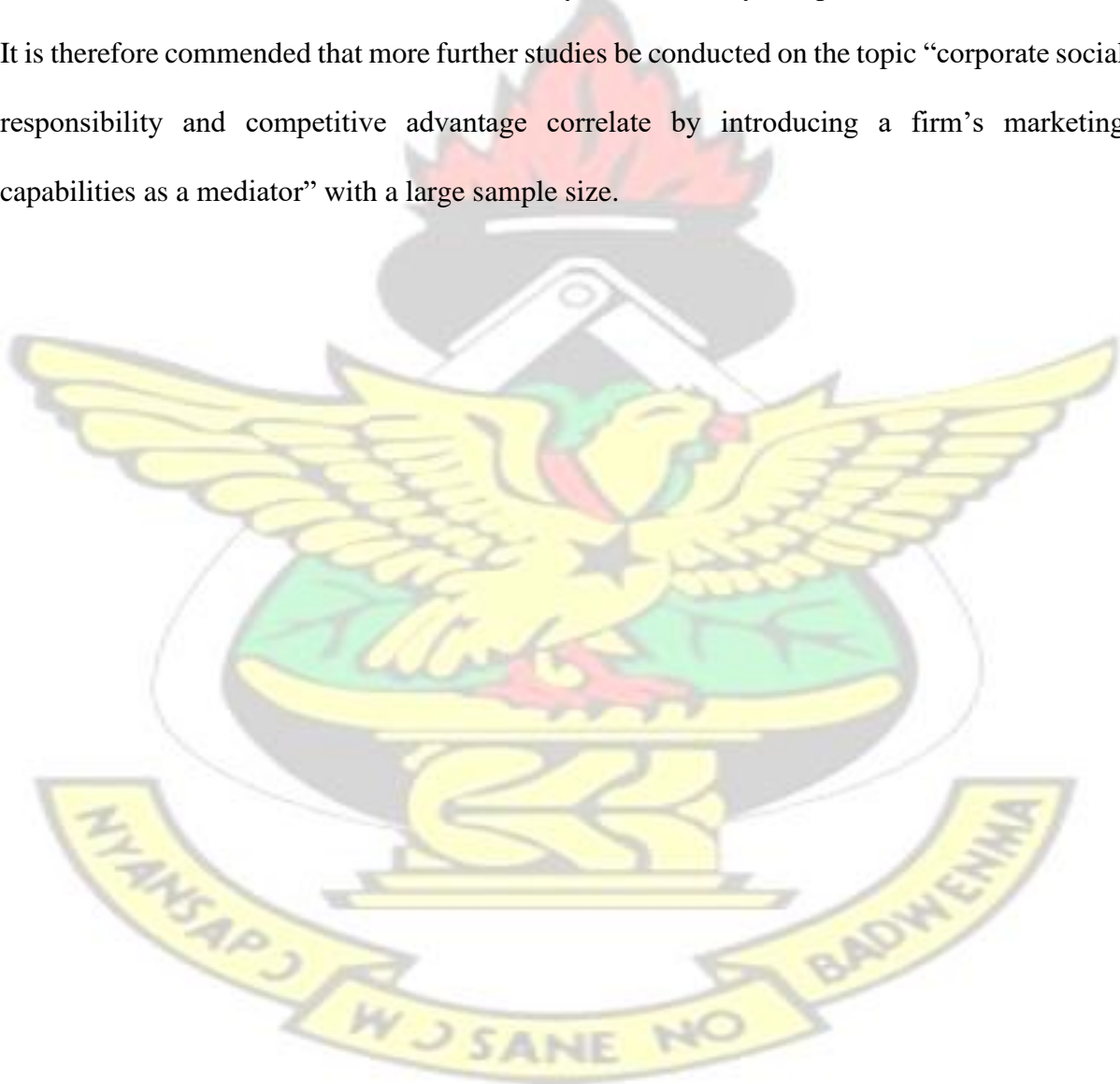
5.3 RECOMMENDATION

Base on the research findings provided the outlined commendations. It is seen from the research that corporate social responsibility have positive impact on competitive advantage of MTN Ghana Ltd. In other words, corporate social responsibility practices of the MTN Ghana persuaded competitive advantage. It is therefore recommended that companies take corporate

social responsibility seriously so that they can build good competition with their market of operation. With good corporate social responsibility institution can build good corporate image on the market thereby affecting their competitive advantage.

Individual institutions should also learn much about their market in which they operate so that they can offer good social responsibility practices in order to generate a competitive advantage in the market. Marketing activities changes therefore corporate institutions should underwear to learn much about their market and offer analyse so as to stay competitive.

It is therefore commended that more further studies be conducted on the topic “corporate social responsibility and competitive advantage correlate by introducing a firm’s marketing capabilities as a mediator” with a large sample size.



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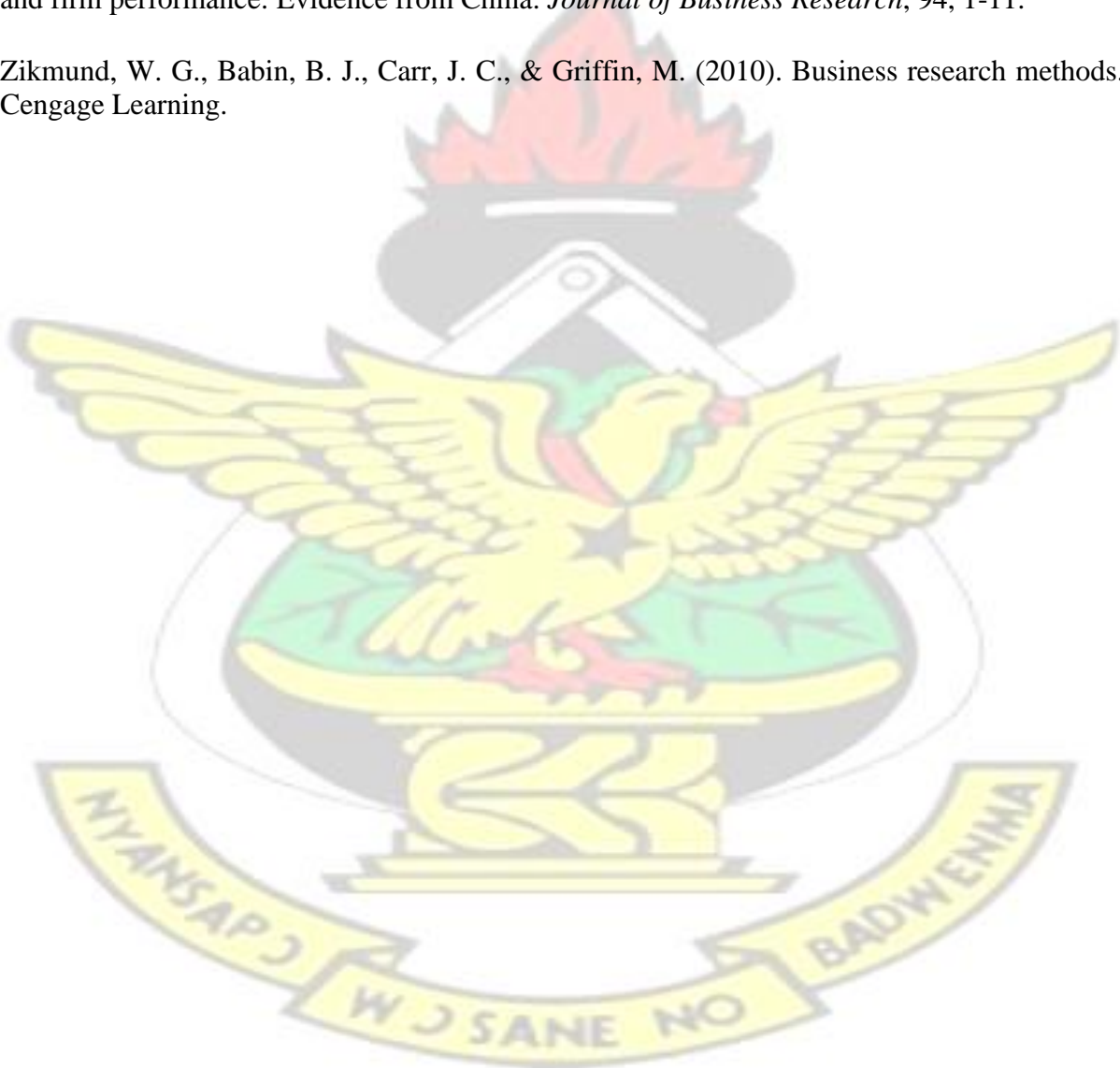
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INSTITUTE OF DISTANCE LEARNING
Department of Marketing and Corporate Strategy
QUESTIONNAIRE

The information herein requested is for use to meet academic requirements and as such shall be treated with utmost confidentiality. No full or part of the information shall be disclosed to a third party, hence any form of victimization shall not be leveled to the informant for whichever kind of information.

BACKGROUND INFORMATION

1. Gender Male [] Female []
2. Age [] 21-25 [] 26-30 [] 31-35 [] 36-40 [] Over 41
3. Working years [] less than a year [] 1-5years [] 6-10 years [] over 10years
4. Position held
5. Education level [] Diploma [] HND [] Degree [] Masters [] PhD
[] Others
6. Department.....

Corporate Social Responsibility

Using a scale of 1-5; where (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree)

S/N	Economic Dimension of CSR (present situation in your company):	1	2	3	4	5
EC1	We have evidences or signs, that our customers feel confident that our company is particularly concerned to offer high quality products and/or services					

EC2	We are characterized as having the best quality-to-price ratio for our products and/or services.					
EC3	Social responsibility programs increase a company's costs.					
EC4	Respect for consumer rights is a management priority for our company.					
Social Dimension of CSR (present situation in your company):						
SOC1	We support the employment of disabled people and people at risk of social exclusion.					
SOC2	We are committed to job creation.					
SOC3	We are committed to the improvement of the quality of life of our employees.					
SOC4	We participate in social projects in the community (sponsorships, charities, etc.).					
Environmental Dimension of CSR (present situation in your company):						
ENV1	We participate in activities related to the protection and improvement of our natural environment.					
ENV2	We value the use of recyclable containers and packaging.					
ENV3	We adopt programs for the introduction of alternative sources of energy.					
ENV4	We are able to minimize our environmental impact using environmentally - friendly products.					

SECTION C

Competitive Advantage

(Adopted from Monika Švárováa and Jaroslav Vrchotaa, 2014)

Using a Likert scale of 1-5; where (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree)

S/N		1	2	3	4	5
CA1	Our personal approach strategy is attractive to more customers					

CA2	We have employees with quality know-how					
CA3	We are committed to a more flexible way of dealing with customers					
CA4	We consider customer sentiment with much priority					
CA5	We provide our employees with in-service training to improve labor quality					
CA6	We have a very good track records over the years					

SECTION D

Marketing Capabilities

(Adopted from Judith Cavazos-Arroyo and Rogelio Puente-Diaz, 2019).

Using a Likert scale of 1-5; where (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

S/N		1	2	3	4	5
MC1	Developing new products/services to exploit current or future production skills and/or technology					
MC2	Gaining knowledge of customer needs to match new product development					
MC3	Our organization is innovative in its modes of operation					
MC4	Developing pricing skills and techniques to respond rapidly to market changes					
MC5	Developing a system to monitor competitors' activities and price changes					
MC6	Developing a monitoring system for marketing performance					
MC7	. Developing effective delivery of marketing programs					