

# Corporate Social Responsibility Practices and Performance Firms: An Empirical Analysis of Selected Manufacturing in Plateau State- Nigeria.

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## Abstract

*Manufacturing firms in Nigeria are faced with operational challenges due to increasing demands for corporate social responsibility (CSR) compliance amid a difficult economic environment. Also, a gap in existing literature regarding the nuanced impact of different CSR dimensions (environmental, economic, ethical, and philanthropic responsibilities) on firm performance in plateau state, Nigeria, necessitate this region-specific study. This study examined the impact of CSR practices on the performance of selected manufacturing firms in Plateau State, Nigeria. Specifically, it assesses the effects of environmental, economic, ethical, and philanthropic responsibilities on firm performance. A descriptive-survey research design was employed. Both simple random/proportional stratified sampling technique was used to obtain a sample of 365 respondents from a population of 1,354 employees across 14 manufacturing firms in the state. Data were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The findings revealed that environmental responsibility has insignificant effect on firm performance. Economic responsibility showed a significant negative effect on firm performance, indicating potential drawbacks of overemphasizing cost-cutting measures. Ethical responsibility demonstrated a significant positive effect on firm performance, suggesting that firms benefit from integrating ethical practices, such as transparency and fair labor practices. Philanthropic responsibility was found to have a strong positive impact on firm performance, highlighting the role of community support and charitable activities in enhancing stakeholder goodwill and corporate reputation. Based on these findings, it was recommended that manufacturing firms in Plateau State should incorporate sustainable practices, balance economic goals with long-term investments, foster ethical practices, and strengthen philanthropic initiatives to improve their operational efficiency, stakeholder relationships, and overall performance.*

**Keywords:** Corporate Social Responsibility, Economic Responsibility, Ethical Responsibility, Firm Performance, Philanthropic Responsibility, Firm performance.

## **Introduction**

### **Introduction**

Corporate Social Responsibility (CSR), including environmental, economic, ethical, and philanthropic responsibilities, has emerged as a critical aspect of strategic management for businesses worldwide, significantly influencing how firms operate and interact with their stakeholders. These practices are increasingly seen as integral to achieving good reputation, brand value, brand equity, customer loyalty, and market share which could lead to sustainable performance of firms (Carroll & Shabana, 2014). The concept of CSR, which initially developed in response to growing societal expectations for businesses to act ethically and responsibly, has evolved to include a comprehensive approach to business conduct that balances economic, ethical, environmental, and community advancement (philanthropic) concerns (Freeman & Dmytriiev, 2017). Economic concern focuses on ensuring fair business practices including responsible sourcing, fair trade, and local economic support that enhance market share, increase brand value and stronger financial performance (Schwartz & Carroll, 2018). Ethical business practices, such as adhering to anti-corruption laws and maintaining transparency in operations, are essential in building a strong reputation, fostering trust among stakeholders, higher brand equity, and customer loyalty (Crane, et al., 2019; Sims & Felton, 2021). Environmental responsibility aimed at reducing a firm's ecological footprint through sustainable resource use, waste management, and pollution reduction which may lead to improved reputations and increased market share of manufacturing firms (Porter & Kramer, 2019). Philanthropic responsibility involves voluntary contributions to societal welfare, such as charitable donations and employee volunteer programs which may not have direct tied to immediate financial gains, but can significantly enhance a firm's reputation and brand equity over time (Muller & Kräussl, 2016).

According to the World Business Council for Sustainable Development (WBCSD, 2020), firms with strong CSR commitments outperform their peers in terms of market share and brand loyalty. Similarly, in Nigeria, the National Bureau of Statistics (NBS, 2019) reported that firms engaged in CSR practices showed better financial resilience during economic downturns. A study by Okpara and Idowu (2018) indicate that firms with well-established CSR policies are more likely to experience higher performance due to reputation and customer loyalty. These indicate that CSR can drive sustainable business growth and competitive advantage, particularly in the manufacturing sector of Plateau State. Consequently, CSR should be viewed not just as a corporate obligation but as a strategic lever for enhancing business performance.

Business performance metrics such as reputation, brand value, brand equity, customer loyalty, and market share are influenced by a firm's CSR activities, as

consumers and stakeholders increasingly value corporate actions that demonstrate responsibility towards society and the environment (Kiron et al., 2017). However, increased operational challenges due to high demand of CSR concerns and demands from stakeholders, particularly, in the manufacturing sector of Plateau State, Nigeria remains a concern for firms' performance. Balancing CSR demands like environmental sustainability, social welfare, economic fairness, ethical conduct, and philanthropic activities with operational objectives could be difficult due to enormous financial resources involvement, complex and challenging economic environment characterized by fluctuating and high production costs, inconsistent power supply, and infrastructural deficits. While CSR initiatives can enhance reputation and customer loyalty, the associated costs could negatively affect financial performance, especially for smaller firms or those operating in economically constrained environments (Porter & Kramer, 2019). This ambiguity necessitates a more detailed investigation to understand how manufacturing firms different dimensions of CSR including environmental, economic, ethical and philanthropic responsibility, specifically impact various performance metrics, including market share, brand value, and profitability in Plateau State.

Despite an increasing body of research on CSR, significant gaps remain in the literature. Many studies often employ methodologies like regression analysis, ANOVA, and chi-square tests, which have limitations in handling complex, multivariate data and do not adequately address endogeneity issues prevalent in CSR-performance studies (Wang et al., 2020). Additionally, they fail to focus on specific regions within Nigeria, such as Plateau State, ignoring unique socio-economic and environmental dynamics (Nwankwo et al., 2019; Ite, 2018). This oversight underscores the need for region-specific studies that provide deeper insights into the CSR-performance relationship in Plateau State using robust multivariate analytical tool, helping local firms and policymakers develop more effective strategies for integrating CSR into business operations to enhance performance and community well-being.

Thus, this study aim to examine the impact of CSR practices on performance of selected manufacturing firms in Plateau State- Nigeria. Based on this objective, the study shall attempt to provide answers to the following research questions via validation of hypotheses: (i) what is the impact of environmental responsibility on the performance of selected manufacturing firms in Plateau State, Nigeria? (ii) how does economic responsibility affect the performance of selected manufacturing firms in Plateau State, Nigeria? (iii) what is the influence of ethical responsibility on the performance of selected manufacturing firms in Plateau State, Nigeria? (iv) what role does philanthropic responsibility play in enhancing the performance of selected manufacturing firms in Plateau State, Nigeria?

## Literature Review: Conceptual Review

Corporate Social Responsibility (CSR) is a multi-dimensional concept with numerous definitions that have evolved significantly over time, reflecting a broad spectrum of interpretations and expectations. Carroll (2016) defines CSR as encompassing the economic, legal, ethical, and discretionary responsibilities that society expects from organizations at any given time. Similarly, Dahlsrud (2016) views CSR as a voluntary integration of social and environmental concerns into business operations and interactions with stakeholders. Expanding on the social dimension of CSR, Kotler and Lee (2015) define it as a commitment by businesses to contribute to economic development while improving the quality of life for the workforce, their families, and society at large. Visser (2016) further broadens the scope of CSR by framing it as the way a company manages its economic, social, and environmental impacts, along with its relationships across key areas such as the workplace, marketplace, supply chain, community, and public policy. Porter and Kramer (2019) offer a strategic perspective on CSR, defining it as a corporate strategy that creates shared value by aligning a company's success with social progress. The World Business Council for Sustainable Development (WBCSD, 2021) adds an ethical dimension to CSR, defining it as the continuous commitment by businesses to behave ethically while contributing to economic development and improving the quality of life for the workforce, their families, and society at large. Aguinis and Glavas (2019) focus on the context-specific nature of CSR, defining it as organizational actions and policies tailored to stakeholders' expectations and the triple bottom line of economic, social, and environmental performance. McWilliams and Siegel (2018) emphasize the altruistic aspect of CSR, defining it as actions that further some social good beyond the interests of the firm and what is required by law.

The above definitions reflect the evolving and multifaceted nature of CSR in terms of firms' obligation to regulatory compliance, moral commitments, stakeholder engagement, social welfare and societal well-being, environmental consciousness and stewardship, sustainable management practices and communities actions. CSR responsibilities is beyond profit maximization, it include a voluntary action and the integration of social and environmental concerns into business operations. Thus, CSR emphasizes economic responsibilities to generate profits, legal responsibilities to comply with laws, ethical responsibilities to act beyond legal requirements, and philanthropic responsibilities to contribute to societal welfare.

Environmental Responsibility encompasses corporate actions aimed at minimizing negative environmental impacts, such as reducing pollution, recycling and energy efficiency, and conserving resources. It is the integration of environmental concerns into corporate decision-making, balancing economic

objectives with ecological sustainability (Banerjee, 2015; Visser, 2016; Schaltegger & Burritt, 2018; Elkington, 2018). It is part of a broader strategy to create shared value by addressing both social and environmental issues through business innovation (Porter & Kramer, 2019). It could be a voluntary initiatives that exceed regulatory requirements to address environmental challenges like climate change and pollution (Crane et al., 2019). Hart and Milstein (2019) define environmental responsibility as the pursuit of sustainable competitive advantages through innovation and eco-efficiency, aligning environmental responsibility with the concept of "eco-innovation" that addresses environmental challenges while driving profitability. Luo and Bhattacharya (2018) view environmental responsibility as a strategic approach to risk management, focusing on anticipating and mitigating environmental risks to protect against potential liabilities and reputational damage. Bansal and Hoffman (2018) suggest that integrating environmental sustainability into the core values and culture of an organization is essential. The diverse definitions of environment responsibility reflect its multifaceted nature, emphasizing sustainability, stakeholder engagement, innovation, and ethical responsibility to achieve competitive advantage and foster both economic and ecological well-being. The common theme is the proactive and voluntary nature of environmental responsibility, suggesting compliance to regulations and long-term value creation leading to sustainable business development.

Economic Responsibility encompasses the financial and economic obligations of businesses towards their stakeholders. Carroll (2015) defines it as the fundamental responsibility of businesses to be profitable and economical viable to foster all other CSR responsibilities. Husted and Salazar (2016) emphasize that it involves the efficient use of resources to generate profits while considering the impact on society and the environment. Additionally, Porter and Kramer (2019) introduce the concept of "shared value," to describe the intersection of corporate profitability and social value creation. Accordingly, economic responsibility is about creating economic value in a way that also creates value for society by addressing its needs and challenges. It is the strategic use of corporate resources to generate profits, meet financial obligations of the shareholders while balancing the interests of other stakeholders, attain competitive advantage and long-term economic sustainability (Visser, 2016; McWilliams & Siegel, 2017; Scherer & Palazzo, 2017; Matten & Moon, 2018). Crane et al. (2019) and Wood (2016) describe it as the alignment of business strategies with broader economic goals, such as creating job, paying taxes, supporting local economies, stabilizing economic, and sustainable growth that contribute to the overall economic health or wellbeing of the firms' operating regions. Businesses must ensure that their economic activities are not only profitable but also socially and environmentally responsible, reflecting a balance of the firm's financial performance intents and the values and norms of the society in which they operate (Aguinis & Glavas,

2019; Elkington, 2018; Moon, 2018). Similarly, Prasad and Holzinger (2020) emphasize the governance aspects of economic responsibility, describing it as integrating economic sustainability into corporate governance and decision-making processes to ensure accountability and transparency. Moreover, Garriga and Melé (2018) argue that it is the responsibility to ensure that business activities do not exacerbate economic inequality or exploitation by adopting practices that promote economic justice and eliminate social or economic disparities. These definitions of the economic dimension of CSR illustrate a broad and complex understanding of how businesses are expected to contribute to society through their economic activities. While some definitions emphasize profitability and resource efficiency, others focus on long-term sustainability, ethical considerations, and the strategic integration of economic, social, and environmental goals. Overall, the economic dimension of CSR is recognized as a critical aspect of corporate responsibility, where businesses are expected to balance their financial objectives with their duties to society and the environment.

Ethical responsibility is a critical aspect that addresses the moral obligations and values guiding business practices. Carroll (2015) emphasizes that businesses have a responsibility to conduct themselves in a manner consistent with societal norms and ethical expectations for fairness, honesty, and integrity in all their operations. Garriga and Melé (2018) contend that the ethical responsibility is grounded in deontological and consequentialist theories, where businesses have a duty to respect the rights and dignity of all stakeholders while also considering the broader consequences of their actions. Moreover, McWilliams and Siegel (2017) argue that it is closely tied to the values and beliefs of corporate leaders, who set the tone for ethical conduct within the organization. Aguinis and Glavas (2019) argue that ethical behavior must be ingrained in the corporate culture, influencing not only top-level decisions but also the daily actions of employees at all levels. Ethical responsibility involves not only avoiding harm but also actively promoting positive social and environmental outcomes while creating economic value (Lozano & Albareda, 2019; Porter & Kramer, 2019). Orlitzky, et al. (2015) claim that ethical responsibility should not be reduced to a tool for enhancing corporate reputation or profitability but should be recognized as a fundamental aspect of corporate identity, challenging the notion that ethics can be instrumentalized. Finally, Wood (2016) argues that SCSR involves not only achieving positive outcomes but also ensuring that the means used to achieve those outcomes are ethically sound, a perspective highlighting the importance of ethical consistency, where both the ends and means of corporate actions are aligned with ethical principles. Generally, the ethical responsibility is a multifaceted concept that encompasses a wide range of responsibilities, from ethical leadership and governance to global impact and supply chain management. These illustrate that the ethical responsibility is not just about adhering to legal standards but involves a deeper commitment to

moral principles that guide business conduct, reflecting the expectation that businesses must act as responsible citizens that contribute to the well-being of society by upholding the highest ethical standards in all aspects of their operations.

Philanthropic responsibility represents a voluntary and moral commitment by companies to contribute positively to society, beyond their core business activities via engagement in charitable acts, such as donations, community service, and sponsorships to strengthen stakeholders' relationships and goodwill (Carroll, 2016). Porter and Kramer (2019) argue that it should integrated charitable actions into the broader business strategy and viewed it as an investment that enhances a company's competitive edge while addressing social issues for sustainable business growth. Brammer and Millington (2016) argue that businesses often engage in philanthropy to improve their corporate image and build positive perceptions among customers, employees, and other stakeholders to increase brand loyalty, employee satisfaction, overall stakeholder trust, and better business performance. Sarkis and Zhu (2018) claim that philanthropic responsibility supports environmental issues such as climate change mitigation and conservation efforts, making it a crucial corporate contributor to sustainability and environmental stewardship. Above all, philanthropic responsibility involves businesses voluntarily contributing to societal well-being through social support, environmental and educational enhancement programmes, charitable acts, strategic investments, and community support for enhanced corporate reputation and stakeholder relationships. Through authentic, transparent, and impactful philanthropic activities, businesses can demonstrate their commitment to societal development, contributing to their competitive advantage.

Performance is a many-sided concept that varies depending on the context in which it is applied. Performance involves executing tasks by individual that contribute to overall organizational goals, recognizing the function of both individual ability and motivation (Aguinis & Glavas, 2019; Dessler, 2020). Thus, organization's resources, processes, and activities merged with strategic objectives could lead to sustainable high levels performance (Verweire, 2018). In the public sector, performance is the effective and efficient delivery of public services measured by social outcomes rather than financial metrics (Boyne, 2016). In the field of supply chain management, it is the operational efficiency and reliability of firm; in project management, it is the successful completion of projects within scope, time, and budget constraints (Christopher, 2016; Kerzner, 2017). Generally, Organizational Performance (OP) is commonly understood as the achievement of specific goals or objectives, highlighting the importance of effectiveness and efficiency. OP is outcome-oriented and measured by how well organization meets established goals or objectives via individual accomplishments, reinforcing its measurability against established criteria and

its link to tangible achievements (Lebas, 2018; Armstrong & Taylor, 2019). Kaplan and Norton's (2015) used Balanced Scorecard approach to argue that OP or organizational success should be evaluated across multiple dimensions, including financial outcomes, customer satisfaction, internal processes, and learning and growth. Thus, real OP is about delivering value all stakeholders, including shareholders, employees, customers, and community encompasses both financial and non-financial outcomes (Neely et al., 2016).

## **Empirical Review**

Ivanov and Popov (2021) explored the impact of CSR (environmental and economic responsibilities) on industrial firms' performance in Russia. It included a survey of 200 firms, with data collected through financial reports and questionnaires. Regression analysis revealed a significant positive impact of environmental and economic responsibilities on profitability. Rossi et al. (2021) examined EnCSR's relationship with firm performance in the tourism industry in Italy. The study used ROA and customer satisfaction as performance proxies, surveying 100 firms. Regression analysis showed significant positive impacts on both financial and non-financial performance. Ismail and Latiff (2021) explored economic responsibility's impact on firm performance in the manufacturing sector in Malaysia. The study used a cross-sectional design with 150 firms, collecting data from company reports and surveys. Multiple regression analysis indicated a positive effect on financial performance. Reyes and Santos (2021) examined the effect of economic responsibility on firm performance in the agribusiness sector in the Philippines. The study used a survey design with 100 firms, gathering data through questionnaires and financial reports. Regression analysis showed a positive relationship with profitability.

Upton and Lewis (2021) studied the impact of ethical responsibility on firm performance in Brazil's financial sector. The study used a longitudinal design with 100 firms, collecting data from financial reports and ethical performance evaluations. Panel data regression analysis revealed a positive impact on financial performance and customer satisfaction. Vargas and Lopez (2021) assessed how ethical practices affect firm performance in Mexico's manufacturing sector. Using a mixed-method approach with surveys and interviews, data were collected from 200 firms. SEM indicated a positive relationship between ethical practices and financial performance. Wilson and Allen (2021) explored the effect of ethical responsibility on firm performance in Canada's healthcare sector. Using a survey design with 250 firms, data were collected from financial statements and patient feedback. Regression analysis showed a significant positive impact on financial performance and patient satisfaction. Xie and Zhang (2021) examined the influence of ethical responsibility on corporate performance in China's automotive industry. The

study employed a longitudinal design with 150 firms and used panel data regression analysis. Data were collected from company reports and ethical performance evaluations. Results indicated a positive relationship between ethical practices and financial performance. Marques and Albuquerque (2021) assessed the influence of philanthropic responsibility on the financial performance of firms in Brazil's energy sector. The research focused on how corporate donations to educational and health programs affected firm profitability. The study used a survey of 350 employees from 10 major energy companies. Data was collected from both surveys and financial reports. The findings from regression analysis showed a positive effect of philanthropic efforts on financial performance.

Wanjohi et al. (2022) investigated how economic responsibility affects performance in the financial services sector in Kenya. Using a sample of 150 firms and quantitative survey design, data were collected through financial statements and industry reports. The study employed multiple regression analysis and found a positive impact of economic responsibility on financial performance. Tan and Lee (2022) explored the impact of economic responsibility on firm performance in the technology sector in Singapore. The study utilized a mixed-method approach with 200 firms, collecting data through surveys and company financial reports. Structural equation modelling (SEM) was used for data analysis, and the result reveals a positive effect on profitability and innovation. Martínez and Fernández (2022) examined economic responsibility's influence on firm performance within the service industry in Argentina. The study employed a survey design with 180 firms, using financial statements and industry surveys for data collection. Regression analysis indicated a positive relationship with performance. Santos and Delgado (2022) examined the role of philanthropic CSR in improving the performance of hospitality firms in Spain. Their objective was to understand how charitable giving and sponsorship of local events affected customer satisfaction and financial outcomes. The study used 100 employees and managers across 15 hotels. Data was collected through interviews and content analysis of company reports. The study found that philanthropic activities led to increased customer satisfaction and enhanced brand reputation, which contributed to higher revenues. Cheng and Li (2023) focused on the Chinese retail sector, exploring the impact of philanthropic responsibility on firm performance. The study aimed to determine whether corporate donations to social causes, such as disaster relief and education, enhanced financial performance. Using surveys to collect data from 400 employees across 20 retail firms and financial records from the firms' annual reports, Findings from SEM indicated that philanthropic activities contributed to improved brand loyalty and market share, leading to increased profits.

## **Theoretical Based**

There are several theories explaining the relationship between corporate social responsibility dimensions and firm's performance. The theories include the stakeholder theory, triple-bottom theory, legitimacy theory, corporate social performance model, resource-based view, shared value theory, institutional theory and agency theory. Among these theories, the Stakeholder Theory offers the most comprehensive framework to examine the impact of CSR on firms' performance. This theory emphasizes the interconnectedness of businesses and their stakeholders, highlighting how firms must manage and balance stakeholder interests to achieve success. Since businesses operate within a network of relationships involving employees, customers, suppliers, communities, and shareholders, the ability to manage these relationships is crucial to enhancing firm performance (Freeman, 1984). CSR initiatives, particularly those that address stakeholder needs such as economic, environmental, ethical, and philanthropic responsibilities, strengthen goodwill, foster loyalty, and build a support base for the firm. These factors are directly tied to a firm's performance by increasing customer retention, improving brand reputation, and mitigating risks associated with social and environmental issues. Jones et al. (2017) opines that firms stakeholder-centric CSR practices increases brand loyalty and financial returns via the creation of positive perception among consumers and other stakeholders. Also, García-Sánchez et al. (2019) demonstrated that firms CSR practices upsurge employee productivity, customer satisfaction, and shareholder value. Thus, the stakeholder theory provides the most relevant and evidence-backed explanation of how CSR impacts firm performance. By focusing on managing stakeholder relationships and balancing their interests, firms can leverage CSR to build goodwill, trust, and loyalty, which ultimately contributes to long-term success and profitability.

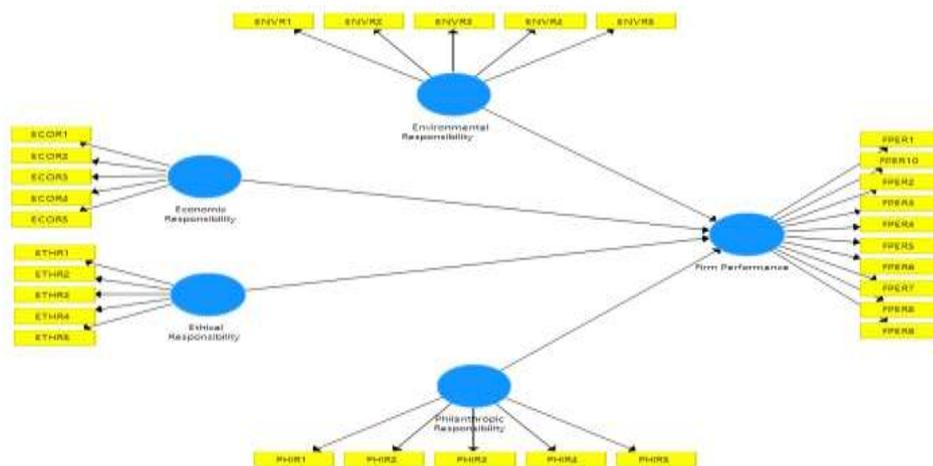
## **Research Methodology**

A descriptive-survey research design was employed due its appropriateness in examining existing conditions, relationships, and phenomena within the organizations using first-hand data. The study population comprises of 1,274 employees across nine (9) of the 14 manufacturing firms in Plateau State as captured by State Ministry of Commerce and Industry. The six not included in this study lack sufficient data for the study. The sample size of 304 was determined using the Taro Yamane's (1967) formula. A margin of safety of 20% was added to make the sample of the study 365. The proportional stratified random sampling technique was employed select representatives from the population. Each selected firm (strata) was given a samples proportional to its population size.

Primary data through designed questionnaire was employed to have firsthand and current perspectives on the subject. This allows for a systematic and efficient data collection that ensure a robust dataset for analyzing the research questions. A 5-point Likert scale, ranging from strongly agree (5) to strongly disagree (1), was used to quantify respondents' perceptions and attitudes for standardized and effective analysis. This scale assesses variables such as dimensions of environmental responsibility, economic responsibility, ethical responsibility and philanthropic responsibility of the firms as constructs of the independent variable, with performance as the dependent variable. The design of the questionnaire was informed by a thorough literature review, ensuring that it includes key variables identified in theory and existing research. To encourage candid and honest responses, confidentiality and anonymity was emphasized. The distribution of the questionnaires was done with help of the staff members of all the firms. A total of 365 questionnaire copies were distributed according to the calculated sample size for each firm. A total of 345 questionnaire copies were duly filled, returned used for analysis.

The Partial Least Squares - Structural Equation Modelling (PLS-SEM) was utilized due to its capability of handling complex models via measurement model assessment and structural model assessment. While the measurement model focuses on evaluating the reliability and validity of the constructs being studied including internal consistency, convergent validity, and discriminant validity, the structural provides cause-effect analysis between constructs. PLS-SEM is suitable for this study as it effectively handles complex models and smaller sample sizes, providing robust results even with non-normally distributed data. The use of the tool covers the gap of previous studies consistent used regression.

**Figure 1:** *Partial Least Squares -Structural Equation Model for the Study*



**Source:** SmartPls Output (2024)

Figure 1 above displayed the PLS-SEM model for this study. The PLS-SEM path model designed captured the dimensions of CSR, namely, environmental responsibility, economic responsibility, ethical responsibility, philanthropic responsibility (independent variables) and firm performance. The CSR dimension are measured by five statements (indicators), while the construct for performance was measured by ten indicators. All five constructs have arrows pointing from the construct to the indicators indicating a reflective measurement model.

## Result and Discussion of Findings

The analysis begins with an evaluation of the measurement model to ensure reliability and validity of the constructs, including factor loadings, composite reliability, and average variance extracted (AVE). This preliminary assessment confirms the suitability of each construct for inclusion in the structural model.

The composite reliability of each construct and the Cronbach's alpha values are displayed in Table 1. Cronbach's Alpha assesses the internal consistency of a latent variable by measuring the degree to which all items within the variable are correlated with one another. All the five latent variables exhibit good internal consistency with Cronbach's Alpha values ranging from 0.786 to 0.857, and composite reliability ranging from 0.855 to 0.897, well above the commonly accepted threshold of 0.7.

**Table 1:** *Convergent validity*

Variables	Loadings	Cronbach's alpha	Composite Reliability	Average Variance Extracted (AVE)
Environmental	0.796	0.857	0.897	0.637
Economic	0.82	0.847	0.891	0.620
Ethical	0.811	0.786	0.855	0.544
Philanthropic	0.548	0.795	0.861	0.558
Firm Performance	0.752	0.835	0.872	0.537

**Source:** Author's Computation via SmartPLS, 2024

These indicate that latent variables are reliable indicators of the constructs they represented and provides robust estimate of reliability which takes into account

both the internal consistency and the relationships between the items and the latent variable. Similarly, the AVE values which were above their threshold 0.5 prove that the model's constructs are well-defined and adequately capture their respective underlying concepts (Hair et al., 2020; Nunnally & Bernstein, 1994; Fornell & Larcker, 1981).

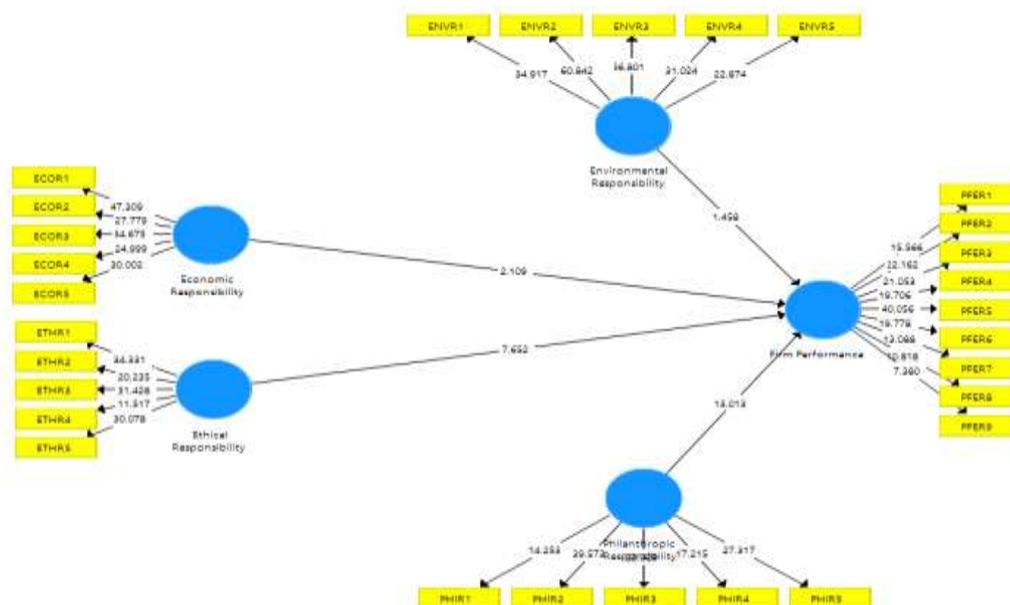
**Table 2:** *Heterotrait-Monotrait Ratio (HTMT)*

	Environmental Responsibility	Economic Responsibility	Ethical Responsibility	Philanthropic Responsibility
Environmental Responsibility	0.807			
Economic Responsibility	0.806	0.607		
Ethical Responsibility	0.634	0.553	0.874	
Philanthropic Responsibility	0.634	0.690	0.745	0.957

**Source:** Author's computation via SmartPLS, 2024

The HTMT is widely recognized in PLS-SEM as a robust method for determining whether constructs in a model are sufficiently distinct from one another and an HTMT value below 0.90 is deemed acceptable (Henseler et al., 2015). As shown in table 6, all HTMT values are below the recommended threshold of 0.90, indicating acceptable discriminant validity across the constructs. These results indicate that each construct is sufficiently unique and captures a distinct aspect of the model's framework.

**Figure 2: PLS-SEM Modelling Bootstrapping Output**



Source: SmartPLS Output, 2024

The structural model assessment was conducted using the PLS-SEM bootstrapping procedures as captured by figure 2 and others analysis including the VIF, coefficient of determination ( $R^2$ ), effect size ( $f^2$ ), and the predictive relevance ( $q^2$ ) of the endogenous constructs can be assessed.

**Table 3: Collinearity Statistics (Variance Inflation Factor (VIF))**

Variables	Item	VI	Variables	Item	VI	Variables	Item	VI
	s	F		s	F		s	F
Environmental Responsibility	ENV	2.2	Ethical Responsibility	ETH	2.2	Firm Performance	FPE	4.3
	R1	08		R1	53		R2	3
	ENV	2.4		ETH	2.1		FPE	2.9
	R2	11		R2	87		R3	95
	ENV	2.6		ETH	2.4		FPE	2.0
	R3	25		R3	01		R4	01
	ENV	1.7		ETH	1.5		FPE	2.7
	R4	07		R4	24		R5	01
	ENV	1.6		ETH	1.7		FPE	1.7
	R5	31		R5	17		R6	91
Economic Responsibility	ECO	2.1	Philanthropic Responsibility	PHI	1.3	FPE	1.8	
	R1	4		R1	09	R7	92	
	ECO	2.0		PHI	1.9	FPE	1.4	
	R2	95		R2	41	R8	92	

ECO	2.0	PHI	2.9	FPE	1.3
R3	11	R3	29	R9	1
ECO	1.9	PHI	2.5		
R4	63	R4	56		
ECO	1.9	PHI	1.8		
R5	99	R5	22		
		FPE	5.6		
		R1	45		

**Source:** Author’s Computation via SmartPLS, 2024

The collinearity assessment in table 3 reveals that the majority of variables fall below the VIF threshold of 5.0, indicating that collinearity is within acceptable limits and unlikely to compromise the model’s validity (Hair et al., 2020). The results suggest that the constructs in this study can be reliably interpreted without significant multicollinearity interference.

**Table 4: Model Explanatory Power**

Variable	F <sup>2</sup>	R <sup>2</sup>	R <sup>2</sup> Adjusted
Environmental Responsibility	0.007		
Economical Responsibility	0.018		
Ethical Responsibility	0.141		
Philanthropic Responsibility	0.420		
Firm Performance		0.688	0.685

**Source:** Author’s Computation via SmartPLS, 2024

Evaluating the coefficient of determination (R<sup>2</sup>), effect size (f<sup>2</sup>) in PLS-SEM offers insights into the explanatory power, significance, and predictive strength of the model (Hair et al., 2019). The R<sup>2</sup> value for Firm Performance is 0.688, which suggests that approximately 68.8% of the variance in firm performance can be explained by the collective impact of environmental responsibility, economic responsibility, ethical responsibility, and philanthropic responsibility. This high explanatory power indicates that the model does an effective job of accounting for a significant portion of the variance in firm performance outcomes, supporting its utility in capturing the relationships between the independent and dependent variables. The adjusted R<sup>2</sup> value of 0.685, which adjusts for the number of predictors, remains close to the R<sup>2</sup> value, further validating the model’s robustness and suggesting minimal risk of over fitting (Hair et al., 2020). The f<sup>2</sup> values show the effect size of each individual variable in explaining the variance in firm performance. The f<sup>2</sup> values offer further detail on each variable’s contribution, emphasizing the differential impact of the responsibilities, particularly the strong influence of philanthropic initiatives and low influence of environmental responsibility. Overall, these model fit indicators underscore the model’s effectiveness and predictive relevance.

**Table 5: Coefficients of Predictive Relevance Statistics**

	RMS E	MA E	MAP E	Q <sup>2</sup> _predi ct		RMS E	MA E	MAP E	Q <sup>2</sup> _predi ct
PFER 1	1.207	0.92 2	48.46 2	0.191	PFER 6	1.014	0.76 1	32.78 1	0.333
PFER 2	1.257	1.00 6	49.94 8	0.229	PFER 7	0.946	0.74	35.32 2	0.347
PFER 3	1.34	1.08 4	56.16 1	0.221	PFER 8	1.038	0.82 2	34.14 7	0.218
PFER 4	0.919	0.69 5	26.05 6	0.371	PFER 9	1.186	0.94 8	48.00 7	0.127
PFER 5	0.711	0.54 7	17.76 7	0.527					

**Source:** Author’s Computation via SmartPLS, 2024

The predictive relevance of the model is assessed through several statistical indicators, including Root Mean Square Error (RMSE), Mean Absolute Error (MAE), Mean Absolute Percentage Error (MAPE), and the cross-validated redundancy measure Q<sup>2</sup>\_predict for each indicator of Firm Performance (PFER1 through PFER9). In summary, the predictive relevance analysis suggests that the model has varying levels of accuracy in predicting different firm performance indicators. PFER5 is consistently the best-predicted indicator across RMSE, MAE, MAPE, and Q<sup>2</sup>\_predict metrics, highlighting the model’s robust predictive ability for this measure. Although all indicators exhibit positive Q<sup>2</sup>\_predict values, suggesting overall predictive relevance, the relatively lower values for indicators like PFER3 and PFER9 suggest that improvements could be made to enhance prediction accuracy for these specific aspects of firm performance.

**Table 6: Results of the Structural Model Analysis (Hypotheses Testing)**

Hypotheses	Relationships	Beta Coefficient	Std. Dev.	T- Stats.	P- value	Decision
HO <sub>1</sub>	ENVR -> FPER	0.064	0.046	1.422	0.156	Accepted

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HO <sub>2</sub>	ECOR -> FPER	-0.122	0.056	2.244	0.025	Rejected
HO <sub>3</sub>	ETHR -> FPER	0.331	0.044	7.422	0.010	Rejected
HO <sub>4</sub>	PHIR -> FPER	0.603	0.045	13.567	0.001	Rejected

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**Source:** Author's Computation via SmartPLS, 2024

The beta value, t-values and the corresponding p-value were used in assessing the structural model and the test of hypotheses. From Figure 2 and Table 6 above, environmental responsibility (ENVR) has a beta coefficient of 0.064, a standard deviation of 0.046, and a t-statistic of 1.422, with a p-value of 0.156. Given that the p-value is above the threshold of 0.05, the first hypotheses (H<sub>01</sub>) that Environmental Responsibility (ENVR) has no significant impact on Firm Performance (FPER) is accepted. Thus, relationship between ENVR and FPER is statistically positive and insignificant. Also, ECOR has a beta coefficient of -0.122, a standard deviation of 0.056, a t-statistic of 2.244, and a p-value of 0.025. The p-value below 0.05 confirms the rejection of the second Hypotheses (H<sub>02</sub>) that Economic Responsibility (ECOR) has no significant effect on Firm Performance (FPER). Thus, the negative beta coefficient indicates an inverse relationship between economic responsibility and firm performance. More so, Ethical Responsibility (ETHR) has a beta coefficient of 0.331, a standard deviation of 0.044, a t-statistic of 7.422, and a p-value of 0.010. The p-value is well below the 0.05 threshold, supporting the rejection of the third hypotheses (H<sub>03</sub>) that Ethical Responsibility (ETHR) does not have a significant impact on Firm Performance (FPER). This indicate a statistical positive significant relationship between ethical responsibility and firm performance. Similarly, results indicated that Philanthropic Responsibility (PHIR) has a beta coefficient of 0.603, a standard deviation of 0.045, a t-statistic of 13.567, and a p-value of 0.001. The low p-value (0.001<0.05) confirms the rejection of the fourth Hypotheses (H<sub>04</sub>) that Philanthropic Responsibility (PHIR) has a no significant effect on Firm Performance (FPER). The positive beta coefficient shows a positive association between philanthropic responsibility and firm performance.

From the foregoing analysis, the first finding reveals that environmental responsibility has no significant impact on firm performance in Plateau State's manufacturing sector. This contradicts most research findings, which often shows significant positive correlations (Rossi et al., 2021; Ivanov & Popov, 2021). This could be due to specific scenarios in plateau state like weak enforcement, economic pressures, and policy deficiencies. Negligent regulatory enforcement and inadequate monitoring allow firms to disregard environmental rules without significant penalties and corruption further undermines effective

implementation. Immediate financial survival often trumps long-term environmental investments, especially in volatile economies like Plateau state where firms are battling with limited financial resources. The second finding highlights a negative but significant relationship between economic responsibility and firm performance, suggesting that economic responsibility may detract the performance of manufacturing firms in Plateau State. This finding also contradicts several empirical studies that found significant positive relationship (Martínez & Fernández, 2022; Tan & Lee, 2022; Wanjohi et al., 2022; Reyes & Santos, 2021; Ivanov & Popov, 2021; Ismail & Latiff, 2021). This could be explained by the local business environment or operational challenges specific to the region's manufacturing sector including, tense economic pressure leading to cost-cutting, economic volatility, and infrastructure problems. The tense economic pressures in Plateau State could make firms resort to drastic cost-cutting measures such as reducing employee wages or benefits, compromising on material quality, neglecting maintenance and safety standards. While short-term savings might be achieved, this can lead to decreased employee morale and productivity, lower product quality and customer dissatisfaction, increased risk of accidents and equipment failures, and long term damage to the company's reputation. Nigeria's economy is subject to fluctuations in oil prices, currency exchange rates, and government policies and Plateau State may also be affected by regional economic factors, such as agricultural output and local market dynamics that negatively influence the impact of economic responsibility on performance. Infrastructure problems, such as poor roads, and unreliable power supply, increase the cost of doing business which may impact negatively on performance.

The third finding indicated that ethical responsibility (ETHR) demonstrated a positive and significant impact on firm performance (FPER) of manufacturing firms in Plateau State. This align closely with the central tenets of Stakeholder Theory and various empirical findings across various industries and regions. Studies by Upton and Lewis (2021), Lopez (2021), Wilson and Allen (2021), and Xie and Zhang (2021) all found significant positive effect of ethical responsibility on different dimensions of firm performance in various region and industries. The implications of the finding is that ethical responsibility serve as a vital driver of performance, potentially leading to increased employee satisfaction, loyalty, and productivity of manufacturing firms in Plateau State, Nigeria. Similarly, the fourth result shows that philanthropic responsibility (PHIR) has significant positive impact on firm performance. This align with the core principles of Stakeholder Theory and the findings of many empirical studies. The studies by Santos and Delgado (2022), Marques and Albuquerque (2021), and Cheng and Li (2023) found that philanthropic responsibility has significant positive impacts on various elements of firm performance including brand loyalty, market share, customer satisfaction, brand reputation, revenues, and profits.

Generally, the findings largely validate Stakeholder Theory and empirical studies. However, the mixed outcomes underscore the need for manufacturing firms in Plateau State to adopt a strategic and context-sensitive approach to CSR, recognizing that CSR activities are most effective when tailored to the specific socio-economic environment. This strategic alignment can maximize the positive effects of CSR, ultimately supporting firm performance and contributing to long-term operational success.

## **Conclusion and Recommendations**

The study revealed important insights into the role of CSR in enhancing firm performance in Plateau State's manufacturing sector. Thus, the conclusion drawn from the results and analysis above is that CSR in terms of ethical and philanthropic responsibilities has significant positive effect on firm performance in Plateau State, Nigeria. However, while environmental responsibility was found to have insignificant positive effect, economic responsibility was found to have significant negative effect. Thus, it is concluded that CSR practices impact the performance of selected manufacturing firms in Plateau State- Nigeria. Therefore, CSR is a strategic imperative for long-term sustainability and business success and enabling environment for responsible business practices must be created by policymakers to ensure its full execution.

Based on the findings and conclusion, the study recommended that manufacturing firms should incorporate sustainable practices such as energy efficiency, waste reduction, and eco-friendly sourcing into their operations to improve operational efficiency and contribute to long-term sustainability. Similarly, manufacturing firms should avoid an excessive focus on cost-cutting measures that may not harm long-term growth and adopt a more holistic approach that balances cost efficiency with innovation and sustainable practices. More so, the manufacturing firms should invest in fostering ethical practices such as transparency, fair labor practices, and responsible sourcing, community consultation, quality and safety, ethical procurement, anti-corruption measures, partnership with NGOs and other institutions, ethical training, and employee involvement strategies. This will enhance their reputation, build trust with stakeholders, and improve their long-term performance. Finally, the manufacturing firms should increase their philanthropic efforts by adopting strategies like local community's funds, skills training, environmental remediation projects, local healthcare support facilities, food security initiatives, and local education support facilities. This can foster goodwill and strengthen relationships with customers, employees, and other stakeholders that can translate to long term increased performance.

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