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# The major components of corporate social responsibility

Major components of CSR

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## Abstract

**Purpose** – The purpose of this paper is to present a procedure for identifying a corporate social responsibility (CSR) model with best goodness-of-fit. This research constructed a model of which CSR was mainly influenced by four core components: accountability, transparency, competitiveness, and responsibility.

**Design/methodology/approach** – The data presented in this study were collected from companies in the year 2009 in Taiwan using questionnaires, and in total 185 companies were analyzed. Structural equation modeling was applied to assess the proposed CSR model containing four latent factors and 13 observation indicators.

**Findings** – The results of confirmatory factor analysis indicated that the correlation among four latent variables was significant, and the second-order factor structure fit the observed data well.

**Research limitations/implications** – The result supported the proposed model that four constructs played a dominant role toward CSR. Business leaders therefore could have clearer perspectives while facing challenges regarding CSR issues.

**Originality/value** – The paper shows that while developing business strategies, companies taking accountability and transparency as priority would strengthen their competitiveness and generate responsibility and in turn lead to CSR. Companies would obtain great advantages in the long run.

**Keywords** Corporate social responsibility, Taiwan

**Paper type** Research paper

## 1. Introduction

Corporate sustainability (CS) should be the top priority and researchers often equate with financial, social, and environmental performance (Elkington, 1994; McWilliams and Siegel, 2001; Orlitzky *et al.*, 2003). Corporate financial performance is easy to observe (e.g. numerical reports), while the other two are comparatively metaphysical concepts. Some researchers attempt to refer to corporate social responsibility (CSR) as the proxy of social and environmental performance (McWilliams and Siegel, 2001; Reinhardt *et al.*, 2008). Although the debate of the relationships between financial performance and CSR has been inconclusive, most studies have long responded by attempting to demonstrate the effects of CSR on corporate profitability (Orlitzky *et al.*, 2003; Margolis *et al.*, 2007). An estimated number of 122 published studies empirically examined the relationships between CSR with financial performance during the period 1971-2001 (Margolis and Walsh, 2003). The positive results have revealed that corporate managers should routinely take CSR management into account in business decision making.

The topic of CSR has been the subject of much research over the past two decades. Researchers have identified the reasons why firms develop CSR strategies, such as reputation improvement, government regulations, competitive advantage, stakeholder pressures, critical events, and top management pressures (Hall and Vredenburg, 2004; Kassinis and Vafeas, 2006). Accordingly, a variety of CSR strategies have been



introduced, including significant investments in innovative activities regarding products and management (Albino *et al.*, 2009), investments in human and ecological capability (Griffiths, 2004), policies with integration of economic, natural, and social capital (Dyllick and Hockerts, 2002). Those studies show why corporations should undertake CSR initiatives as a strategy to flourish in a highly competitive environment.

In effect, the reason most companies take CSR actions is either for the purpose of complying with regulations (Wagner, 2005) or as a response to external constraints (Jaffe *et al.*, 1995). Apparently, business leaders react to CSR issues forced by exogenous factors rather than truly understanding the advantages that CSR will bring. To explain this problem, the existing research focuses on identifying the definition of CSR (Mohr *et al.*, 2001) and provides overall guidelines for companies. However, little has been done about what core constructs CSR reflects. To this end, the study takes an in-depth look of CSR and proposes that a CSR model is reflected by four major constructs: accountability, transparency, competitiveness, and responsibility. Consequently, the objective of this study is to examine those four core characteristics to see if can represent the concept of CSR in a robust way.

This study chooses Taiwan, an Asian country ranked as an advanced economy by IMF and FTSE, as the focal country to collect data. According to several international surveys, Taiwan has reached one of the top 10 trade countries (Export Bureau, 2009), one of the top 20 GDP (PPP) countries (IMF, 2009), and one the top 20 global competitive countries (World Economic Forum, 2008) in the world. Clearly, Taiwan has long been integrated into international community and has developed close trade relationships with the world. Although the concept of CSR in Taiwan has developed for a decade, the implementation of CSR is still in an embryonic stage. That is largely because Taiwanese companies are currently less clear on the concept of CSR. In fact, the most common corporate understanding of CSR in Taiwan has still been based on charitable deeds and donations, rather than developing strategies of engaging with different stakeholders.

In addition, the issue of strengthening CSR has emerged during the recent financial scandals, such as cases of Enron and WorldCom in the USA and Procomp in Taiwan. Those fraud cases were enabled primarily by a lack of transparency (i.e. underreporting), along with less accountability (i.e. ethical irresponsibility). Procomp, Taiwan's first gallium arsenide epitaxial (GaAs) was established in 1991 and was a "king of stocks" in the Taiwan Stock Market. In mid-2004, a series of accounting frauds and scandalous practice were exposed and finally led Procomp to fall down. Not surprisingly, the lack of self-regulation and poor corporate governance had put Procomp in a highly risky situation and eventually got the company into trouble. Worst, it was unveiled that the board members, senior management, and accounting and financial officers within the company had colluded in the fraud. A failure to comply with morally good value (i.e. honesty, fairness, responsibility, and respect) might be the most fatal factor of all the causes of Procomp's collapse.

In contrast to Procomp, Taiwan Semiconductor Manufacturing Company (TSMC), a company founded in 1987 and now the world's largest dedicated semiconductor foundry, has always complied with all rules and regulations, and insisted on operating with honesty, integrity, responsibility, and sustainability. TSMC's achievements have been recognized by numerous awards from around the world for its operations, knowledge management, corporate governance, stakeholder relations, and eco-efficiency. In particular, TSMC's corporate governance has become a role model

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not only for Taiwan, but for the whole world. In addition to these achievements, the long commitment to CSR implementation has facilitated TSMC's to be successful entry to the Dow Jones Sustainability Group Index.

Procomp and TSMC have been two well-known corporations in Taiwan since 1990s. With different mindsets and attitudes toward CSR, the former has finally collapsed, while the latter has developed strength and become a leading corporation in the world. The case comparison suggests that CSR is a necessity for CS and it only requires time to prove that implementing CSR will obtain advantages for companies in the long run. Business leaders in Taiwan need to significantly enhance their engagement in CSR domain.

## 2. Literature review

Accountability generally refers to an individual's behavior under a social structure or social situation. It is a concept that completely separates from responsibility: one could be responsible without being accountable because "responsibility may be assigned, enforced, or even mistakenly applied to an individual or group by an external force" (Wood and Winston, 2007, p. 168). In business fields, a company that provides accountability acts in compliance with prevailing norms and justifies conduct that deviates from those norms (Sedikides *et al.*, 2002). While there is a growth in the demand for companies to demonstrate accountability with regard to their business actions (Feltus and Petit, 2009), researchers suggest that the appropriate measures and reporting techniques help the determination of what a company is accountable for (Crowther, 2000). Simply put, accountability is the duty to provide an account (e.g. a CSR report) of those actions for which one is held responsible.

Openness is one of the key virtues of accountability (Tetlock, 1999) since accountable firms not only have to communicate with stakeholders regarding the types of behaviors that support the organization's vision, values, and effectiveness, they also need to publicly model those ideas as well. In addition to openness, firms with accountability engage in answerability by taking proactive initiative to explain decisions, actions or commitments (Wood and Winston, 2007). One high utility means of rendering this obligation is the use and application of accountability standards, such as the GRI's Sustainability Reporting Guidelines and ISO series (Gobbels and Jonker, 2003), since they require firms to comply with standard guidelines, and any activities concerned directly or indirectly with relevant requirements must be fulfilled.

Transparency has been defined as the degree of asymmetric information about control errors (Faust and Svensson, 2001). Corporate transparency is viewed as a group of characteristics of the process that enable participants outside the firm to understand and analyze the firm-specific information (Bushman *et al.*, 2004). Greater transparency can contribute an increase in credibility of a firm's CSR and better strategic outcomes (Jensen, 2002). Intended to ensure and strengthen public confidence in the integrity, quality, and effectiveness of their products and services, companies in doing business must develop strategies to fulfill the goal of transparency.

When the scandals relating to WorldCom and Enron occurred, they undermined consumers' confidence, which inevitably translated into a public pressure for more transparent reporting and evidence of better ethical conduct. For companies, however, the choice of the optimal degree of transparency is a trade-off game associated with flexibility (Chortareas *et al.*, 2002).

Competitiveness plays a critical role that leads a company to sustainability. To be competitive, companies have to provide not only the quality of products or services, but also demonstrate the CSR management of business (Price and Newson, 2003). Research has shown that top global companies reveal part of their effective management through comprehensive social and environmental policies (Snider *et al.*, 2003). Throughout these mechanisms, companies can have greater prominence in the minds of stakeholders and therefore build up a strong reputation (Rindova *et al.*, 2005).

Moreover, from the transaction point of view, while there may have been no previous transaction between a particular seller and buyer, a good reputation may signal the seller's competence and goodwill (Campbell, 1999). Organizational reputation is mainly built upon the dimension of collective responsiveness and recognition that a firm has long accumulated in its business field (Rindova *et al.*, 2005). Stakeholders observe a firm's behaviors and accumulate perceptions overtime. Reputation therefore reduces stakeholder uncertainty, and the buyers can rely largely their trust on the sellers' reputations (Morgan and Hunt, 1994) to evaluate the cost and benefit (Barone *et al.*, 2004). As competitiveness is enhanced, firms may experience improvement of financial performance (Sharma, 2005; Corbett *et al.*, 2005).

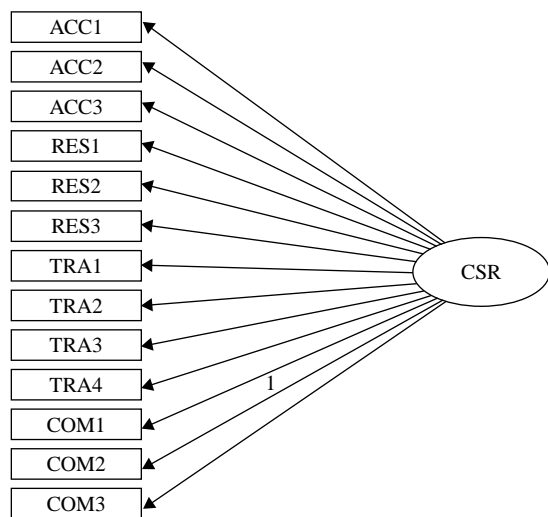
Stakeholders are the dominant pressures pushing companies toward corporate responsibility (Ledgard and Taylor, 2002; Waddock *et al.*, 2002). The CSR agenda is clearly about strategic decisions, and business leaders need to thoroughly consider in which aspects of CSR to invest in order to satisfy various stakeholders (Husted, 2003; McWilliams and Siegel, 2001). Indeed, firms may use mechanisms to reinforce their strategies so that a clear signal is sent about the firm's commitments towards responsibility (Bansal and Hunter, 2003). In response to pressures on corporate responsibility, firms need both internal and external of interconnected systems.

Internally, companies need to develop internal responsibility management systems that establish corporate standards and codes of conduct and ensure that they are being implemented (Waddock, 2006). Externally, such systems provide credibility, internally, companies at a minimum need to adhere to globally accepted norms or standards of practice (Waddock, 2006; Bansal and Hunter, 2003). In order to fulfill public expectations about corporate responsibility, Waddock *et al.* (2002) proposed a total responsibility measurement (TRM) approach for helping companies think through the responses to these pressures. Researchers suggest that international standards may serve as a credible signal of process quality control (Terlaak and King, 2006). Confronted by social demands and externally imposed expectations, firms need to deal with public issues with more proactive approaches to demonstrate their responsibilities to various stakeholders.

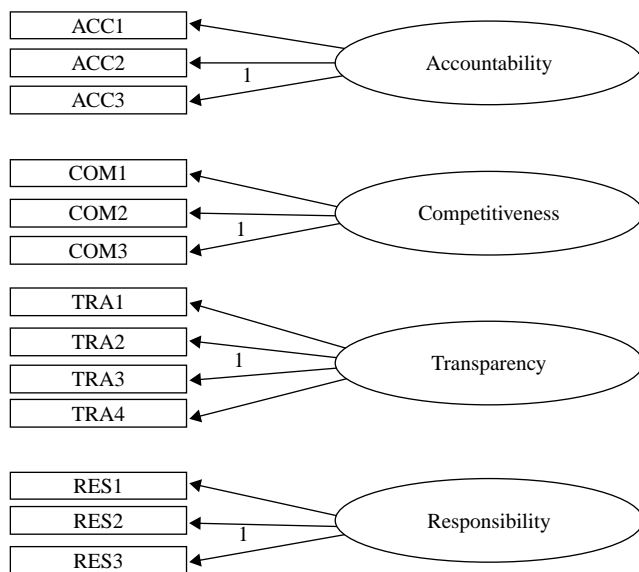
### 3. Research framework and measurement

Different from exploratory factor analysis, this study applied confirmatory factor analysis (CFA) to assess the construct validity of the model. CFA is a statistical procedure to determine how well the hypothesized theoretical structure fits the empirical data (Hair *et al.*, 2006). This paper proposed three hypothesized models and used CFA to measure the adequacy of both the measurement model and the structural model. The first phrase was to examine indicator reliability. After ensuring the items were reliable, the second phrase was to check construct validity and decide which proposed model adequately fit the observed data.

The three proposed models are shown in Figures 1-3. Building on the preceding literature review, this study assumes that firm's commitment to CSR is influenced by four factors: accountability, transparency, competitiveness, and responsibility. Model 1 was a uni-dimensional construct by fitting a single factor model with all the indicators



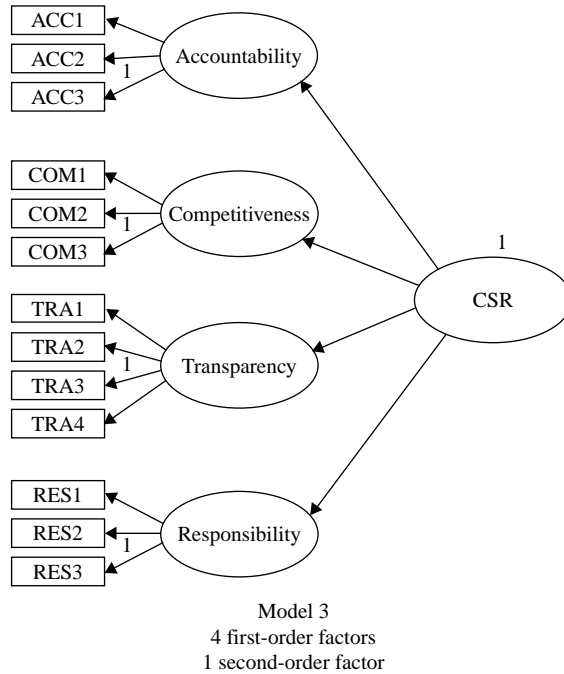
Model 1  
1 first-order factor



Model 2  
4 first-order factors (uncorrelated)

Figure 1.  
Illustration of three hypothesized models

Figure 2.  
Illustration of three hypothesized models



**Figure 3.**  
Illustration of three  
hypothesized models

loading on one factor (i.e. CSR) simultaneously. Model 2 was a four first-order model, in which the latent factors were presumably uncorrelated due to varimax rotation strategy. This model was used to test how well the individual component represented the idea.

Model 3 was a second-order factor model, a higher order factor analysis for a construct consisting of a broader dimension and several sub-dimensions. This model was created for the purpose of determining whether CSR could be considered an overarching construct for these sets of items. A single second-order factor was conceptually equivalent to conduct an additional factor analysis on the factor correlation matrix from the first-order model. In model 3, the factor loadings of the factors created in the first-order factor model on the second-order factor were examined.

Accountability is depicted as the degree to which a company is willing to openly acknowledge its business actions, products, decisions, and policies including administration, governance, and implementation within the scope of the role and encompassing the obligation to report, explain and be answerable for resulting consequences. Accountability is measured as a sign of openness and answerability (Wood and Winston, 2007), and together with the theory of organizational structure proposed by Child (1972). One of the significant arguments is that external conditions are regarded as a critical variable for the choice of effective structural forms (Child, 1972). Decision makers must develop strategies to engage in some degree of exchange with outside parties (Dess and Origer, 1987; Hrebiniak and Joyce, 1985).

Transparency is depicted as the degree to which a company is willing to remove barriers to free and easy public access to corporate information, to provide information for the public about what the company is doing, to conduct the business consistent



with law and policy, and to disclose information rapidly in forms that the public can readily find and use. Since annual reports often tend to emphasize the positives rather than the whole picture (Chwastiak and Young, 2003; Fridriksson, 2000), transparency emphasizes analyses on financial transparency and governance transparency (Bushman *et al.*, 2004). Additionally, the code of good practices on transparency suggests that a company should focus transparency principles on:

- Clarity of roles, responsibilities, and objectives of a firm.
- The processes for formulating and reporting of policy decisions.
- Public availability of information on policies.
- Accountability and assurance of integrity (Fridriksson, 2000).

This study mainly focuses competitiveness on the degree to which a company is willing to establishing cooperative relationships with stakeholders that requires commitment as well as trust. While the organizational reputation is mainly built upon the dimension of collective responsiveness and recognition that a firm has long accumulated in its business field (Rindova *et al.*, 2005), reputation becomes the main domain in the measurement of competitiveness. Questions in this study are designed on the basis of whether or not a firm produces quality goods and has greater prominence in the minds of stakeholders. In addition, cooperative relationships between a firm and stakeholders require commitment and trust (Morgan and Hunt, 1994). Questions are developed on two aspects:

- (1) whether or not a company shows its desires to continue relationships and to work to ensure this commitment; and
- (2) whether or not a company maintains high-quality communication with relevant, timely, and reliable methods.

Responsibility is depicted as the degree to which a company adheres to legal guidelines, looks out for the welfare of its employees, the community, and society at large, and is willing to display its commitment to corporate responsibility in many ways, including charities and environment. To measure corporate responsibility, a TRM approach for helping companies think through these pressures is employed (Waddock *et al.*, 2002). Meanwhile, confronted by social demands and externally imposed expectations, firms need to deal with public issues with more proactive approaches to demonstrate their responsibilities to various stakeholders. Questions adopted several feasible questions with respect to evaluation of pro-social activities of the firm by using a hierarchy of effects methodology (Murray and Vogel, 1997).

In summary, four items adapted from Wood and Winston (2007) and Child (1972) are used to measure accountability. Four items adapted from Bushman *et al.* (2004) and Fridriksson (2000) are used to measure transparency. Competitiveness is measured using four items from Rindova *et al.* (2005) and Morgan and Hunt (1994). Responsibility is measured using four items from Waddock *et al.* (2002) and Murray and Vogel (1997). The complete scale themes and sources were shown in Table I.

#### 4. Methodology

This study analyzed the hypothesized models with structural equation modeling, a statistical methodology involving the analyses of both measurement model and



structural model. This study used CFA to evaluate the adequacy of the measurement model. Once the measurement model is proposed, both construct reliability and item reliability need firstly to be tested. After ensuring that the scale is reliable, the construct validity is assessed using convergent and discriminant validity, and measurement model is then finalized. The structural model was evaluated by key goodness-of-fit indices as suggested by Meyers *et al.* (2006) and Hair *et al.* (2006), including  $\chi^2/df$ , the root mean square residual (RMR/RMSR), goodness-of-fit index (GFI), the comparative fit index (CFI), and the root mean square error of approximation (RMSEA).

The questionnaire used a five-point Likert scale with response opinions ranging from 1 (strongly disagree) to 5 (strongly agree). Two bilingual colleagues[1] helped edit the content of the questionnaire and fine-tune the wording. This form of validity subjectively assessed the correspondence between the individual items and the concept through ratings by expert judges. Subsequently, the content of the questionnaire was validated by various academic experts and managers to ensure an understanding of each of the measurement instruments. Four academic professionals[2] were identified on the basis of their engagements to this related research area. Four senior managers[3] of the top management team in different well-known companies were approached. The content validity was conducted through face-to-face interviews. They were requested to help review the content of each measured item and provided comments if they were not understandable, if items needed to be reworded, and if new items needed to be added.

After expert's review and some adjustments were made, the revised questionnaire was finished and thereafter used to conduct a pretest to evaluate the items in order to avoid vague concepts and keep the questions as easy and concise as possible (Podsakoff *et al.*, 2003). Feedback from this process was used to improve the measuring instrument. The target audience of the pretest was chosen from the EMBA students studying at NYUST, most of whom were the senior managers in the companies in which they worked. Based on the pretest outcomes, scale modifications were made and the final questionnaire with 13 measured variables was completed.

Data were randomly collected on the basis of a population provided by the *CommonWealth Magazine* 2009 database[4]. In order to adequately estimate models, the guideline for sample size was as small as 100-150 (Hair *et al.*, 2006). This study was intended to ensure sufficient respondents, and therefore initially selected 1,000 companies using a computer program random number generator. Questionnaires were sent to each selected company, and finally a total 185 usable data were received.

Construct	Scale themes	Sources
Accountability (ACC)	Openness and answerability Strategic management	Wood and Winston (2007) Child (1972)
Responsibility (RES)	Total responsibility measurement (TRM) Hierarchy-of-effects	Waddock <i>et al.</i> (2002) Murray and Vogel (1997)
Transparency (TRA)	Governance transparency Code of good practice on transparency	Bushman <i>et al.</i> (2004) Fridriksson (2000)
Competitiveness (COM)	Reputation Commitment and trust	Rindova <i>et al.</i> (2005) Morgan and Hunt (1994)

**Table I.**  
Measurement summary

## 5. Analysis and result

The data were analyzed using the statistical software AMOS. Table II showed that model 3 was the best model among three possibilities, indicating that model 3 had a better fit to the observed data.

Reliability, as suggested by Hair *et al.* (2006) and Fornell and Larcker (1981), was assessed using item reliability, composite reliability, and average variance extracted (AVE). In Table III, the reliability of all observed variables except RES3 (0.47) ranged from 0.56 to 0.88, indicating good item reliability. The composite reliability for the constructs ranged from 0.71 to 0.85, indicating good reliability for all the constructs. All AVE values ranging from 0.58 to 0.85 exceeded the 0.5 threshold point, indicating the measured items were adequately representative of the latent constructs.

## 6. Conclusion and limitation

The purpose of this research is mainly to explore the core components of CSR, a dialectical concept in that, like justice and democracy, it is unlikely to have a concise

Indices	$\chi^2/(df) = \text{CMIN}$	RMSR	GFI	CFI	RMSEA
Model 1	210.32/(65) = 3.24	0.06	0.85	0.86	0.11
Model 2	526.92/(65) = 8.11	0.30	0.68	0.55	0.19
Model 3	122.35/(61) = 2.01	0.05	0.91	0.94	0.07
Acceptable value <sup>a</sup>	The smaller, the better	< 0.05	> 0.90	> 0.95	< 0.10

Source: <sup>a</sup>Meyers *et al.* (2006)

**Table II.**  
Summary of model fit indices for model comparison

Construct	Measured item	Item reliability	Composite reliability <sup>a</sup>	AVE <sup>b</sup>
Accountability (ACC)	ACC1	0.64	0.85	0.85
	ACC2	0.88		
	ACC3	0.82		
Transparency (TRA)	TRA1	0.68	0.73	0.71
	TRA2	0.69		
	TRA3	0.68		
	TRA4	0.71		
Competitiveness (COM)	COM1	0.70	0.77	0.69
	COM2	0.71		
	COM3	0.56		
Responsibility (RES)	RES1	0.65	0.71	0.58
	RES2	0.68		
	RES3	0.47		
Suggested value <sup>c</sup>		> 0.5	> 0.6	> 0.5

Notes: <sup>a</sup>Construct reliability =  $(\sum \text{Standardized loadings})^2 / [(\sum \text{Standardized loadings})^2 + \sum e_j]$ ;

<sup>b</sup>Average variance extracted (AVE) =  $\sum (\text{Standardized loadings})^2 / \sum (\text{standardized loadings}^2) + \sum e_j]$ , where  $e_j$  is the measurement error

Source: <sup>c</sup>Fornell and Larcker (1981)

**Table III.**  
Measurement model result

analytical definition. While previous research mostly emphasizes the effect of CSR on economic, social, and environmental performance, this study decomposes the concept of CSR into four core constructs. The results support the proposed model that four constructs play a dominant role towards CSR. This is consistent with the existing findings discussed in the previous sections. Once identified, the results may provide business leaders with more practical perspectives of CSR implementation.

However, one may argue that these four sub-concepts derived from CSR are not less abstract than CSR, and therefore there is little value of doing CSR decomposition. In this regard, it would be easier to answer this confusion by illustrating an abstract concept as well. For example, when it comes to democracy, it may comprise several components, mainly including justice, elections, freedom of speech, and human rights. It will be difficult to explain democracy well without understanding its composition. Even if the term democracy can be explained well, it may not be easy to understand how to put it into practice, or one may lose directions toward democracy while implementing it. On the contrary, it is easy to understand what democracy really means by illustrating components of democracy. Once components are identified, countries, under the general principles and values of democracy, can develop their own democratic systems on the basis of their diverse cultures, local customs, and social norms. In terms of type of government, for instance, the US employs presidential democracy, while the British is constituted as a parliamentary democracy. Analogously, once the core components of CSR are identified, business leaders will have clear perspectives to follow and then develop the component-related strategies. With having these main standpoints in mind, policies that include these components are seeds that will eventually develop CSR, and in turn lead to CS.

In the present situation in Taiwan, some business leaders have less motivation to practice CSR due to the effect of short-sighted temptation. CSR investments frequently do not offer short-term financial pay-backs when based on traditional accounting procedures (Orlitzky *et al.*, 2003). Consequently, the more pressure that is applied to meet current profit levels, the more likely the managers will be to take short-term vision that may be wrong in the long run.

There is substantial scope for future research. The argument for CSR implementation seems to be based on "I know but I can't", a critical issue regarding moral powerlessness rather than moral weakness. It may be that moral powerlessness is more likely to occur when:

- (1) companies are comparative small (i.e. small and medium enterprise (SME)) and without having sufficient money;
- (2) companies are in their embryonic level and initially lack of money;
- (3) companies have no clear and physical guidelines to put CSR into practice; and
- (4) senior managers have limited authority to take actions associated with CSR because of the unequal power relations within which they stand.

The first three situations are mostly observed in the sample of this study since SMEs are the majority in Taiwan. It is understandable; however, these reasons should not be the excuses to dodge CSR implementation.

The concept of CSR is rising to the top of the corporate agenda around the world. Companies in Taiwan need to integrate CSR into policy decisions and act in a more proactive fashion in order to sustain a competitive advantage in the both domestic and

international markets. However, despite the large number of guidelines already drafted by governments, the status of these guidelines is still unclear and the operationalization is probably inadequate to address the challenges. This article presents a first step towards a more comparative and comprehensive research on guidelines of CSR components. For example, so long as corporate leaders put both accountability and transparency into practice, the results may in turn promote corporate competitiveness and lead corporations to be regarded as more responsible. The public are more likely to believe that responsible companies are competent and honest in their business operation, which contributes to the credibility and reputation of these firms. It is no doubt that consumers are more willing to purchase products or services based on this information. Therefore, it would be myopic for firms to only focus on short-term financial loss while implementing CSR.

Nevertheless, this study is subject to potential limitations. First, this study encompasses four core factors influencing the measurement of CSR. Analysis integrating different components could lead to other interesting results due to the various interactions among them. Further research in this regard is recommended. In the meantime, it would be valuable to do research on further details of each component. Future studies, for example, can adopt qualitative approaches focusing on each one of the components, which may provide complementary findings or additional insights for the results of this study. Second, the number of the sample size used to analyze the diversity of concepts may appear small and therefore the result may not be considered precise since the total number of companies in Taiwan is over 1 million[5]. A larger sample size may lead to different results and therefore needs to be further explored. Third, while the proposed model was only tested in Taiwan, a country with 97.8 per cent SMEs[5], it may be questioned that the outcome of the research based on one country may only be applicable to Taiwan rather than to other countries due to the different cultural diversification and localization. Finally, this study only investigates the relationships among core components of CSR. For most business leaders, it is necessary to provide a practical tool that helps implement CSR. As previously mentioned, for example, applying for international standards could be a feasible and optimal way to show commitments to CSR implementation. Future research could assess the influence of international certifications (e.g. ISO series) on CSR.

### Notes

1. They were Chia-Ching Tsai, Assistant Professor at Department of Business Administration, NYUST, and Nicolas Tsai, English Instructor at Department of Applied Foreign Languages, NYUST.
2. They included Wei-Te Liu, Associate Professor and Chair at Graduate Institute of Vocational and Technological Education, NYUST; Rex Chen, Assistant Professor at Department of Digital Design, NYUST; Wei-Chin Chang, Associate Professor at Department of Environmental and Safety Engineering, NYUST; and Chia-Liang Lin, Lecturer of Department of Computer Aided Media Design at Chang Jung Christian University.
3. They are Hung-Lung Tsai, Senior Manager at Solomon & CO., CPAs; Yu-Yeng Chen, Manager Assistant at Haps Consulting Ltd, & CPAs; and the other two requested to keep their names anonymous.
4. The data were shown on the 104 Labor Bank web site at: [www.104.com.tw/ground/index.cfm](http://www.104.com.tw/ground/index.cfm)
5. White Paper on SMEs in Taiwan, 2009.

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