



**Proceedings of the 14th International Conference
of the Society for Global Business & Economic
Development (SOBEDI)**

**Global Connectivity, Knowledge and Innovation for
Sustainability and Growth: New Paradigms of Theory and
Practice**

Editors

**Vidya Atal
Ram Sewak Dubey**

**Montclair, New Jersey, USA
June 21-24, 2016**

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Montclair State University, Montclair, NJ 07043, USA

Tel: +1-973 655 7523

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Society for Global Business & Economic Development (SGBED): Two decades of Accomplishments

■ **Dr. C. Jayachandran, President, SGBED**

It is my honor to present to you all the 14th SGBED conference organized at the beautiful facilities of the Feliciano School of Business in June 21-24, 2016. We are grateful to Montclair State University President Dr. Susan A. Cole for her interest in SGBED activities as reflected in her participation and presentation of keynote addresses in several of our conferences. Dr. Cole's continued support and encouragement to engage in international collaboration that advance research and teaching had a significant impact on our accomplishments. Our Provost Dr. Willard Gingerich, Feliciano School of Business Dean Dr. A. Gregory Cant and Vice- Dean Dr. Kimberly Hollister, and Dr. Robert Prezant, Dean, College of Science and Mathematics have enthusiastically supported the idea of bringing the SGBED 14th conference to Montclair and helped in crafting a theme that reflects the interdisciplinary nature of the conference. They have provided generous support in terms of financial, physical and above all the encouragement to make this possible. Almost two decades ago, thanks to a US Federal grant Dr. Philip LeBel, former dean of the MSU Business School and myself had an opportunity to meet with President Dr. Sun Weiyan and Dean Dr. Lin Guijun at the University of International Business and Economics (UIBE) in 1995 in Beijing and developed a collaborative proposal to advance academic research and scholarship at an international level and today I am happy that this initiative had matured over the years.

Driven by the above objective, SGBED had successfully implemented 13 major conferences in Beijing (1997, 1999, 2000), Guangdong (1998), Chennai (1998), Bratislava (2001, 2009), Bangkok (2003), Guadalajara (2004), Seoul (2005), Kyoto (2007), Singapore (2011), Ancona, Italy (2014). Five research symposia were implemented in Nanjing (2015), IIM Bangalore (2012), Barcelona (2010), Dubai (2009) and Bangkok (2006). These conferences and research symposiums have attracted more than 4,000 academics and generated peer reviewed publications in 20 volumes of proceedings containing more than 2,000 research papers and several special issues of peer reviewed journals, and five books of readings.

Highlights of the 14th Conference held at the Feliciano School of Business: The SGBED conference presented at the brand new facility of the Feliciano School of Business reflects a feeling of home coming and an accomplishment which started with an informal relationship between Montclair State Center for International Business (CIB) and UIBE, had now matured with a global reach to advance interdisciplinary research that focus on international business and development issues. The 14th conference is jointly presented by Feliciano School of Business and Montclair State PSEG Institute for Sustainability Studies along with UIBE, Curtin School of Business, EADA Business School, FOX School of Business, IIMB, Comenius University in Bratislava, University of Guadalajara, VIT University, and other partner institutions.

Unlike the earlier conferences, the 14th conference is presented in a four day format to facilitate pre-conference workshops: doctoral symposium for Ph.D. scholars and a workshop on manuscript development; besides the conference facilitates a full-day event, "Understanding Global Value Chains: How to Prepare Students for Success in an Increasingly Interconnected World" for Community College faculty and administrators from the Northeast. This event is presented by the Centers for International Business Education & Research (CIBERS) of Temple Fox School of Business, University of Connecticut and Michigan State. The main conference is organized into plenary sessions, multiple concurrent sessions and a poster session to facilitate discussion of more than 150 research submissions from 30 + countries. For the first time, the 14th conference will use Skype to facilitate such of those participants who cannot participate in person. Besides publishing the conference proceedings, the conference will facilitate publication of selected papers in five peer reviewed journals. The conference will end with a gala dinner, awards distribution and a cultural tour of New York City.

Most importantly, this conference wouldn't have been possible without the dedicated work of several colleagues. Our Co-Chairs, Drs. Yam B. Limbu and Susana Yu, proceedings editors Drs. Vidya Atal and Ram Dubey, and Dr. Amy Tuninga, Director, PSEG Institute of Sustainability Studies, along with a committed group of

50 + regional coordinators, Phil Mattia at Feliciano School of Business and Ms. Martina Brogliotti at Universita Politecnica delle Marche, Italy who managed the web support have been instrumental in making this conference possible.

Making the Academic Conferences Affordable & Impactful: Unlike other academic organizations, SGBED does not collect annual membership fee and largely depend on institutional support, sponsorships and the support provided by a large network of coordinators make these conferences affordable and also global. Besides our participants like the SGBED format as it provides a balance between academic scholarship and practice by presenting leaders from government and business.

Notable Government Leaders: Government officials who spoke at the SGBED conferences include: China: The Vice-Premier Hon. Li Lanqing, Madame Wu Yi, Ministry of Foreign Trade and Economic Cooperation, Hon. Chen Yuan, Dy. Governor of Peoples' Bank of China, Hon. Wang Guangxian, Dy. Governor of Guizhou Province; India: Her Excellency Justice Fathima Beevi, Governor of Tamil Nadu, The Tamil Nadu Hon. K. Anbazhagan, Minister of Education, The US Consulate General Ms. Michele J. Sison, Slovakia: The Charge D'Affairs of the USA in Slovakia, Mr. Douglas C. Hengel, Hon. Ivan Miklos, Deputy Prime Minister of Slovakia for Economic Affairs, Hon. Lumomir Fogas, Deputy Prime Minister of Slovakia for Legislation and Maria Kadlecikova, Deputy Prime Minister of Slovakia for European Integration.

Nobel Laureates & Leaders from Academia: Former President of Montclair State University Dr. Irvin Reid, and President Dr. Susan A. Cole have delivered keynote at different conferences in China, Mexico, Bratislava and Bangkok; Dr. Edmund Phelps, Nobel Laureate in Economics delivered a keynote in Bangkok; and Dr. Ferid Murad, Nobel Laureate gave a keynote on science and development in Mexico. Dr. Peter Buckley, former President, Academy of International Business (AIB) delivered in keynote in Beijing; Dr. Howard Thomas, former AACSB President and Dean of the Singapore Management University, Provost & Professor Dr. Raj. Srivastava and Dr. G. Viswanathan, Chancellor, VIT University delivered a keynote in Singapore.

Notable Business Leaders: Dr. Raja Mitra of World Bank, Mr. Max Qu, Chairman & CEO of HI Sun Technology Ltd, Mr. Steven Carroll, China Group Controller of Motorola, Mr. Bill Bowers, VP & Controller of Motorola, Mr. Peter O'Connor, CEO, Asia Pacific Region for CIGNA International, Dr. Michael Zipp, MD, Henkel Investment CO. Ltd, Mr. David Alstrom, VP, Ericsson (China) Company Ltd, Mr. Andy Lai, Greater China Marketing Director for HP, Mr. John Parker, Chairman, American Business Council, and Mr. Ron Sommers, CEO, Mangalore Power Co, Mr. Slaomir Hatina, Chairman of the Board of Directors of Slovnoft, Mr. Jozef Uhrík, General Manager of Volkswagen, Mr. Stefenc, President, Coca-Cola Beverages, Mr. Marian Nemeč, President, National Bank and Mr. Ludomir Slahor, President, EXIMBank were invited to deliver keynote in Beijing, Chennai, Bangkok, Seoul, Kyoto and Bratislava.

Notable Corporate Sponsors: Ford Operations Ltd (Thailand); Sony Corporation Ltd; Fuji Zerox Ltd; Slovnoft, a.s. Bratislava; ProCS s.r.o (Slovakia); US Steel Corporation Ltd (Slovakia); Cigna Corporation Ltd; Ericsson, China; Motorola (China) Electronic Ltd; Henkel China Investment Corporation Ltd; China Cotton Industries Ltd; Hi-Sun Technology Ltd; Hendan Iron & Steel Group Co. Ltd, China; Sealed Air Corporation, NJ; Precision Custom Coatings LLC, NJ; Shinawatra Corporation Ltd (Thailand); PTT Exploration and Production Plc (Thailand); Konica Minolta, Rohlm Corp; Murata Machinery Corp; Kyocera (Japan); Sun Microsystems (Korea), S.K. Telecom (Korea), Omni Life, Sophia Laboratories, InterAmerican Investment Corp (Guadalajara), and others sponsored our conferences in different locations.

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Dr. Yam B. Limbu & Susana Yu: Feliciano School of Business, Montclair State University, NJ (2016)

Dr. Silvio Cardinali: Universita Politecnica delle Marche, Ancona, Italy (2014)

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Some thoughts for the Future:

SGBED is soliciting institutions to sponsor the 6th research symposium in the summer of 2017 and the 15th International conference in the summer of 2018. Interested institutions or coordinators can submit a proposal. SGBED also invites proposals to establish a journal, either online or in print. Any scholar interested in taking a leadership towards this effort is invited to submit a proposal.

Thank you for your continued support and cooperation.

Preface

The world is becoming increasingly interconnected across all fronts at an unprecedented pace; it is deemed that networks, knowledge and innovation, and entrepreneurship drive growth and development. The rise of emerging markets and growth of global supply chains are attributed to globalization and ICT; nations and firms continue to form strategic levers using the power of comparative advantage; and human capital worldwide is becoming more mobile and virtually engaged despite the national boundaries. The developments have also caused dramatic structural and organizational changes and disruption of traditional businesses and job markets. Global investments in commodities and indiscriminate exploitation of natural resources affected the sustainability of global ecosystems. Equal access to education, knowledge and health are also under the microscope. The challenges of rising inequalities in wealth and income, economic stagnation, unemployment, and the impact of globalization have also taken the center stage of public discourse. These trends bring heightened levels of responsibility to business, institutions and society.

In view of the strategic importance of these challenges, the 14th International Conference of the Society for Global Business & Economic Development (SGBED) invited academic and professional perspectives in the form of empirical research, case studies and applications on a wide range of related topics. The overwhelming response received from scholars and practitioners from around the world bear testimony to the importance of the chosen theme and currency of the conference.

The papers included in these Proceedings have been selected through a rigorous review process of over 300 scholarly papers. Both full papers, as well as selected papers in the abstract form are published here. Altogether, the selected papers and research abstracts represent over 150 universities located in 40 different countries. The sheer size and scope of the conference necessitated the publication of the proceedings in the CD-ROM format.

The full papers have been divided in broad categories of themes: Accounting, taxation and business law; Economics, finance, real estate, banking and public policy; Entrepreneurship, SMEs and NGO; Information technology and operation management; International business, MNEs and global issues; Management, organizational behavior, corporate governance, legal issues and human resources; Marketing, services, e-commerce, sports and tourism; Pedagogy; and Sustainability and environmental issues. These papers cover a broad range of issues. To name a few, the topics related to global, regional and country level trends in trade and investment, innovations and volatility in financial markets, rapid advancement of Information and Communications Technology and its influence on business delivery system, pedagogy, sports tourism, new trends in risk and resource management, cultural conflict, environmental equity and challenge of sustainable growth, choice of appropriate corporate governance system, and, enforcement of international accounting standards have received a great deal of attention in the conference contributions. Accordingly, the papers have been grouped under 9 sections representing the major topics of the conference. An additional section, section 10, has been added to accommodate all the selected abstracts with interesting ideas for future research.

Contributions from authors around the world helped make this volume an integrated, cohesive inquiry into the major drivers of global business today and the required directions for sustainable growth in business activities in the future. We express our sincere gratitude to all these authors.

We believe these proceedings offer some of the best information available in the area of global business and economic development. We hope this publication will contribute to the success of those willing to pursue scholarly research on global business trends in the context of a changing environment.

Editors

Disclaimer:

All papers and abstracts included in this volume have been formatted to ensure uniformity in style of representation. Uniform formatting could possibly modify some of the figures appearing in the papers. In view of the variations in writing styles and language proficiency of the authors, proof reading of these papers was kept confined to ensuring conformity with the APA style. Harmonization of language skill reflected across papers was beyond the scope of the editorial process. Language and grammar used in the papers, thus, remain to be the sole responsibility of the respective authors.

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CSR Strategies To Improve Competitiveness Development: Manufacturing Industry In Mexico

*Jose Sanchez-Gutierrez, jsanchez@cucea.udg.mx
Paola Irene Mayorga-Salamanca, enery.may@gmail.com
Tania Elena Gonzalez-Alvarado, tgonzalez1973@yahoo.com
Juan Mejia-Trejo, juanmejiatrejo@hotmail.com*

*University of Guadalajara
Marketing and International Business Department, CUCEA
Periférico Norte 799 “G-306”;
Zapopan, Jalisco, México. CP 45100*

Abstract

Corporate Social Responsibility (CSR) involves proactive strategies and business practices adopted voluntarily by companies that go beyond regulatory requirements for managing its social responsibility, and thereby contribute broadly and positively to society, and the commitment of citizens, institutions, public and private, and social organizations, in general, to contribute to the increased welfare of local or global society. The study analyzes the impact of CSR in the Competitiveness in the SMEs Manufacturing Industry, using EQS software to detect the correlation and confirmatory analysis in this research.

Keywords: Corporate Social Responsibility, Competitiveness and SMEs Manufacturing Industry

Introduction

The phenomenon as globalization has had an impact on the performance of companies in our society (Siegele and Ward, 2007) imposing restrictions and demands on development-oriented activities of humanitarian work and if possible, get a financial reward (Pirson and Lawrence, 2010). It has been shown that the Government itself is not only competent enough to meet the basic needs of most people and consequently must be various options to increase the quality of life of the population (Griesse, 2007).

Sajardo Moreno and Serra Yoldi, (2009) perceive three types of CSR:

a) financial responsibility, b) social responsibility, and c) environmental responsibility.

The fundamental principles of CSR refers to: accountability; transparency, ethical behavior, respect for the interests of the parties concerned; respect for the rule of law; respect for international standards of behavior and respect for human rights.

Theoretical framework

By mid-1970 on the implementation analysis it focused on the model that was carried out CSR. Sethi (1975), proposed a three-stage scheme based on the obligations and responsibilities that the company has and is integrated into its operation, as: 1. Stage socially responsible policy Stage 2. and 3. Stage mandatory. Carroll (1979) created a model centered on the performance of socially responsible companies, in which four interrelated categories are defined: a. Economic, b. Legal, c. Ethics and d. Discretionary.

Drucker (1984), proposes that to achieve the implementation of CSR is necessary that businesses convert their social responsibilities, business opportunities, to thereby generate skills, competencies, better paid jobs and

opportunities for access health services for society. So, the relationship between corporate social performance and financial performance is one of the most studied topics (Chand and Fraser, 2006; McWilliams and Siegel, 2001).

Corporate Social Responsibility in the model that implemented Cochran, Wartick and Wood(1984), who defined it as a set of principles of social responsibility, processes of social responsiveness, and policies, programs and observable results of a business organization, and how they relate relations with the social type of the company.

López Salazar, (2013) adds that the growing interest in the concept of social responsibility is founded on the interest there is in society that companies operate in a socially responsible manner, this represents a challenge for corporations as raises the standard to reach, also, Rosas, (2010) adds that social responsibility has gained ground in the agendas of governments, executives, business managers and somewhat more in the university sector, few companies recognize social responsibility as a way to evade tax or as a marketing strategy.

Salazar, Soto and Sanchez (2011), comment that CSR use Instrumental means to achieve organizational or as threats to its stakeholders objectives, this approach sees the need to respect the interests of all participating groups achieving a balance in the results, meanwhile, Valenzuela, Jara, and Villegas (2015) argue that the business sector is essential to have information on the subject Social Responsibility, because in this way can adopt certain practices that suit their interests, involving the various stakeholders, and even providing benefits for each.

In other ideas, Mazzoti-Pabello and Solís-Pérez (2014) comment that according with 26000:2010 the essential characteristic of CSR is the willingness of the organizations incorporate social and environmental considerations into their decision-making and accountability for the impacts of its decisions and activities on society and the environment.

Giacomozzi, and González (2014) consider the importance to have an intangible asset according to different relationships, such organization and stakeholders related with economic, legal, ethical and discretionary dimension, and the generation of social capital is the result of hard work and continued in the four dimensions, which does not leave out any of them creating value for each of the stakeholders and the ability to produce capital as a central element of CSR.

Some critics say that CSR is expensive and that the positive effects can often occur only in the distant future, if they come at all. Supporters of CSR argue that the cost of a responsible social and environmental behavior back to the company over time (Porter and Kramer, 2006). Especially the positive relationship can be found in the context of environmental performance and economic performance (Russo and Fouts, 1997). So, according to the authors CSR for companies if they can have high costs, and it is important to emphasize that implemented CSR in a company is really expensive, but your benefits will be long-term and short by little in the future. Keinert (2008) establish that CSR has been seen as a resource for the development of competitive advantages. Companies can be differentiated through their corporate image and reputation achieved by social responsibility, which ultimately would impact positively on the financial performance of the company (Bear, Rahman and Post, 2010; Fernández and Luna, 2007; Lai, 2010; Flatt and Kowalczy, 2006; Orlitzky, Schmidt and Rynes, 2003) also being able to generate sustainable profits over time and contributing to form an identity for the company (Bendix and Abratt, 2007).

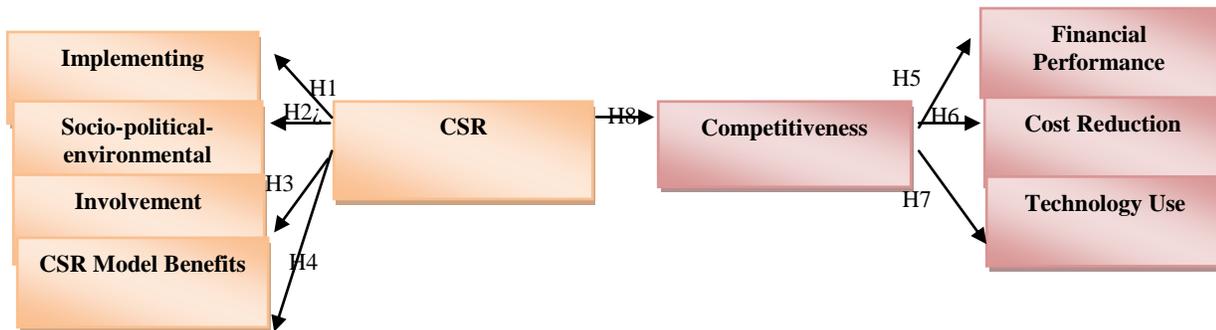
And this CSR strategy is carried through implementation, involvement, benefits and socio-politic-environmental based on competitiveness in their financial, technological performance and cost aspect.

Methodology

The surveys were applied in 400 SMEs manufacturing industry in Guadalajara, Mexico, during September to December 2015, the pilot questionnaire was applied to 20 SMEs, and the suggestions to improve the collect information were included in the final questionnaire, applying 434 surveys, rejecting 34 due incomplete information.

The study is correlational and descriptive; include enterprises from 11 to 250 workers, the universe of the study is 1285 plastic and metalworking SMEs located in Guadalajara, Mexico. In the figure 1 shown the theoretical model considering the independent variable CSR and Competitiveness as dependent variable.

Figure 1. Theoretical model of the relation between CSR and competitiveness



Source: own

Also, there are eight hypotheses that will contribute to this research:

H1: Most implementation, better is CSR.

H2: Most socio-political-environmental support, better is CSR.

H3: Most Involvement, better CSR.

H4: Most CSR Model benefits, better CSR.

H5: Better financial performance, better Competitiveness.

H6: Better cost reduction, better Competitiveness.

H7: Better technology use, better Competitiveness.

H8: Better CSR, better Competitiveness.

With regard to the development of the measures, the Social Responsibility was average with a scale of 4 items adapted from Giacomozzi, and González (2014), Mazzoti-Pabello and Solís-Pérez (2014), Sethi (1975), Valenzuela, Jara, and Villegas (2015), Carroll (1979), Drucker (1984), Cochran and Wood (1984), Porter and Kramer (2006), Keinert (2008), Azcarate, Carrasco and Fernandez (2011), Salazar, Soto and Sanchez (2011).

Competitiveness was measured by 6 times and was adapted from Friedman (1970), Barney (1991), Freeman (1994), Russo and Fouts (1997), Miles and Covin (2000), McWilliams and Siegel (2001), Chand and Fraser (2006), Van Beurden, and Gößling (2008). All items used were measured with a Likert scale of 5 positions with 1 = strongly disagree to 5 = strongly agree.

Assessing the reliability and validity of measuring scales of the CSR and competitiveness, a Confirmatory Factorial analysis (CFA) with the method of maximum likelihood and EQS 6.2 software (Bentler, 2005; Brown, 2006; Byrne, 2006).

Rates of statistical adjustment that were considered were the NFI, NNFI, CFI and RMSEA (Bentler, and Bonnet, 1980; Bentler, 1990; Hair et al., 1995; Chau, 1997; Heck, 1998).

Table 1. Technical Information for the Study

Study Characteristics	Description
Universe ¹	1285 Plastic and Metalworking SMEs
Fieldwork	Guadalajara, Mexico
Sampling	SMEs from 11 to 250 workers
Information collect method	Personnel survey
Type of sampling	Simple random
Size of sampling	400 SMEs
Sampling error margin	± 5% to a global level, to a confidence level of 95% (p=q= 0.5)
Date of fieldwork	September to December 2015

Source: Own based in study information

Analysis and Discussion

The results of the Confirmatory Factorial Analysis (CFA) are presented in table 1 and shown that the model presents a good of data analysis ($S-BX^2= 971.3254$; $df = 329$; $(p < 0.0000)$; $NFI = .903$; $NNFI = .923$; $CFI = .935$; $RMSEA = .030$). Also, Cronbach's alpha is higher to 0.800, and Loading Factorial Index (LFI) exceeds the value 0.70 recommended (Nunnally and Bersntein, 1994; Kline, 2011; Albright y Winston, 2015).

Moreover regarding evidence of discriminant validity, measurement is provided in two forms that can be seen in Table 2. Since, with a confidence interval of 90% confidentiality, none of the individual elements of the factors latent correlation matrix contains the 1.0 (Anderson and Gerbing, 1988). Another point to note is extracted variance between the pair of constructs is higher than its corresponding EVI (Fornell and Larcker, 1981). And based on these criteria it is concluded that the different measurements to the model shown sufficient evidence of reliability and convergent and discriminant validity.

Table 2. Internal consistency and convergent validity of the theoretical model

Variable	Indicator	Factor Loading	Robust T-Value	Cronbach's alpha	LFI	EVI
Implementation	RSG2	0.904***	1.000*	0.913	0.915	0.781
	RSG3	0.911***	25.099			
	RSG4	0.835***	20.016			
Socio-political-environmental	RSP5	0.796***	1.000*	0.825	0.824	0.611
	RSP6	0.722***	19.017			
	RSP7	0.823***	20.615			
Involvement	RSI1	0.842***	1.000*	0.894	0.896	0.683
	RSI2	0.846***	13.152			
	RSI3	0.752***	17.656			
	RSI4	0.862***	21.043			
CSR Model Benefits	RSB2	0.884***	1.000*	0.848	0.849	0.739
	RSB4	0.834***	12.093			
Financial Performance	FP1	0.722***	1.000*	0.955	0.956	0.783
	FP2	0.849***	26.117			
	FP3	0.938***	24.000			
	FP4	0.940***	23.495			
	FP5	0.953***	23.683			
	FP6	0.886***	21.655			
Costs Reduction	PC3	0.923***	1.000*	0.935	0.936	0.785
	PC4	0.967***	42.573			
	PC5	0.869***	26.718			
	PC6	0.774***	18.997			
Technology Use	TE1	0.855***	1.000*	0.929	0.930	0.691
	TE2	0.863***	54.830			
	TE3	0.892***	37.353			
	TE4	0.859***	33.587			
	TE5	0.701***	22.963			
	TE6	0.802***	30.406			
S-BX ² (df = 329) = 971.3254 (p < 0.000); NFI = .903; NNFI = .923; CFI = .935; RMSEA = .070						

* = Constrained parameter values in the identification process

Source: Own

Chart 2. Discriminant Validity of the theoretical model measurement

Variables	Implementation	Socio-political-environmental	Involvement	CSR Model Benefits	Financial Performance	Costs Reduction	Technology Use
Implementation	0.	0.295	0.206	0.381	0.852	0.486	0.09
Socio-political-environmental	0.145, 0.445	0.611	0.983	0.660	0.02	-0.142	0.497
Involvement	0.068, 0.344	0.225, 0.537	0.683	0.441	-0.014	-0.216	0.355
CSR Model Benefits	0.626, 0.078	0.324, 0.648	-0.064, 0.244	0.739	0.006	-0.062	0.288
Financial Performance	0.799, 0.167	0.494, 0.826	-0.168, .208	-0.280, -0.004	0.783	0.510	-0.152
Costs Reduction	0.339, 0.655	0.299, .583	-0.190, 0.162	-0.348, -0.084	0.213, 0.497	0.785	-0.202
Technology Use	-0.188, 0.200	-0.202, .078	0.136, 0.440	0.416, 0.604	-0.354, 0.050	-0.350, -0.054	0.691

The diagonal represents the extracted variance index (EVI), while above the diagonal part of variance (squared correlation) is presented. Below the diagonal, the estimate of the correlation factor with a confidence interval of 90% is presented.

Source: Own

The hypotheses were tested in the theoretical model of corporate social responsibility and competitiveness through structural equation modeling (SEM) using software EQS 6.2 (Bentler, 2005; Byrne, 2006; Brown, 2006). The nomological validity of the theoretical model was tested through the realization of the chi-square, in which the theoretical model with the measurement model was compared with no significant differences (Anderson and Gerbing, 1988; Hatcher, 1994). The results of this analysis are presented in Table 3.

Table 3. Results of the SEM Theoretical model

Hypothesis	Structural Relationship	Standardized Coefficient	Robust T-Value	
H1: Most implementation, better is CSR.	Implementation → CSR	0.245	15.038	<i>S-BX</i> ² ₍₃₂₉₎ = 971.3254 p = 0.001 NFI= 905 NNFI = 923 CFI = .935 RMSEA = 0.070
H2: Most socio-political-environmental support, better is CSR.	Socio-political-environmental → CST	0.218	13.21	
H3: Most Involvement, better CSR.	Involvement → CSR	0.213	15.317	
H4: Most CSR Model benefits, better CSR.	CSR Model Benefits → CSR	0.227	12.093	
H5: Better financial performance, better Competitiveness	Financial Performance → Competitiveness	0.321	21.840	
H6: Better cost reduction, better Competitiveness	Cost Reduction → Competitiveness	0.237	22.072	
H7: Better technology use, better Competitiveness	Technology Use → Competitiveness	0.250	29.856	
H8: Better CSR, better competitiveness	CSR → Competitiveness	0.244	18.489	

*** = p < 0.001

Source: Own

Chart 3 showed the results obtained from the Structural Equations Model, regards to the **H1** the results obtained, $\beta = 0.245$, $p < 0.001$, indicates that CSR implementation process has important impact in the CSR of manufacturing firms. Also for hypothesis **H2**, the correlation obtained, $\beta = 0.218$, $p < 0.001$, suggest that socio-political-environmental issues has significant effects in CSR. In **H3**, $\beta = 0.213$, $p < 0.001$, suggest that people involvement also has effects in CSR manufacturing firms. **H4**, $\beta = 0.227$, $p < 0.001$, the CSR Model Benefits affect significantly the CSR in plastic and metalworking SMEs.

Related with hypothesis **H5** the results obtained, $\beta = 0.321$, $p < 0.001$, indicate that financial performance has good impact in the competitiveness level. In **H6** ($\beta = 0.237$, $p < 0.001$), show that cost reduction also has significant effects on business competitiveness. The results obtained in hypothesis **H7**, $\beta = 0.250$, $p < 0.001$, present the technology use has important impact on business competitiveness. Finally, the results obtained on hypothesis **H8**, $\beta = 0.244$, $p < 0.001$, presents that CSR affects significantly on SMEs business competitiveness

Limitations

The first limitation is that the sample considered companies from 11 to 250 employees, excluding companies from 1 to 10 workers, and more than 250 employees, with the presentation of a significant amount of manufacturing SMEs that future studies should be important to consider these companies to analyze the effects of CSR in competitiveness, and the effects of different enterprises size.

The questionnaire was applied to directors or managers high level, and the results may differ from the functional managers or middle managers.

The present study consider just the plastic and metalworking SMEs, could analyze the impact in other manufacturing enterprises.

In future studies, it could be important to consider the views of customers and suppliers to analyze the results, comparing the opinions in and out of SMEs.

Finally, it could be interesting analyses and discuss some questions:

According to the results that would be in the manufacturing SMEs if a more sophisticated CSR measuring model, impact in competitiveness of SMEs? What elements are most important in the implementation, socio-cultural-environmental, involvement, and model benefits impacting in CSR? What specific activities of financial performance, reducing costs and technology use are most affecting business competitiveness? What are the practical considerations in SMEs to apply CSR and affect competitiveness in Service SMEs? These and more questions could be answered in future studies.

Conclusions

This research has shown that plastic and metalworking SMEs in Guadalajara, Mexico has a good correlation between the variable competitiveness dependent with the independent variable CSR, and results expressed in this study appear to be consistent with the relationship of the factors use of technology, costs and financial results with the variable competitiveness, and implementation factors, socio-political-environmental, involvement and model benefits that are related to corporate social responsibility.

The SMEs analyses are in a process of transformation of administrative systems, conscious that they need to change and apply an integral CSR model to create added value in the society, being aware to get new challenges responding the implications of this CSR strategy, where the team must involvement in the change, from planning to implementing the process, getting benefits in all the organization.

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