

## Modelling the CSR concept of an enterprise under the influence of marketing strategies and strategic competitiveness

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### Abstract

The aim of the research is to model the concept of CSR on the basis of multifactorial influence, namely innovation, motives of marketing, strategies, motives of marketing mix construction and two concepts of CSR, the concept of ecological and social-ethical. Companies should not only address the mechanism for communicating CSR to process stakeholders and customers but also focus on the relationship between a company's green strategy and sustainability. The study also evaluated the influence on the CSR concept in terms of generated corporate innovations or the influence caused by marketing mix tools. Data from 812 respondents were collected through online structured questionnaires for the period from December 2020 to May 2021. Within the framework of establishing scientific hypotheses, these were oriented toward three directions: innovation, marketing strategies and marketing mix and corporate social responsibility. To process the results and test the hypotheses of this study, we used a multi-analytical methodology using Partial Least Squares Modelling (PLS-SEM). The results show that both the motives of marketing strategies and the motives of competitiveness have a positive and significant effect on the concept of CSR applied in companies, but only if the path involves corporate innovation because the significance of the use of marketing mix tools was not confirmed. The research results show that the impact of the competitiveness motive is significantly higher than the impact of the actual creation and construction of the marketing mix.

**Keywords:** *marketing strategy, competitiveness, CSR, innovations, marketing mix*

**JEL Classification:** M14, M31, O31

Received: November 2022; 1st Revision: January 2023; Accepted: January 2023

### 1 INTRODUCTION

Corporate Social Responsibility (CSR) is not really new in the business world, nor is it an innovative, brand-new philosophy. There are now many perspectives on CSR, as several authors have addressed the issue from different angles in recent years. Businesses are looking for opportunities to highlight a positive image, trying to make the consumer perceive their activities better. A business has several options for CSR orientation, namely focusing on social issues or environmental issues (Gajdošová & Nagyová, 2020). Those businesses that are showing sufficient profits to grow the business are striving to improve their image. Such a business thinks about the future and development, distributes profits, but at the same time takes care of the overall state of the society in which it operates. What is also important in this regard is that we are succumbing to digital transformation, and CSR is extremely important in the online environment as well. And this is also true in the marketing sphere and in all aspects of management decisions. Companies should not only address the mechanism for communicating CSR to process stakeholders and customers but also focus on the relationship between a company's green strategy and sustainability. The results of several studies indicate that CSR and green initiatives partly mediate the relationship between sustainable business performance

and environmental strategy (Kraus et al., 2020; Le, 2021, 2022). In order for companies to apply the results of CSR studies in practice, specific contextual factors need to be taken into account as they have some influence on CSR outcomes (Allen et al., 2021; Le, 2022). This is due to the fact that CSR is a unique concept and its literature has been subjected to a specific ongoing development in the last decades depending on the research efforts. (Janowski, 2021; Li et al., 2022). Innovations enter CSR not only focused on corporate strategies but mainly on the goals of sustainable development and environmental improvement. Several studies from countries around the world, mostly from less developed countries and specifically, the results of the bootstrapping analysis show that CSR in part mediates the relationship between the company's Green Strategy and Green Innovation (Le, 2022). From the point of view of the company's presence in the business environment, it is essential to set up a CSR concept to identify the factors that will facilitate the further development of CSR concepts affected by geopolitical situations, such as pandemics, economic crises, etc. (Gavurova et al., 2022). The aim of the research of which this scientific article is a part is to model the concept of sustainability and corporate responsibility in the contextual factors that have a substantial influence on its development. The original contribution of this approach is based on the specific influences of individual factors and groups of factors on the development of the CSR concept. The scientific article includes four logically related parts. The first part explains the relevance, significance, and theoretical grounds of the article, including the establishment of the main research hypotheses, followed by the second part presenting the research methodology and data that were used in the framework of this article. The key part is the subsequent section dealing with the main results and discussion of these findings. The last section is the conclusion, which includes, among other things, the limitations and future directions of our research.

## 2 THEORETICAL BACKGROUNDS

Today's businesses are looking for new forms to get attention and retain customers. CSR is one of the ways in which businesses declare their interest in public affairs, the environment, social aspects of society, human resources issues and the well-being of their employees (Cagánová et al., 2018; Chovanová Supeková et al., 2019). The Slovak Republic is no exception in the processes of applying CSR principles at the corporate level. CSR issues and concepts aimed at improving both the working environment of employees and the social and environmental environment are dealt with by governments, non-profit organizations and the commercial sector of production and services. The Business Leaders Forum, an informal association, brings together companies that subscribe to the principles of CSR in Slovakia. It aims to motivate and inspire companies operating in Slovakia to behave in a socially responsible manner by raising awareness and providing the necessary know-how (Hábek et al., 2018). In this study, the authors also focus on the search for links between CSR, innovation, marketing mix and circular economy. Businesses are currently adopting sustainable models, including circular economy systems, precisely as a result of the ecological concept of CSR, with the aim of using and reusing resources and minimising waste where possible (Camilleri, 2020).

In relation to the above, we formulated research hypotheses, which are the following in the case of innovation in relation to CSR.

H1: The motives of marketing strategies have a positive and significant impact on corporate innovation.

H4: The motives of competitiveness strategies have a positive and significant effect on corporate innovation.

Innovations in marketing strategies mainly in communication imply the underlying philosophy for marketing tools to increase consumer awareness, i.e., to communicate more through new, innovative channels that are easier to use. Customer-related communications should showcase

how the company manages to integrate the corporate (Moravcikova et al., 2015) responsibility into everyday practice. Human resource management in employee R&D is an important factor determining the success of innovation (Haneda & Ito, 2018; Xin & Jiang, 2022); therefore, the enterprise should apply these to set competitive strategies. The concept of sustainable business operations provides a fundamental basis by setting out a number of basic practices on how the economic, social and environmental activities of an enterprise can be very closely intertwined with the strategy of business activities, the functional strategy of organisations and achieve competitiveness (Vrabcova et al., 2022).

The research hypotheses in relation to CSR to marketing strategies and the marketing mix are formulated as follows:

H2: The motives of marketing strategies have a positive and significant effect on the construction of marketing mix tools.

H3: The motives of competitive strategies have a positive and significant effect on the construction of marketing mix instruments.

A business that applies marketing strategies usually uses these strategies to produce and present its goods to potential customers. The 4Ps, which stand for Product, Price, Place and Promotion, have been considered as the basic tools of the marketing mix (Forghani et al., 2022) for several decades. In addition to these 4Ps, three others are part of marketing strategies in the service sector and increase as customers have become more discerning in recent years: people, processes and physical evidence. All of these influencers are tied to business performance indicators, which may ultimately mean that such a strategy will have an impact on the enterprise, whether favourable or unfavourable (Forghani et al., 2022). Changes in the mindset of businesses, the motives of marketing strategies (Rajamannar, 2021) and the motives of competitiveness (Al Badi, 2018) are the way to improve the setup and design of marketing mix tools. In addition to marketing strategies and communication, enterprises should focus on their marketing mix - their products and services, product promotion and pricing (Malesev & Cherry, 2021). Marketing strategy focuses on the basic creation of a marketing mix that enables a company to meet its objectives in its target market (Lim, 2021). If competition is created in an industry, larger competitors are not afraid to lower prices to unsustainable levels to maintain market share. This needs to be reflected in marketing strategies. So far, this is most often reflected in promotion, as large competitors of smaller companies heavily promote price changes in all their marketing channels (Malesev & Cherry, 2021). Since the combination of both traditional and technology-enabled marketing tools might create more opportunities for SMEs to contact more customers, those financial supports might also stimulate them to include both channels in their marketing strategies (Ključnikov et al., 2022). There is a need to understand how the behaviour of the enterprise from a strategic perspective, the corporate culture and the culture of the enterprise's surroundings, as well as the capabilities of international enterprises, are significant determinants of innovation and new product development (Peng & Shao, 2021).

For the issue of Corporate Social Responsibility (CSR), we formulated two research hypotheses as follows:

H5: Corporate innovations have a positive and significant effect on the form of the CSR concept of the enterprise.

H6: The design of marketing mix tools has a positive and significant effect on the form of the CSR concept of the enterprise.

Responsible approaches in corporate innovation in relation to CSR and the individual tools of the marketing mix are the basis for the responsible management of mainly human resources and environmentally sustainable corporate activities (Camilleri, 2017; Husted et al., 2015; Kock, 2015b; Lindgreen et al., 2012; Mura et al., 2021b) in all marketing mix policies. Businesses

operating in today's global environment are striving to behave more environmentally in order to continuously improve their corporate CSR concept behaviour, encouraging innovation, and greening their supply chains (Allen et al., 2021; Kraus et al., 2020; Seuring & Müller, 2008). The importance of corporations in the environmental assessment of society is increasing, especially in recent decades (Belas et al., 2021), which also implies changes in the setting of innovations in the greening of production. This is a confirmation that the creation of the marketing mix, not only in product policy, influences the creation of the concept of CSR in the environmental field. However, the perspective of employees is also important. The moment employees feel happy at work, they become ambassadors of the corporate brand in their surroundings (Turoń, 2017), thus becoming the best promoters of the company's products. Today's modern corporations pride themselves on detailed concepts of ethical corporate behaviour. This is where CSR comes in, as a way of managing the business effectively in the long term (Mura et al., 2021b). This is the basis of modern strategic marketing. Also, innovations in communication tools, i.e., the use of digitalization also in the internal communication of enterprises, are a consequence of the impact on the enterprise's care for employees, i.e., the concept of CSR in the social-ethical sphere. Enterprises have specific policies and use marketing media channels to engage with different types of audiences and stakeholders. Stakeholders speak their specific voices and may prefer certain communication channels over others. In the era of digitalisation, businesses are trying to use multiple digital media to engage with selected target groups (Troise & Camilleri, 2021).

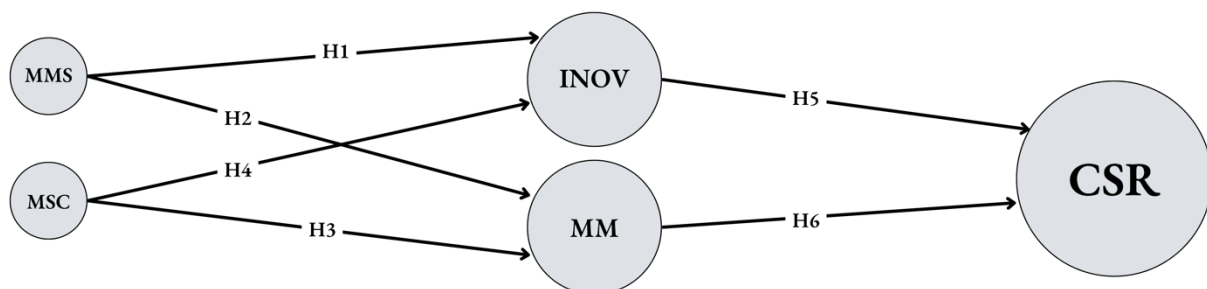


Fig. 1 – Research hypotheses diagram. Source: own research

Figure 1 shows the interrelationships of the different formulated scientific hypotheses H1 to H6. We will be particularly interested in the overall impacts of the motives of marketing strategies and the motives of corporate competitiveness in the form of the CSR concept in enterprises. Finally, in accordance with the proposed methodology and methods of investigation, we will pursue the confirmation or refutation of the validity of the individual partial research hypotheses.

### 3 RESEARCH OBJECTIVE, METHODOLOGY AND DATA

The aim of the research is to model the concept of CSR on the basis of multifactorial influence, namely innovation, motives of marketing strategies, motives of marketing mix construction and two concepts of CSR, the concept of ecological and social-ethical. A quantitative and cross-sectional technique based on data collection through a structured questionnaire was used for the research study that formed the basis for this research paper. The data were collected from managers of small and medium-sized companies operating in Slovakia. The survey was conducted during the Covid-19 pandemic (12/2020-5/2021), where 8890 firms were randomly contacted. The CRIBIS database was used to retrieve relevant information about the companies. Respondents were contacted via e-mail correspondence containing an online form (Google Form platform). The questionnaire itself consisted of basic identification questions and

questions focusing on competitiveness issues, implementation of marketing strategies, innovative capacity of companies, as well as other aspects important for corporate development in the difficult time of the Covid-19 pandemic. The questionnaire consisted of 31 questions (four questions were related to the respondents themselves). Due to the comprehensiveness of the underlying research study, only a part of this research was selected for this paper consisting of 21 questions sorted into four basic groups, which are Motives of Marketing Strategies (MMS), Motives of Corporate Competitiveness Strategies (MSC), Marketing Mix Tools (MM), Corporate Innovation (INOV), Concept of CSR (CSR). The sub-factors of each group are listed in Table 1.

Tab. 1 – The list of constructs used in the article. Source: own research

construct	Items	Items	The focus of questions	References
CSR (Concept CSR)	<b>CSR1</b>	Environmental concept of CSR	Degree of application of CSR in each area	(Camilleri, 2020; Tešovičová & Krchová, 2022; Belas et al., 2021)
	<b>CSR2</b>	Social-ethics concept of CSR		
INOV (Corporate innovations)	<b>INOV1</b>	Finance	Innovation rate in individual business areas	(Chovanová Supeková & Krchová, 2021; Constantinescu-Dobra & Coțiu, 2022; Haneda & Ito, 2018; Khan et al., 2019; Xin & Jiang, 2022)
	<b>INOV2</b>	Human resources		
	<b>INOV3</b>	Logistics		
	<b>INOV4</b>	Management		
	<b>INOV5</b>	Marketing		
	<b>INOV6</b>	Processes		
	<b>INOV7</b>	Supplier-customer relations		
MM (Marketing mix tools)	<b>MM1</b>	Product	Degree of manifestation of innovativeness in each marketing mix tool	(Al Badi, 2018; Forghani et al., 2022; Lim, 2021; Malesev & Cherry, 2021; Rajamannar, 2021)
	<b>MM2</b>	Price		
	<b>MM3</b>	Promotion		
	<b>MM4</b>	Place		
MMS (The motives of marketing strategies)	<b>MMS1</b>	Customer data access	The importance of motivation activities in the application of individual marketing strategies	(Ključnikov et al., 2022; Lindgreen et al., 2012; Troise & Camilleri, 2021)
	<b>MMS2</b>	Support for online marketing		
	<b>MMS3</b>	Paid advertising carrier		
	<b>MMS4</b>	CRM databases		
MSC (The motives of competitive strategies)	<b>MSC1</b>	Closer contact with customer	The impact of choice motives on the pursuit of strategies leading to competitive capability	(Camilleri, 2022; Hart & Sharma, 2004; Husted et al., 2015; Marakova et al., 2021)
	<b>MSC2</b>	Become visible		
	<b>MSC3</b>	Stay one step ahead of the competition		
	<b>MSC4</b>	Essential for business competitiveness		

In their responses, respondents used a five-point Likert scale to indicate their agreement with the survey measurement constructs. The responses had a specified range of 1 “strongly disagree” to 5 “strongly agree.” A total of 812 relevant and complete surveys were obtained (the return rate was 9.13%). This research was conducted in compliance with ethical principles and the EU General Data Protection Regulations (GDPR) under EU 2016/679. Respondents

were assured that there would be no way to identify them and that only aggregated data would be used. The relationship of the individual constructs is based on the assumptions that the motives for applying strategies, whether marketing or competitiveness, have an impact on the extent to which firms perceive their innovativeness in the context of marketing mix tools or individual business areas with the ultimate aim of identifying the impact on the possible increase in the application of CSR principles in firm practice. The relationship between the constructs can also be seen in Figure 1. To process the results and test the hypotheses of this article, we used a multi-analytic methodology using partial least squares modelling (PLS-SEM). PLS-SEM is a variance-based statistical analytical model used for hypothesis testing using SmartPLS V4 (Binsawad, 2020). It allows the estimation of unobservable latent variables while establishing dependent linear relationships (regressions) between them. It is used to identify pathways between endogenous and exogenous constructs (Hair, 2017). We chose this model because it works well when the data sample is heterogeneous, reasonably small, and the theoretical model can be defined as causal and complex (Hair, 2017; Ringle et al., 2010). In addition, its advantage is that it is very flexible because it allows to use categorical and continuous scales (Falk & Miller, 1992). The decision to work with PLS-SEM to assess the relationships of the model was based on its ability to provide the necessary balance between explanation and prediction (Shmueli, 2010). As the core of our research hypotheses was their causal explanation, our model was simultaneously expected to have good predictive relevance and provide relevant managerial implications. Therefore, it was designed to estimate the impact of motives leading to strategic competitiveness as well as motives of marketing strategies on corporate innovation or marketing mix tools with ultimate impact on CSR concepts in the firm. Therefore, we also considered PLS-SEM with a focus on prediction as the best choice for data analysis. We used SmartPLS 4 software (SmartPLS GmbH, Boenningstedt, Germany) to estimate individual model parameters (Ringle et al., 2010). Reinartz et al. (2009) offer an effective view of the variance and the covariance-based SEM (CB-SEM). As shown in numerous studies, PLS-SEM has been successfully applied in various business and information systems studies (Binsawad, 2020; Buendía-Martínez & Carrasco Monteagudo, 2020; Hair et al., 2014; Reinartz et al., 2009; Sohaib et al., 2018; Weihong et al., 2021). As mentioned earlier, this research paper relied on a structural equation modelling approach to examine the measurement quality of this research model (Ringle et al., 2010).

#### 4 RESULTS AND DISCUSSION

The aim of the research is to model the concept of CSR on the basis of multifactorial influence, namely innovation, motives of marketing strategies, motives of marketing mix construction and two concepts of CSR, the concept of ecological and social-ethical. Demographic profile of respondents: As previously stated, to preserve the anonymity of the respondents, only aggregated data was used in the data analysis. As shown by the data on the respondents, more than half of our sample were women (n=421; 51.85%). There were 391 male respondents (48.15%). The largest number of respondents were from micro businesses (measured by the number of employees 0–9 employees) with 392 respondents (48.29%). The second largest group was small businesses (10–49 employees) with 291 respondents (35.84%). The smallest group was medium businesses (50–250 employees) with 129 respondents (15.89%). This distribution of respondents shows that our survey adequately covers the full spectrum of SMEs in the country. The size of enterprises was determined only on the basis of the parameter, which was the number of employees. The results of the research presented in our paper highlight the respondents' attitudes towards each of the selected constructs (Table 1) and through the SEM-PLS 4 revealed the results of our reflection model. The first test we chose was to test convergent validity. We assessed the internal reliability, their convergent validity, and the reliability of their indicators. As shown in Table 2, all our latent variables showed very good internal

consistency, with composite reliability values above the recommended threshold of 0.7 in all cases, without exceeding 0.95, as suggested by Hair (2017). In terms of convergent validity, the mean extracted variance values were above 0.5 in all cases, suggesting that our latent variables are convergent (Barati et al., 2019; Hair, 2017). In terms of indicator reliability, external loading values exceeded the 0.7 threshold for all items (Hair, 2017). Likewise, the average variance extracted (AVE) values were more significant than the minimum reference value of 0.50. Moreover, all Cronbach alpha constructs and composite reliability values were within the recommended range, ensuring convergent validity and reliability (Hair et al., 2019; Weihong et al., 2021).

Tab. 2 - The assessment of the reliability and validity of the constructs. Source: own research

<b>Construct</b>	<b>Items</b>	<b>Outer Loadings</b>	<b>Crombach's Alpha</b>	<b>Rho_A</b>	<b>CR</b>	<b>AVE</b>
CSR	<b>CSR1</b>	<b>0.879</b>	0.737	0.741	0.884	0.792
	<b>CSR2</b>	<b>0.900</b>				
INOV	<b>INOV1</b>	<b>0.757</b>	0.897	0.901	0.919	0.619
	<b>INOV2</b>	<b>0.810</b>				
	<b>INOV3</b>	<b>0.729</b>				
	<b>INOV4</b>	<b>0.864</b>				
	<b>INOV5</b>	<b>0.769</b>				
	<b>INOV6</b>	<b>0.790</b>				
	<b>INOV7</b>	<b>0.782</b>				
MM	<b>MM1</b>	<b>0.833</b>	0.881	0.885	0.918	0.737
	<b>MM2</b>	<b>0.864</b>				
	<b>MM3</b>	<b>0.862</b>				
	<b>MM4</b>	<b>0.875</b>				
MMS	<b>MMS1</b>	<b>0.897</b>	0.856	0.859	0,903	0.699
	<b>MMS2</b>	<b>0.824</b>				
	<b>MMS3</b>	<b>0.726</b>				
	<b>MMS4</b>	<b>0.795</b>				
MSC	<b>MSC1</b>	<b>0.924</b>	0.906	0.915	0,934	0.781
	<b>MSC2</b>	<b>0.924</b>				
	<b>MSC3</b>	<b>0.924</b>				
	<b>MSC4</b>	<b>0.742</b>				

We also found it necessary to examine the reflexive measures of our model in terms of discriminant validity because the constructs had to be different from each other in order to reliably assess the structural model (Sarker et al., 2021). We assessed discriminant validity using the Fornell-Larcker criteria and the Heterotrait-monotrait correlation ratio (HTMT) (Henseler et al., 2015). For the Fornell-Larcker criterion, the correlation between each pair of constructs (below the diagonal) was lower than the square root of the average variance extracted for each construct (diagonal) (Sarker et al., 2021). All values were less than 0.85, indicating discriminant validity (Kline, 2016; Tiep Le et al., 2021). Assessment of the structural model: The variance inflation factor (VIF) was assessed to control for multicollinearity (Tiep Le et al., 2021). The results showed (Table 3) that there were no significant collinearity problems as the variance inflation factors (VIF) were consistently lower than the recommended threshold value of 3.3 (Kock, 2015b). Therefore, it may be concluded that there is no multicollinearity problem among the variables of the research model in the data (Hair et al., 2019; Tiep Le et al., 2021).

Tab. 3 – The variance inflation factors. Source: own research

Variables	VIF values	Variables	VIF values	Variables	VIF values	Variables	VIF values
CSR1	1.517	INOV5	1.972	MMS1	1.547	MSC3	3.267
CSR2	1.517	INOV6	2.102	MMS2	2.742	MSC4	1.782
INOV1	1.897	INOV7	2.074	MMS3	2.089	MM4	2.376
INOV2	2.218	MM1	2.107	MMS4	2.232		
INOV3	1.834	MM2	2.345	MSC1	3.343		
INOV4	2.849	MM3	2.253	MSC2	3.655		

The PLS algorithm revealed the predictive power of the model in terms of the coefficient of determination ( $R^2$ ) of the endogenous latent variables (Camilleri, 2021). The results found from this model confirmed that the constructs proposed in this study assumed 0.688% for marketing mix tools, 0.644% for corporate innovation, and 0.109% for CSR concepts. We can consider the structural model satisfactory. We used the bootstrapping procedure SEM-PLS to examine the statistical significance and relevance of the path coefficients (Hair et al., 2019). Using a two-sample t-test at the 5% level, we were able to assess whether the path coefficients predicted in the internal model were indeed significant. The significance of the hypothesized path coefficients in the internal model was assessed using a two-tailed t-test at the 5% level (Hair et al., 2012; Kock, 2015a). According to Efron and Tibshirani, bootstrapping assigns accuracy measures (bias, variance, confidence intervals, prediction error, etc.) to sample estimates (Efron & Tibshirani, 1993; Tiep Le et al., 2021). Table 4 summarizes the results of the hypotheses presented in this study. This table shows the individual results of the standardized beta coefficients (both the original and the sample mean are shown here), as well as the confidence intervals themselves, corrected for bias, F squared value, t-values, significance (p) values and outcome of paths constructs. We used the SEM-PLS bootstrapping procedure to examine the statistical significance and relevance of the partial coefficients. The significance of our hypotheses (Fig. 1) is presented as individual paths between constructs. The significance of individual paths was assessed with the use of a two-sample t-test at the 5% significance level (Hair et al., 2012). Table 4 shows the results calculated for each hypothesis, which are presented in the methodology of this paper.

Tab. 4 – The testing of hypotheses. Source: own research

	Path Constructs	Original Sample	Sample Mean	Confidence Intervals Bias Corrected [2.5%, 97.5%]	F Square	t-value	p	Outcome
H1	MMS -> INOV	0.266	0.266	[0.185, 0,348]	0.057	6.526	0.000	Supported
H2	MMS -> MM	0.214	0.214	[0.139, 0,287]	0.041	5.601	0.000	Supported
H3	MSC -> MM	0.633	0.633	[0.482, 0,638]	0.361	16.577	0.000	Supported
H4	MSC -> INOV	0.561	0.561	[0.559, 0,705]	0.254	14.193	0.000	Supported
H5	INOV -> CSR	0.316	0.317	[0.196, 0,434]	0.030	5.152	0.000	Supported
H6	MM -> CSR	-0.021	-0.021	[-0.144, 0,101]	0.000	0.338	0.736	Not Supported

In evaluating the results, we also focused on the overall indirect and specific indirect effect of each construct, i.e., the effect of incentive marketing strategies and competitive motivation



strategies on the CSR concept as applied in the firms under study (Tables 5 and 6). The results show that the overall indirect effect, which can be seen as the effect of the independent variable on the dependent variable through our chosen mediating variable, is significant in both cases. Given the fact that in the assessment of direct effects (Table 4), these effects of the action of the individual variables were found to be significant only in the case of the MM -> CSR relationship, where a p-value greater than 0.05 was found, it is also necessary to focus on the construction of the specific indirect effects. We note that (Table 6) it is evident that a significant effect is shown only when the mediating factor is the factory firms in which innovation occurs in a significant way.

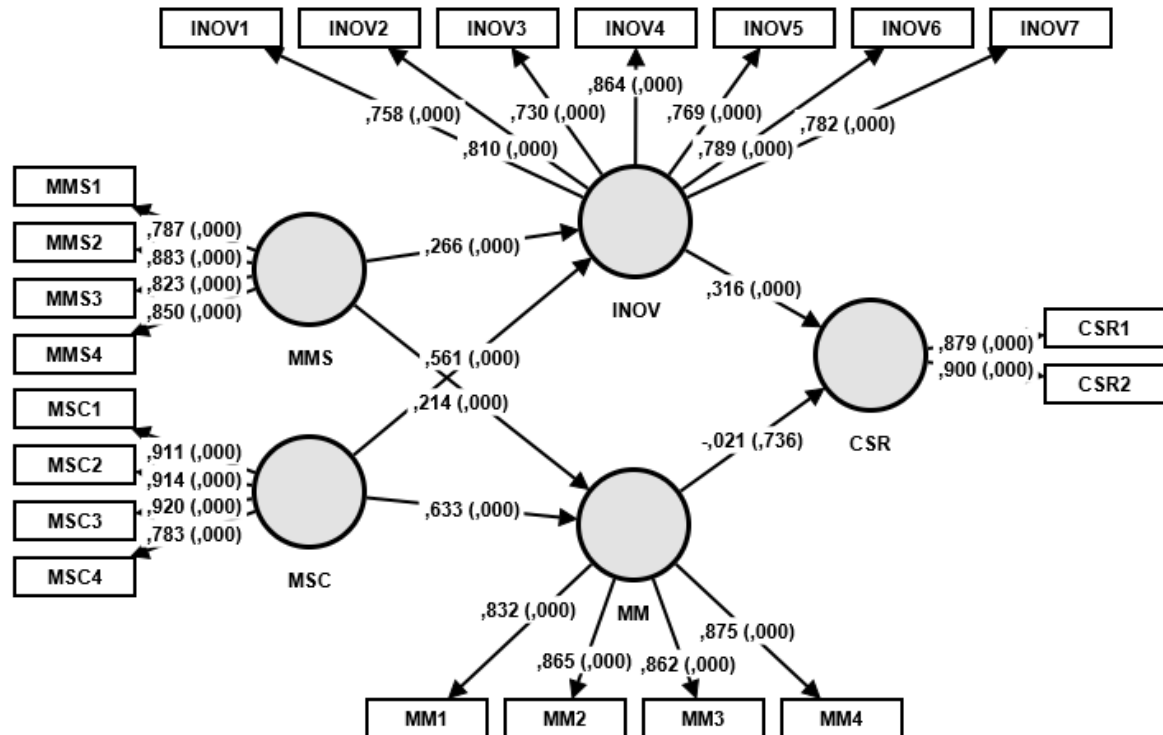


Fig. 2 - A graphical illustration of the results. Source: own research

Figure 2 shows the outputs of the individual measurements, the intensity of the relationships, where we tried to find out the degree of influence of the motives of the marketing strategies of the enterprise and the motives of competitiveness, what intensity the innovativeness of the enterprise has in each area and also the marketing mix in each area on the formation of the concept of CSR. We can see that the motives of the application of these strategies influence the degree of perception of the innovativeness of enterprises in the context of marketing mix tools or individual business areas.

Tab. 5 - Total indirect effect. Source: own research

Path Constructs	Original Sample	Sample Mean	Confidence Intervals Bias Corrected [2.5%, 97.5%]	t-value	p
MMS -> CSR	0.079	0.080	[0.050, 0.113]	4.925	0.000
MSC -> CSR	0.164	0.164	[0.114, 0.214]	6.427	0.000

Based on the working of the research methods we have used in this work, we can state that the results we have found show the following. In the evaluation of the first hypothesis H1, there is a positive and significant effect of the motives of marketing strategies on corporate innovation, where  $\beta=0.266$ ,  $t=6.526$  and  $p<0.001$ . Also, the second hypothesis H2 confirms a positive and

significant impact of marketing strategies' motives on the creation of marketing mix tools because  $\beta=0.214$ ,  $t=5.601$  and  $p<0.001$ . The results of the third hypothesis H3 showed that competitive strategy motives significantly positively influence the use of marketing mix tools by the firms under study. Using the relevant and selected research methods, we identified that this hypothesis is the hypothesis that represents the relationship that is strongest in this research model, where  $\beta=0.633$ ,  $t=16.577$  and  $p<0.001$ ). However, we can also state that the evaluation of the fourth hypothesis H4 shows that the influence of the motives of the competitive strategies of enterprises significantly positively affects the creation of corporate innovation, where  $\beta=0.561$ ,  $t=14.193$  and  $p<0.001$ . The fifth hypothesis H5 which evaluated the influence of corporate innovation on the concept of CSR also shows a positive and significant effect where  $\beta=0.316$ ,  $t=5.152$  and  $p<0.001$ . In contrast to the previous hypotheses already mentioned - hypothesis H6, which examined the relationship of marketing mix tools on the application of the CSR concept, was evaluated as non-significant and, in this case, we must conclude that the hypothesis was not confirmed. When evaluating the overall indirect effects of the constructs we addressed, we can conclude that both paths, i.e., the influence of both the marketing strategies motive and the competitive ability motive on the applied CSR concept in enterprises, can be considered positive and significant. However, as our research results show, the influence of the competitiveness motive is significantly higher than the influence of the marketing mix construct.

Tab. 6 - Specific indirect effect. Source: own research

Path Constructs	Original Sample	Sample Mean	Confidence Intervals Bias Corrected [2.5%, 97.5%]	t-value	p
MSC -> MM -> CSR	-0.013	-0.013	[-0.093, 0.064]	0.337	0.731
MMS -> INOV -> CSR	0.084	0.085	[0.046, 0.134]	3.760	0.000
MSC -> INOV -> CSR	0.177	0.178	[0.111, 0.251]	4.999	0.000
MMS -> MM -> CSR	-0.005	-0.004	[-0.032, 0.022]	0.333	0.734

If we still focus on specific indirect impacts, we can conclude from the results presented in Table 6 that only in the case of pathways leading to the application of corporate innovation can we show that the impact can be assessed as positive and significant. Figure 2 shows the results and this research model in more detail. It shows the overall effects, the external loadings as well as the p-value for the values of each construct. Top managers are looking for guidance on what factors they should focus on in their CSR orientation in order to provide their businesses with competitive advantages of capabilities (Nadanyiova et al., 2021) in the goods and services markets. Through a survey conducted in 812 Slovak enterprises, we found that the motives that emerge from marketing strategies are significant and positive for the development of corporate innovation, which is confirmed by several studies. We can conclude that marketing, innovation, and CSR are key sources of competitive advantage in the market. However, these factors are loaded with several variables, such as advertising and public relations, innovative activities and new technologies, and CSR implementation (Marakova et al., 2021; Rumanko et al., 2021). The influence of the firm's marketing strategies, as well as the competitive strategy motives, have a strong influence on the creation of the marketing mix and its tools. In particular, the product policy instrument subsequently influences customer satisfaction and loyalty. As Maťová et al. (2020) argue, we are all interconnected and we need to realize that every small action can have global consequences, and every personal action can affect the state of the whole firm. Therefore, if businesses decide to apply the principles of CSR 2.0, they will need partners, i.e., ethical consumers who behave in an environmentally conscious way. Therefore, if a company wants to be competitive, new, innovative, environmentally, or socially responsible products represent

a competitive advantage and, therefore, a head start over the competition. Our findings that corporate innovations are also planned under the influence of corporate strategy motives are in line with the findings of several authors such as Caloghirou et al. (2018), Haneda & Ito (2018) and Allen et al. (2021). Marketing strategy motives and competitive motives have a direct and significant influence on the design and construction of the various marketing mix tools (Al Badi, 2018; Lim, 2021; Malesev & Cherry, 2021). In line with the findings of Mura, L. et al. (2021a) and Rozsa et al. (2021), applied CSR concepts in enterprises are under the significant influence of both marketing strategy motives and competitiveness motives. These motives and reasons for implementing CSR in their business must be compelling for enterprises to apply CSR concepts in their marketing strategies. Since we have found that corporate innovations positively and significantly influence the CSR concept in the enterprise, we can assume that these are mainly product and process innovations, as the enterprise can translate them into a preferably green concept (Gavurova et al., 2022; Rajamannar, 2021). Therefore, the current investments in knowledge flows seem to be those that drive innovation outputs and not just knowledge stocks. We can conclude that the objectives of the research have been met. We found innovations applied in enterprises have a significant and positive impact on the concept of CSR in enterprises and recommend that these should preferably be introduced into the ecological concept of CSR in the enterprise.

## 5 CONCLUSION

Comparing our results in discussion with other authors, we came to the following conclusions. Not only in the post COVID-19 global pandemic that has caused major economic losses and slowed economic growth but also in the energy crisis currently emerging, businesses around the world are facing many unexpected challenges. Not only is there a growing interest in theoretical perspectives on CSR, but businesses that put CSR concepts into practice are also looking for examples and guidance from successful projects. However, as the results of our research show, the influence of the competitiveness motive is significantly higher than the influence of the marketing mix construct. The findings demonstrated by our research confirm that not only direct influences and pathways can lead to competitiveness. The motives behind corporate strategies clearly have a significant impact on corporate innovation. The creation of the marketing mix is subordinated to the motives of marketing strategies. The most significant influence on the construction of the marketing mix is the competitive motives, which also significantly influence innovation and its setting in the management of the enterprise. It is interesting to find that the motivations of the enterprise in the construction of the CSR concept do not affect the formation of the marketing mix. This is where we would expect a direct influence, at least in product policy (eco-friendly, green products and services) and pricing policy. Also, indirect influences such as the construction of individual marketing mix tools are significant in the application of corporate innovation, which can mean in line with the application of CSR concepts to be a step ahead of the competition. Tracking other dependencies will be the subject of further studies. The authors' goal for future research is to determine how the involvement of enterprises in CSR activities could be effectively promoted based on the influence of various factors, especially in small and medium-sized enterprises. The size of the research population can be considered as a partial limitation of the research. For this reason, the authors intend to expand the size of the research set in the future. However, it should be emphasized that the modelling of the CSR concept is also influenced by other internal factors and also by the business macro environment, changes in the legislative sphere, the influence of economic factors and also by socio-cultural factors, etc. However, we have not dealt with these so far, and therefore the range of other influencing factors may also be uncovered in the continuation of the research. Among the future research directions and uncovering of the flood

modelling of the CSR concept, we can also include gender aspects of top management, as in our current research sample, women were predominant in leadership positions.

**Acknowledgement:** This work was supported by the Grant Agency Academia Aurea under the Contract no. GA/17/2021 The Impact of Digital Transformation on Changes in Business Models of Slovak Small and Medium-sized Enterprises during the COVID-19 pandemic

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