Journal of Modern Management
Shinawatra University
Vol. 3 No. 3 July – September 2025

Effect of Good Reputation, High Profit and Social Welfare of Corporate Social Responsibility on Small and Medium-Sized Enterprises in Juba, South Sudan

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Received 07 January, 2025
Revised 25 June, 2025
Accepted 26 September, 2025

Abstract

The manuscript provides a comprehensive analysis of the effect of corporate social responsibility (CSR) on small and medium-sized enterprises (SMEs) in Juba, South Sudan. It presents a detailed investigation of how CSR contributions enhance SMEs' productivity through high profits, good reputation, and social welfare. The population was mainly from five (5) small and medium-sized enterprises in Juba city, therefore, the total population of the study was 3880 and sample size was 350. The sampling method used was purposive sampling while using self-administered questionnaire for collecting data, Likert scale was used for measurement from 1 = strongly disagree to 5 = strongly agree, finally, thus, both qualitative and quantitative methods were equally used in this study. The primary analytical tools used, includes correlation analysis, frequency, percent, and descriptive analysis, were appropriate for the study's test variables. The study concludes that SMEs brand image should be improved so as to realized improved profits, company's reputation as well as in giving back to the community because of much improved productivity with SMEs, with this narrative, corporate social responsibility could easily become a success with SMEs in Juba, South Sudan. The manuscript is well-written, informative, and provides valuable insights into the benefits of corporate social responsibility for small and medium-sized enterprises.

Keywords: Corporate Social Responsibility, Productivity, high profits, social welfare, good reputation and Small and Medium-sized Enterprises (SMEs).

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Introduction

Through the practice of corporate social responsibility, or CSR, for-profit businesses look for methods to advance organizational objectives such as revenue growth and shareholder value while also generating social and environmental benefits (Aggerholm & Trapp, 2014; Arevalo & Aravind, 2017; Aßlander & Curbach, 2014). A company that practices corporate responsibility is guaranteed to be socially and environmentally responsible in its interactions with stakeholders, according to the 2018 Harvard Business Review. Employers, stakeholders, society, and the environment all gain from these kind of business practices. (Baden & Harwood, 2013). According to (Barnett, Hartmann & Salomon 2018; Pauly & Scherer, 2013), although socially conscious practices are typically associated with large corporations, they can also prove advantageous for small businesses or start-ups.

According to (Berger & Fisher 2013; Bird, Hall, Moment` & Reggiani, 2007; Blasco & King, 2018), corporate social responsibility (CSR) has developed from the idea that businesses set aside a portion of their profits for charitable endeavors to becoming an essential part of how many businesses run their operations. Currently, a company's efforts to enhance society in any way are referred to by this all-encompassing phrase (Baden & Harwood, 2013; Barnett, Hartmann, J & Salomon, 2018; Baumann & Scherer, 2013). These initiatives can take many different forms, such as making financial contributions to charitable organizations or enacting eco-friendly workplace regulations (Bolman & Deal, 2017; Boverini, 2008; Bramwell & Wolfe 2008; Brockner, Senior & Welch, 2014).

(Bruch & Walter, 2005), asserts that public trust is increased by corporate social responsibility. 88% of consumers are thought to have stated that they are more willing to spend money with a business that participates in and supports socially conscious initiatives. Customers will trust a company more if it gives back to society, whether it is through financial donations or volunteer work (Camilleri, 2017a). Over time, the company will grow in popularity and eventually, news outlets may cover it. This will be a major boost to the company's PR efforts as corporate social responsibility (CSR) helps the business maintain a positive reputation (Camilleri, 2017c; Campbell, 2018a; Carey, 2012).

According to (Carroll & Buchholtz, 2014; Navarro & Martinez, 2009), CRS initiatives have long sought to improve society, the environment, and the local community where a business is located by providing direct benefits to these areas. Furthermore, (Charlebois, Hughes & Hielm 2013) emphasized that SMEs may benefit internally from these initiatives since they will know that their company is supporting worthwhile causes. Employee satisfaction may also rise and staff retention may be

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reinforced if CSR is paying off. Lastly, (Chesbrough & Appleyard 2007; Clevenger, 2017; Daw & Cone, 2011; Devereux & Gallarza, 2017) asserted that people in the community might be more inclined to do business with SMEs who are trying to intentionally have a positive influence outside of their traditional business.

1. Research Objectives

i. To explore the effect of good reputation on corporate social responsibility.
ii. To investigate the effect of high profits on corporate social responsibility.
iii. To explore the effect of social welfare on corporate social responsibility.

2. Research Questions

i. What is the effect of good reputation on corporate social responsibility?
ii. What is the effect of high profits on corporate social responsibility?
iii. What is the effect of social welfare on corporate social responsibility?

3. Previous Studies on Corporate Social Responsibility

CSR strengthens positive relationships, according to (Aggerholm & Trapp, (2014); Arevalo & Aravind, 2017; Aßlander & Curbach, 2014). The business fosters a sense of community among its customers as it increases public trust. Although the company's CSR doesn't directly connect communities with it, those communities may wind up being proud of it nonetheless (Baden & Harwood, 2013; Barnett, Hartmann & Salomon, 2018). A much healthier company-consumer relationship can therefore result from CSR. Internally, it does the same thing, it draws and keeps workers. Businesses are more likely to offer a positive work environment to their employees when they engage in philanthropic activities or positively impact society (Pauly & Scherer, 2013). They feel motivated and effective as a result when they arrive at work every day. Working for a company with a high level of corporate social responsibility is preferred by many people, particularly Millennials. Therefore, a high CSR not only draws in customers from the outside but also makes employers feel better about themselves from the inside (Berger & Fisher, 2013; Bird, Hall, Moment` & Reggiani, 2007; Blasco & King, 2018).

According to (Aggerholm & Trapp, 2014), corporate social responsibility (CSR) boosts profits. There are actually numerous ways to maximize profits while increasing CSR, despite the common misconception that doing so requires making sacrifices. There are numerous other advantages for businesses that strive to enhance their CSR (Arevalo & Aravind, 2017). Top CSR statistics indicate that 55% of consumers are willing to pay more for goods produced by businesses that practice social

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responsibility (Aßlander & Curbach, 2014). Profits will rise as a result of increased customer attraction brought about by higher CSR (Baden & Harwood, 2013).

CSR in South Sudan promotes both professional and personal development, (Barnett, Hartmann & Salomon, 2018). Businesses that foster a corporate social responsibility culture can readily encourage their staff to volunteer and make donations to charitable organizations (Pauly & Scherer, 2013). If their employer promotes it, workers are more likely to develop personal philanthropic interests (Berger & Fisher, 2013). According to (Bird, Hall, Moment` & Reggiani, 2007) employees are aware that their company is dedicated to improving both the local and global communities. They will then have a stronger desire to work independently and be creative hence, employees can thus grow both personally and professionally as a result of corporate social responsibility (Blasco & King, 2018). Though the advantages of corporate social responsibility (CSR) go far beyond what is covered in this article, they include benefits to the community and society as a whole in addition to the business (Bolman & Deal, 2017; Boverini, 2008).

Literature Review

Effect of Good Reputation on Corporate Social Responsibility

In the highly competitive business world of today, a company's online reputation directly and significantly affects sales, revenue, and overall brand engagement, (Brockner, Senior & Welch, 2014). Consequently, establishing a positive reputation can ultimately save SMEs money by lowering the need for later, expensive marketing and advertising campaigns (Bruch & Walter, 2005). According to (Camilleri, 2017a), engaging customers and concentrating on building a stronger, more compelling online reputation are crucial now more than ever, given the increasing power of social media and the move away from more traditional forms of advertising. Improving internet reviews and eliminating unfavorable search results are just two aspects of reputation management (Camilleri, 2017c). It involves building a reputation for the brand that encourages interaction and demands more action and what enables this among SMEs is having a thorough, personalized reputation management plan in place (Campbell, 2018a; Carey, 2012; Carroll & Buchholtz, 2014; Navarro & Martinez, 2009; Charlebois, Hughes & Hielm, 2013).

Effect of High Profits on Corporate Social Responsibility

Increased company profit due to corporate social responsibility allows SMEs to increase their growth and R&D spending, (Chesbrough & Appleyard, 2007; Clevenger, 2017; Daw & Cone, 2011); Devereux & Gallarza, 2017; Aggerholm & Trapp, 2014; Arevalo & Aravind, 2017; Aßlander & Curbach, 2014; Baden & Harwood, 2013; Barnett, Hartmann & Salomon, 2018; Pauly & Scherer, 2013; Berger & Fisher, 2013;

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Bird, Hall, Moment` & Reggiani, 2007. In the long run, this may result in better products that benefit customers, (Blasco & King, 2018). Increased dynamic efficiency within the organization is made possible by this investment in improvements that generates extra profits for the companies involved in CSR (Bolman & Deal, 2017). For industries or companies that need a lot of research and investment, it is crucial. For instance, record labels that turn a profit are able to spend money discovering new bands and performers, (Boverini, 2008). The exact proportion of profit that is put back into growth and R&D is up for debate, though if SMEs are profitable, they might simply use the extra money to give managers raises and increase shareholder dividends (Bramwell & Wolfe, 2008). In this sense, businesses not only focus only satisfying employees and shareholders, they also portion of their money to address corporate social responsibility obligations in the society in which they operate, (Brockner, Senior & Welch, 2014; Bruch & Walter, 2005; Camilleri, 2017a); Campbell, 2018a; Carroll & Buchholtz, 2014).

Effect of Social Welfare on Corporate Social Responsibility

Because corporate social responsibility frequently results in improved living conditions, social welfare has many impacts, and each community's circumstances are considered to be distinct. However, if the company carefully follows the guidelines of corporate social responsibility, food, healthcare, housing, and childcare would be specifically mentioned as benefits of social welfare (Navarro & Martinez, 2009; Charlebois, Hughes & Hielm, 2013; Chesbrough & Appleyard, 2007; Clevenger, 2017; Daw & Cone, 2011). In addition to helping companies, individuals and families in a community, the social welfare system that results from implementing corporate social responsibility also significantly improves a variety of social contexts, including workplaces and educational institutions (Devereux & Gallarza, 2017). Therefore, people who are unable to conveniently access housing, healthcare, food, education, and employment assistance are given by social welfare programs as a result of CSR benefits (Aggerholm & Trapp, 2014; Arevalo & Aravind, 2017; Aßlander & Curbach, 2014). The dedication to creating a community that is safe, healthy, and productive gives social welfare services and the professionals who provide them a purpose and meaning for CSR (Baden & Harwood, 2013; Barnett, Hartmann & Salomon, 2018; Pauly & Scherer, 2013; Berger & Fisher, 2013; Bird, Hall, Moment` & Reggiani, 2007). A community benefits greatly from social welfare programs, particularly from service organizations and businesses as an obligation for fulfilling corporate social responsibility (Blasco & King, 2018; Bolman & Deal, 2017; Boverini, 2008; Bramwell & Wolfe, 2008). These social welfare programs highlight some of the tailored benefits, which include housing, healthcare, infrastructure, and public education as CSR benefits in communities (Brockner, Senior & Welch, 2014; Bruch & Walter, 2005).

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Corporate Social Responsibility Contributions

Corporate social responsibility typically leads to an increase in immediate brand recognition, according to (Camilleri, 2017a; Campbell, 2018a; Carey, 2012; Carroll & Buchholtz, A. K. 2014). People are frequently thirsty for positive stories, so capitalizing on the zeitgeist with a socially conscious CSR effort can draw attention to company brand from people who might not have otherwise heard of it. However, it is argued that businesses can obtain the kind of media attention they are unable to purchase from sponsors if they link their brand to constructive social and political change. Furthermore, according to (Cegarra & Martinez, 2009), social responsibility increases public trust. SMEs cannot sit back and enjoy their success once they have built a reputation for their CSR efforts (Charlebois, Hughes & Hielm, 2013). So, many customers believe that companies are "just in it for the money" and have an innate distrust of them (Chesbrough & Appleyard, 2007; Clevenger, 2017; Daw & Cone, 2011). Therefore, by providing continuous funding for community initiatives and demonstrating to the public their egalitarian organizational principles, they can maintain the trust that their clients have gained by establishing themselves as a socially conscious brand in the business sector (Devereux & Gallarza, 2017; Aggerholm & Trapp, 2014; Arevalo & Aravind, 2017).

Additionally, (Aßlander & Curbach, 2014) emphasized the importance of social responsibility in SMEs' competitive advantage. But not every company adopts this strategy to uphold its reputation as a charitable, appreciative, and socially responsible one. In South Sudan, SMEs that embrace corporate social responsibility (CSR) differentiate their company from more conventional, ostensibly traditional concerns that are "all about the money." So, in any more crowded market, they can establish themselves as the go-to choice by gaining the trust of the community. Again, according to (Baden & Harwood, 2013; Barnett, Hartmann & Salomon, 2018; Pauly & Scherer, 2013), the implementation of a social responsibility strategy with SMEs can readily lead to higher employee retention rates. Because working for a socially conscious company brings them fulfillment, today's employees are less likely to quit as a result of their CSR initiatives (Berger & Fisher, 2013; Bird, Hall, Moment` & Reggiani, 2007). A recent study found that 95% of workers who are employed by purpose-driven businesses say they have a stronger sense of loyalty to their employer (Blasco & King, 2018). Therefore, refusing to address CSR issues can have a caustic effect on a company's ability to attract and retain top talent, as employee retention is more difficult to achieve than it has been in a generation (Bolman & Deal, 2017; Boverini, 2008; Bramwell & Wolfe, 2008).

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Conceptual Framework

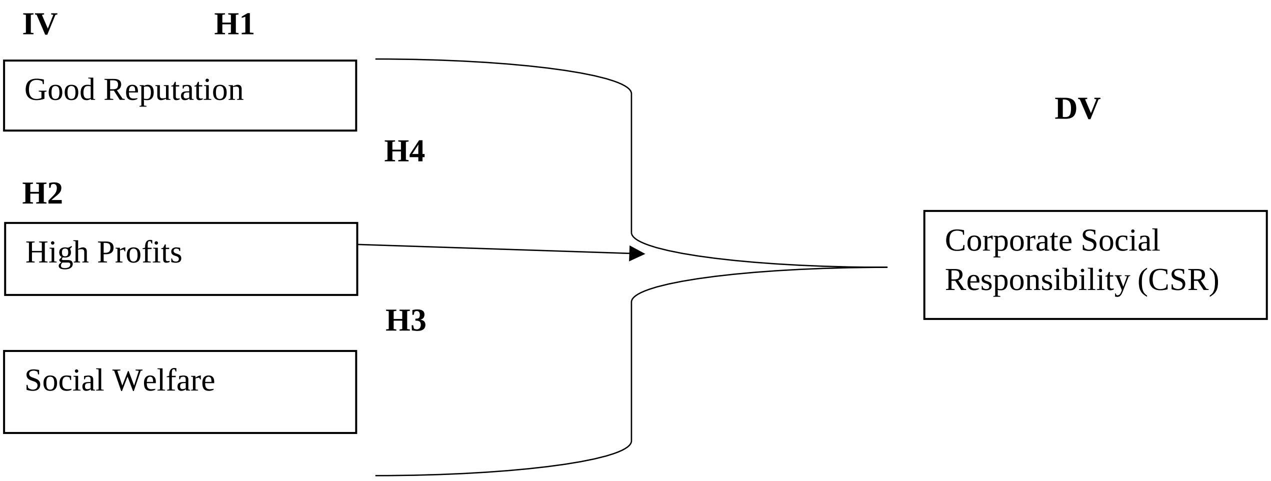

Figure 1: Conceptual Framework

Thus, the following factors have been detailed,
H1: Good reputation has a positive effect on CSR.
H2: High profits has a positive effect on CSR.
H3: Social welfare has a positive effect on CSR.
H4: Corporate Social Responsibility contributions has positive effect on the SMEs

Small and Medium-sized enterprises in South Sudan

In this study, about five SMEs were selected for carrying out the study especially in Juba city because it the only urban and commercial city in the country. Five of them that were selected includes, retail shops, construction companies, food and beverage companies, wholesale shops and healthcare companies. However, during the study, the data that was collected is displayed below in the table 1.

Table 1: Displaying SMEs for the study

SMEs	Frequency	Percentage
Retail shops	50	15.6
Construction companies	40	12.5
Food and beverage companies	70	21.9
Wholesale shops	100	31.3
Healthcare companies	60	18.7
Total	320	100

Source: Data and information from this research (2025)

Before previous studies has been done from Asian and European context (Brockner, Senior & Welch, 2014). Little research has been conducted from African countries perspectives (Bruch & Walter, 2005). This study aims to close this disparity. The data was gathered in a single city in Juba, South Sudan and as a matter of fact, the data may be different when collected in any of the cities in the entire country. Previous studies suggest that studies were done on corporate governance other than corporate social responsibility hence making this research a unique type of its own (Camilleri, 2017a). It is also suggested that studies were done on corporate risk management in the context of financial risk management where as corporate social responsibility was not explored (Carroll & Buchholtz, 2014). Past studies were done on corporate regulatory report as in the context of financial institution but was not deeply discussed in detail as elaborated wholesomely in this research (Charlebois, Hughes & Hielm, 2013).

Corporate Social Responsibility Initiatives

In South Sudan, a large number of companies give back to their communities through charitable donations or staff CSR volunteerism with neighborhood organizations (Chesbrough & Appleyard, 2007). For instance, a business could urge staff members to donate their time in order to lessen the amount of trash that accumulates along the side of the road (Clevenger, 2017). This volunteer work in South Sudan would benefit the locals while also preserving the environment. The programme would enable the business to showcase the neighborhood as a hygienic and livable place to work and live (Daw & Cone, 2011).

Another excellent example is the hard work done by numerous clothing manufacturers in South Sudan to produce the best clothing available, and many customers are willing to pay more for clothing that they are certain to be of the highest calibre (Devereux & Gallarza, 2017). However, modern consumers frequently agree to pay more for apparel made by businesses that have moral principles. One possible CSR project for a clothing manufacturing company would be to provide clothing that is suitable for the climate to people in need all over the world (Aggerholm & Trapp, 2014). As part of the initiative, the business may donate one item for everyone that a customer buys to a person in need (Arevalo & Aravind, 2017). In addition to helping the business make an impact, this would give the customer a sense of accomplishment. Customers are happy to buy items that contribute to providing clothing for the less fortunate (Aßlander & Curbach, 2014).

The goals and significance of CSR are centered on assisting in making sure that organizations and people are aware of the impact they have on the environment (Baden & Harwood, 2013). Without corporate social responsibility (CSR), there probably would be less concern for the environment, for the underprivileged, or for local communities (Barnett, Hartmann & Salomon, 2018). Therefore, it is a good idea for organizations and people to include corporate social responsibility (CSR) initiatives in their plans in order to foster positive influences on society at large (Pauly & Scherer, 2013).

Benefits of Corporate Social Responsibility Initiatives

It improves company brand and public trust: Consumers are more inclined to spend money on goods or services provided by a company that has a good reputation for improving society. By supporting the community, the business gains the public's confidence as a trustworthy brand.

It guarantees profit growth: A company's profits will inevitably increase as a result of the publicity it receives from being socially responsible and possibly receiving media coverage. This publicity draws in more customers. While investing in charitable endeavours may seem like a lot, a company's finances can also benefit from socially responsible business practices, as some customers prefer to spend more on such businesses.

It attracts and retains employees: Socially conscious employers attract more candidates due to the current trend of giving back to the community. The fact that they work for a company that cares about society may give their employees a sense of fulfilment and pride.

It encourages investors: Beneficiaries and investors want assurance that their funds are supporting worthy causes. Investors are more inclined to fund an organization or business that has promoted environmental and community development.

It enhances personal and professional growth: Businesses can encourage their employers to give, volunteer, and make other contributions to society in any way they can by implementing a system that supports corporate social responsibility (CSR). If workers are exposed to socially conscious practices at work, they will likely become more interested in them on a personal level.

It fosters a sustainable environment: CSR initiatives tackle environmental issues while contributing back to society. Companies can support environmental sustainability through adopting policies that conserve water, utilizing renewable energy, raising public awareness of climate change, and lowering carbon emissions through de-carbonization strategies.

It improves welfare: As part of their social responsibility, businesses must also protect human rights related to child labour, wages, and work hours, create a safe workplace, and pursue legal action against violations of employer rights. They guarantee a dedication to road safety, cultural sensitivity, and youth education in addition to providing food.

It promotes quality healthcare: Many businesses provide medical equipment, such as sponsored vaccine interventions for epidemic diseases, to areas that struggle with health-related issues. The public's health is indirectly improved by other CSR initiatives, like those that focus on air cleanliness.

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Theoretical Background

Legitimacy Theory

Legitimacy theory expresses a viewpoint about the interaction firm and the surrounding environment. It describes how the expectation of society is just a fact of life in a community. According to this theory, a company's ability to survive depends on both market forces and societal expectations. As a result, having a basic understanding of the concerns that the general public expresses in societal expectations is crucial to a company's ability to operate. This theory is based on the idea that a business must uphold its civic duties by providing for the needs of the community and providing the necessities of life for those in its immediate vicinity. Legitimacy theory provides insights for characterizing and clarifying the various levels of environmental and communal documentation of organizational behaviours in the context of communal and ecological studies.

The theory emphasizes that the corporate annual financial report serves as a tool for maintaining credibility. Accordingly, there is a greater desire to influence the process through corporate ecological responsibility the more likely it is that there will be drastic changes in community expectations. The legitimacy theory is reliant on the unwavering belief in the "social contract." The foundation of legitimacy theory is the idea that a business entity operates within the community through the "social contract," which gives it permission to carry out a number of desirable actions for the community at large in order to justify both its ultimate existence and its beneficiaries. The term "social contract" basically refers to an unwritten agreement between a business and the community it operates in, whereby the community grants the business permission to operate within its borders while adhering to regulations and best practices.

In order to project an image of being "good" corporate citizens, it is more convenient for businesses to operate within acceptable behavioural boundaries. This theory claimed that, using the stakeholder theory, that the value of clear entitlements such as wage contracts and intrinsic entitlements such as ecological concern determines the value of a business entity. In order to achieve higher productivity performance, environmentally conscious businesses would be better served by taking on additional low-cost inherent benefits from less environmentally conscious businesses.

Methodology

Population and Sample Size

It is necessary to ascertain the population and compute the sample size in accordance with the overall goals and purpose of the research:

Population: Selected SMEs employees and workers in Juba City make up the research population. A sample of people and lists were used for this study. An organization or a collection of people with shared traits that the researcher can locate and examine is known as the target population. The 3,880 individuals in Juba were the target market for small and medium-sized businesses.

Sample: To do this, the sample size must be determined using the population size mentioned above. The term "sample" in quantitative research designates the participants who supply the study's data (Yamane, 1973). The Yamane Teruhiro formula was applied in this investigation to establish the appropriate sample size. The equation formula states that if the population size is known, then a finite population should be handled first. Yamane formula:

$$n = \frac{N}{1 + Ne^2}$$

The Yamane formula takes the population size (N), sample size (n), and sampling error (e), which is taken to be 0.05, to find the sample size based on the research conditions. The target demographic of the study is approximately 3,880 Juba City residents over the age of 51, based on the data. A 95% confidence level and a 5% margin of error indicate that the sample size is 350 persons (n = 3880 / (1+3880 (0.052)). Purposive sampling was used to distribute 350 questionnaires, and 320 of those were returned in usable condition. The 320 surveys that were received in usable condition showed a response rate of 91.4%. Finally, both qualitative and quantitative approaches were used in this research.

Measurement

A self-administered questionnaire including 320 items was used to assess South Sudan's SMEs in Juba. The respondents were given questions on a 5-point Likert scale, where 1 meant "strongly disagree" and 5 meant "strongly agree." Scales from a previous literature study were used to measure both of the factors.

Cronbach Alpha Test

In order to test the internal consistency of variables Cronbach 's alpha, coefficients were employed. As Cronbach Alpha state scales with coefficient alpha between 0.6 and 0.7 indicates fair reliability. Thus, for this study, a Cronbach 's Alpha score of.60 or higher is considered adequate to determine reliability. The reliability was found to be 0.779 (table.2), as indication of acceptability of the scale for further analysis.

Table 2: Cronbach Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.779	.788	28

Content and construct validity were tested, correlation coefficient for the independent and dependent variables were calculated and positively related with corporate social responsibility.

Data Analysis

By creating summaries, identifying trends, and using statistical techniques e.g. mean, standard deviation, regression analysis and sample size determination. However, data analysis seeks to reduce the amount of accumulated data to a manageable size (Berger & Fisher, 2013). The statistical package for social sciences (SPSS) version 22 was used to code and record the data for analysis.

4. Results and Discussion

Demographic Information

Table 3: Respondents' Profile

Demographic	Category	Frequency	Percentage (%)
Gender	Male	210	65.6
	Female	110	34.4
	Total	**320**	**100%**
Age	17 - 20	100	31.3
	21-30	90	28.1
	31-40	70	21.9
	41-50	40	12.5
	51 and Above	20	6.2
	Total	**320**	**100%**
Education	Undergraduate	250	78.1
	Postgraduate	50	15.6
	Graduate	20	6.3
	Total	**320**	**100%**
Work experience	1-5 year	230	71.9
	6-10 years	60	18.7
	11-15 years	30	9.4
	Total	**320**	**100%**
Marital Status	Married	230	71.9
	Unmarried	90	28.1
	Total	**320**	**100%**

Source: Data and information from this research (2025)

According to Table 1's description, respondents' gender for male accounted for 65.6% (210) and female accounted for 34.4% (110), meaning that male percentage in gender category was the highest rate. Age of the respondents had most percentage at 31.3% (100) for ages between 17-20, undergraduate had 78.1% (250), work experience of respondents for 1-5 years had 71.9% (230), and marital status had 71.9% (230). The demographic data shows that majority of respondents were males, age less than 17-20 years and, education had undergraduate as majority, work experience had 1-5 years' experience and marital status had married people as majority respectively.

Descriptive Statistics

Table 4: Values of Descriptive Statistics

Indicators	N	Mean	Std. Deviation
Good Reputation	320	4.3562	1.52038
High Profits	320	4.6188	1.39129
Social Welfare	320	3.8938	1.18822
Valid N (listwise)	320		

Source: Data and information from this research (2025)

The descriptions illustrated that the mean and standard deviation of good reputation (4.3562, 1.52038), high profits had a mean and standard deviation of (4.6188, 1.39129), social welfare had mean and standard deviation of (3.8938, 1.18822). The analysis show the impact corporate social responsibility had on SMEs as it ultimately results to a boost in corporate image and productivity. It also shows that the mean for each variable was high meaning that the data is fit for analysis.

Table 5: Correlation Model

		Good Reputation	High Profits	Social Welfare
Good Reputation	Pearson Correlation	.228**	.186**	.108**
	Sig. (2-tailed)			
	N	1	320	320
High Profits	Pearson Correlation		.124**	
	Sig. (2-tailed)			
	N		1	.112**
Social Welfare	Pearson Correlation			.106**
	Sig. (2-tailed)			
	N			1

****. Correlation is significant at the 0.01 level (2-tailed).**
Source: Data and information in this research (2025)

As per table 5 above, the correlation coefficients show that all the three factors measuring corporate social responsibility were all positively related within the range of (.106** to .228), all were significant at $p < 0.01$ level. One independent variable i.e. Good reputation show a moderate level of positive relation with the dependent variables (high profits and social welfare). So, masterminding CSR by SMEs could result to whooping rise of good reputation, high profits and social welfare (.228**, .186**and .108** respectively).

Table 6: Coefficient of Determination

Coefficient of determination				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767[a]	.788	.066	1.49510

a. Predictors: Good reputation (Constant), high Profits, Social welfare

In table 6 above, the coefficient of determinant indicates that R^2 = 78.8%, implying that independent variable can predict the dependent variable at 78.8 %. Also, the variation between independent and dependent variable is explained by 78.8 %. this shows a relationship between dependent and independent variables. The remaining 21.2% of variations on CSR are explained by other variables out of this model or variables which are not incorporated in this study.

ANOVA

Table 7: Values of ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.791	2	14.396	6.440	.002
	Residual	708.596	317	2.235		
	Total	737.388	319			

Source: Data and information from this research (2025)

The ANOVA indicated that there was significant ($p<0.05$) relationship between the dependent variable and independent variable. There is no significant difference between independent and dependent variable with ($F = 6.440$).

Regression Model

Table 8: Regression Model

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	Good Reputation (Constant)	2.703	.204		13.221	.000
	High Profits	.186	.062	.170	3.008	.003
	Social Welfare	.088	.072	.069	1.215	.225

Source: Data and information from this research (2025)

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The results imply that a significant influence on corporate social responsibility came from high earnings. The study accepts the positive hypothesis one, which holds that good reputation do have a positive on the small and medium sized firms in South Sudan, as the t-statistic's significance threshold is higher than 0.05 (P = 13.221), as demonstrated. Good reputation was found to be a substantial and reliable positive predictor of the impact of corporate social responsibility. The results corroborate the idea put forth by (Bird, Hall, Moment` & Reggiani, 2007), according to which the possibility of good reputation raises the legitimacy of corporate social responsibility even more. This shows that good reputation had a track record of greatly boosting small and medium-sized businesses' overall success and expansion in South Sudan.

The results also demonstrated that high profits had a favorable and considerable effect on corporate social responsibility. Because the significance level for the t-statistic is greater than 0.05 (P= 3.008) as indicated, the study accepts the second positive hypothesis, which says that high profits does have a positive and significant effect on corporate social responsibility on the small and medium sized enterprises in South Sudan. This result is in line with the research conducted by (Blasco & King, 2018), which discovered that high profits factors have a beneficial impact on growth and liquidity of the SMEs. Corporate social responsibility is generally improved via high profits strategies. They found that putting this aspect into practice leads to ultimate success and growth, which directly supports an organization's improvement, stability, and quest of excellence. This implies that high profits had a positive effect on the corporate social responsibility of SMEs among small and medium-sized businesses in South Sudan.

Furthermore, the results demonstrate that corporate social responsibility is strongly impacted by social welfare. The significance level for the t-statistics of social welfare was more than 0.05 (P = 1.215), as indicated, indicating that the study was generally in accordance with the third positive hypothesis, which states that there is a significant effect of social welfare on social responsibility among small and medium sized enterprises in South Sudan. This result is in line with research by (Bolman & Deal, 2017), which discovered that social welfare usually encourages and strengthens social responsibility. Additionally, this component typically enhances social responsibility performance in terms of growth and expansion. And finally, this shows that the success and growth of SMEs in South Sudan is significantly impacted by social welfare in the context of corporate social responsibility and rigorous analysis.

Finally, the study demonstrates that, as indicated by the t-statistics above (13.221), corporate social responsibility variables had a significant and positive influence on SMEs in Juba with regard to financial performance. It is reported that the implementation of CSR practices increased firm performance by 67% in 2023 compared to 2019 when it was only given 20% priority. In order to accomplish the highest possible increase expectations on financial performance inside the SMEs in South Sudan, it is imperative that further consistent practices be reinforced.

Conclusions

From the standpoint of CSR, it is possible to conclude from the findings that small and medium-sized businesses' CSR practices are positively and significantly impacted by high profits. Its guaranteed eventual development, success, and profitability, which usually support more expansion when needed make this clear.

Small and medium-sized businesses (SMEs) are often involved in charitable work and other development projects that improved people's lives, therefore social welfare and the success of their CSR initiatives were intimately linked.

In general, the study draws the conclusion that SMEs with strong reputations are more likely to draw in and keep top talent. This is because top talent seeks out companies that prioritize sustainability and social responsibility, and SMEs with strong reputations are able to leverage their brand to attract and attract top talent.

Recommendations

SMEs should prioritize improving their brand image and reputation in order to have an effective and positive corporate social responsibility. This is because this is how they set themselves apart from competitors and develop a devoted customer base that values their broader societal contributions. As a result, absolute productivity may soon follow.

Additionally, the researcher suggested that SMEs prioritize their philanthropic responsibilities over financial gains because doing so will motivate and encourage employees to feel that the company is giving back to the community, which will greatly improve employee satisfaction and productivity as well as foster a positive organizational culture.

Limitations and future research

The study was impacted by response bias as a result of the non-respondents leaving out some crucial information.

Furthermore, the current study was conducted in Juba City, where the SMEs function differently from those in rural areas. It is a common misconception that people who live in cities are more aware of technology than people who live in rural areas are of the range of services that are accessible to them. These differences might restrict the findings' broader applicability and lessen their value.

In conclusion, the enormous sample size of the study may have varied depending on which South Sudanese city was used for the research, which affects how broadly the findings can be applied in other contexts.

Funding: The authors received no financial support for the research, authorship, and/or publication of this article.

Disclosure statement: The authors declare no conflict of interest.
Institutional Review Board Statement: Not applicable.
Informed Consent Statement: Not applicable.

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