

# Corporate social responsibility and firm sustainability: an empirical research of ISO 14000 businesses in Thailand

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## Keywords

Corporate Social Responsibility, Stakeholder Acceptance, Corporate Image, Organizational Reputation, Firm Sustainability

## Abstract

*The purpose of this study is to examine the effect of corporate social responsibility (CSR) on firm sustainability via mediating influences including corporate image, organizational reputation and stakeholder acceptance. The author developed dimensions of the CSR: environmental protection, community and social development and human rights. The data were collected from the sample of 156 ISO 14000 businesses in Thailand by mail questionnaire survey and key informants were accounting managers and accounting directors from these firms. The statistics used to analyze data was the ordinary least square (OLS) regression. The results of OLS regression reveal that some dimensions of CSR have significant positive influences on corporate image, organizational reputation, and stakeholder acceptance, whereas all dimensions of CSR have significant positive influences on firm sustainability.*

## 1. Introduction

The Earth Summit on the Environment in 1992 announced that sustainable development is a new direction for the development that takes into consideration the social and environmental responsibility (The Stock Exchange of Thailand, 2008). The concept of social responsibility has developed more obviously, including the request for businesses around the world to be good global citizens. Moreover, the UN Global Compact declared an agreement to provide an implementation framework of sustainable development for businesses. The following year, the Organization for Economic Corporation and Development (OECD) provided the guidelines on social responsibility, and recommend the member countries to deal with trading partners that supported social responsibility. Therefore, this concept has been developed as a new era of trade requirements and it has led to more awareness in business organizations. The decision of investors typically focuses on performance and worthwhile returns. Apart from this, they also focus on the importance of corporate social responsibility (CSR). All these factors have created that more awareness of social and environment responsibility in businesses. Therefore, CSR as a corporate strategy can improve the advantage for long term performance (Perry and Towers, 2009). In addition, a number of previous research found that the reputation, customer satisfaction, and competitive advantage are consequences of CSR (e.g. Saeidi et.al, 2015; Mulki and Jaramillo, 2011). The studies of Naser et.al (2006) also found that investors tend to invest more in companies that adopted CSR activities or donated to charity or educational organizations.

Most studies on CSR and firm performance or firm sustainability have done in developed countries such as Europe and United State of America. Thus, a sample from Thailand would give more insight into developing countries. Moreover, CSR in Thailand is an operations on a voluntary basis. Therefore, this is important because CSR can help indicating CSR outcomes. According to evidences, CSR level among Thai's stakeholders is higher than the true level of CSR performed by businesses (Sustainable Business Development Institute, 2009). Thus, there are sufficient reasons for such studies on Thai businesses and the purpose of this study is to examine the effect of corporate social responsibility on firm sustainability.

## 2. Literature review and hypothesis development

To examine the relationship between corporate social responsibility and firm sustainability, the researcher developed the dimensions of corporate social responsibility including: environmental protection, community and social development, responsibility towards consumers and human rights. The researcher applied stakeholder theory to explain conceptual model. The stakeholder theory is the management of the stakeholders of the organization, including customers, employees, shareholders, suppliers, competitors, government and community. Freeman (1984) also suggested that managers should satisfy these parties to influence the outcome of the company. The stakeholders are groups or individuals may affect or be affected by the success of the mission of the organization. The conceptual model demonstrates these concepts in Figure 1.

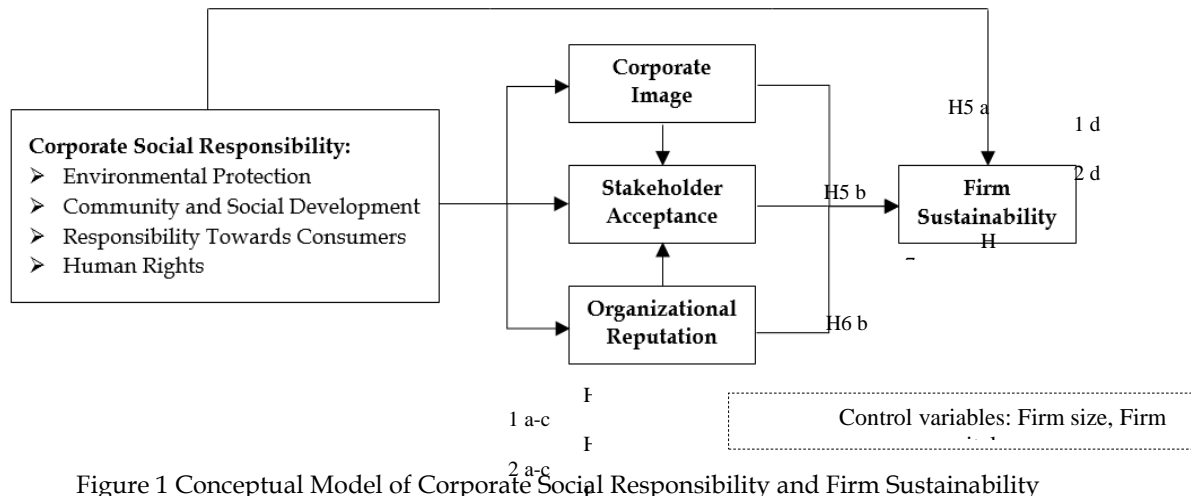


Figure 1 Conceptual Model of Corporate Social Responsibility and Firm Sustainability

## 2.1 Corporate Social Responsibility

Corporate social responsibility refers to operations of businesses with responsibility for stakeholders on economy, society and environment on the basis of morality and ethics. As well as good governance is directed to the firms to ensure the implementation of the activities that have integrity, transparency and justice. The firms are aware of the negative impacts on the economy, society and environment. It is also ready to change and to reduce the impacts and to enhance the competitiveness of all the commercial areas that will have a positive effect on the sustainability of the business (The Stock Exchange of Thailand, 2008). This concept agrees with Carroll's (1979) definition, the most obvious concept of CSR because not only it specifies the firm's commitment toward society, but it also systematically differentiates the firms' responsibilities from only profit making and the social responsibilities of governments. Moreover, Garriga&Mele, 2004 claimed that in terms of economic development, CSR has been an important key in the business operations in order to achieve the goals and to create sustainability. Therefore, a number of researchers endeavored to find a worldwide link between CSR and firm performance (e.g. Alafi&Hasoneh, 2012; Saeidi et al, 2015)

The Figure 1 shows the four dimensions of corporate social responsibility that the author defined in this study: environmental protection, community and social development, responsibility towards consumers and human rights.

### 2.1.1 Environmental Protection

In this research, environmental protection is defined as awareness of corporate in social and environment responsibility which the corporates should be aware of the capacity to produce and to contaminate the environment caused by the production. Therefore, the organizations need to manage the pollution, and ensure that it does not affect both internal and external stakeholders. Environmental protection and management should have transparency and should be monitored. In addition, the development process involves reducing the impacts and protecting the environmental reconstruction, as well as to add value and sustainability to the organizations, communities and the nation's economy and public at large. Several previous studies attempted to link between social responsibility and the sustainable performance of companies (such as Alafi and Hasoneh, 2012; Margolis et al, 2008). These researchers demonstrated a positive relationship in the link between corporate social responsibility and the company's operations. Similarly, Sharma et al (2010) indicated that successful sustainable environmental strategy likely to have financial and competitive advantages. In summary, the environment management is the benefits of the stakeholders of the campaign and the support of CSR. Since it contributes to the corporate image, credibility, reputation and firm's sustainability in the future, thus, the following hypotheses was posited:

Hypotheses 1a-d: The more a business implements environmental protection, the better it will achieve (a) corporate image, (b) stakeholder acceptance, (c) organizational reputation, and (d) firm sustainability.

### 2.1.2 Community and Social Development

Community and social development refers to the cooperation and participation with the community between the business and community in social activities to develop and to promote the strength of the community, including the natural, social, cultural and environmental restorations. Since the community and

society are the contributing factor to the operations of companies, businesses should have responsibility for coordinating relationship, employment promotion and skills development. According to several researchers, social capital includes the reputation, trust, and creditability (Shenet.al, 2006).

Hypotheses 2a-d: The more a business participates in the community and social development, the better will achieve (a) corporate image, (b) stakeholder acceptance, (c) organizational reputation, and (d) firm sustainability.

### 2.1.3 Responsibility towards Consumers

Responsibility towards consumers was defined as responsibility for the quality, qualifications as well as information of the products and services, including the presentation and the use of goods and services that would be beneficial for health, safe for consumers, society, nature and the environment. The entrepreneurs have to comply with national or international safety standards and regulations, which is stricter than the minimum safety standards to reduce the losses. Also, they should design modern products and should not use chemicals and safe for health, with a mark or symbol that is internationally recognized on the package. These reasons lead to customer satisfaction which is a measure of how much products and services supplied by a company meet or surpass customer expectations (Ahmed et.al, 2001). Moreover, firms utilize satisfaction ratings as an indicator of performance (Matzler and Hinterhuber, 1998). Therefore, it could be claimed that higher levels of performance are affected by higher levels of customer satisfaction. Consequently, this leads to the hypotheses as follows:

Hypotheses 3a-d: The more a business have responsibility towards consumers, the better it will achieve (a) corporate image, (b) stakeholder acceptance, (c) organizational reputation, and (d) firm sustainability.

### 2.1.4 Human Rights

Human rights refers to consideration for the life and dignity of every human being, which is the subject of guidelines to encourage the monitoring of compliance with human rights in organizations, and encourage compliance with the principles of human rights as the universal standards. In addition, it includes the affiliates and joint venture partners that adopt human rights policy in their businesses, ranging from board level and senior management down to the employees, including the knowledge creation of human rights issues and finding a way to assess the fulfillment of its human rights policy periodically (The Stock Exchange of Thailand, 2008). Therefore, human rights is the interest of the stakeholders and contributes to the corporate image, reputation and demonstrate firm's sustainability in the future. Thus, the following hypotheses were posited:

Hypotheses 4a-d: The more a business take human rights into account, the better it will achieve (a) corporate image, (b) stakeholder acceptance, (c) organizational reputation, and (d) firm sustainability.

## 2.2 Mediators of the relationship between CSR and Firm Sustainability

### 2.2.1 Corporate Image

Margolis and Walsh (2003) commented that numerous studies have focused only on testing a direct correlation between CSR and the sustainable success of the company. Likewise, Alafi and Hasoneh (2012) and Galbreath and Shum (2012) suggested that testing a direct correlation between CSR and corporate performance may obscure the other influential factors. Therefore, to obtain reliable results which were ignored and overlooked, these other factors should be taken into consideration and further empirical testing should be conducted. In this research, variables that were involved in the promotion of firm sustainability include the corporate image, recognition of the stakeholders, and the organizational reputation. As well as Gupta (2002) who found that the responsibility of the company is the priority for the company in order to have a good image and reputation. The ability to build a good reputation will be followed by increasing customer satisfaction and acceptance, which is vital to the survival and the success of the company. Thus, the following hypotheses were posited:

Hypotheses 5a-b: A business that has better corporate image will achieve better (a) firm sustainability, and (b) stakeholder acceptance.

### 2.2.2 Organizational Reputation

Helm (2007) stated that "business that has a good reputation will perceive financial risks better than the business that has a bad reputation" from the financial advantages perspective. As well as the study of Roberts and Dowling (2002) found that companies with good reputation will result in higher sales growth and return on assets (ROA). Moreover, Galbreath and Shum (2012) suggested that the organizational reputational will lead to customer satisfaction. Thus, the following hypotheses were posited:

Hypotheses 6a-b: A business with better organizational reputation will achieve better (a) firm sustainability, and (b) stakeholder acceptance.

### 2.2.3 Stakeholder Acceptance

CSR has become a truly global perspective because of changes in the global economy, social change and the expectations of stakeholders that have a significant impact on the organization. Therefore, the CSR strategy as a tool to cope with the economic crisis, social change and the expectations of stakeholders is important (Durmaz, Ates and Duman, 2011). CSR can help increase the opportunity of the trust that effectively lead to stakeholder's acceptance (Werther and Chandler, 2005). Therefore, the following hypothesis was posited:

Hypotheses 7: The more a business gains the stakeholder acceptance, the better it will achieve firm sustainability.

## 3. Methodology

### 3.1 Sample and Data Collection Procedures

The population in this study was ISO 14000 businesses in Thailand, which were taken from the database of the Thai Industrial Standards Institute. Based on this database, there were 895 businesses on July 1, 2015. In this study, accounting managers or accounting directors from each business are the key participants. The data were collected by means of a questionnaire. 57 surveys were undeliverable and were deducted from the original 895 mails. So the valid mailing was 838 surveys, of these 158 responses were received and 2 received questionnaires were incomplete and were not included in the data analysis. In total, 156 questionnaires were usable.

ISO 14000 businesses in Thailand were suitable sample because these businesses were more concerned with the social and environment impact in the environmental protection policy. Reynolds and Yuthas (2008) refers to the ISO 14000 that it is a standard and it allows an organization to be measured because its purpose is to certify corporate responsibility for both operational and environmental policy.

### 3.2 Test of Non-Response Bias

Survey research should be tested for non-response bias to detect and consider possible problems on non-response errors by t-test (Armstrong and Overton, 1977). The researcher compared the responses of those who returned the first and the second mailing questionnaires in terms of the number of employees and the length of time in business operations. The result of non-respond was not significant between respondents. Thus, it demonstrated that the returned questionnaires show insignificant non-response bias for the analysis in this study.

### 3.3 Variable Measurement

To measure each construct in the conceptual model, all variables were to measure from the definition of each constructs and to determine the association between theoretical frameworks and literature review. The variables were measured by the five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) are described as follows:

#### 3.3.1 Dependent Variable

Firm sustainability is the dependent variable in the study which affected by corporate social responsibility, corporate image, stakeholder acceptance and organizational reputation. There were five items which developed from definitions of firm sustainability. The questionnaires include the information from the market share growth, revenue and sales growth and stakeholder recognition.

#### 3.3.2 Independent Variables

Corporate social responsibility refers to the operation of the company with integrity, ethics and morality for the stakeholders in relation to the economy, society and environment, as well as a good governance is directed to carry out transparent activities with integrity. These variables consist of four dimensions: environmental protection, community and social development, responsibility towards consumers and human rights.

Environmental protection was defined as awareness of corporate in social responsibility. In addition, the development process involves reducing the impacts and protecting the environmental reconstruction, as well as to add value and sustainability to the organizations, communities and the nation's economy and public at large. This construct was developed as the new items from the definitions and literature which consisted of five items.

Community and social development referred to the cooperation and participation with the community between the business and community in social activities to develop and to promote the strength of the community, including the natural, social, cultural and environmental restorations. Since the community and society are the contributing factor to the operations of companies, businesses should have responsibility for coordinating relationship, employment promotion and skills development. This construct was developed as the new items from the definition and literature which consisted of four items.

Responsibility towards consumers was defined as responsibility for the quality, qualifications as well as information of the products and services, including the presentation and the use of goods and services that would be beneficial for health, safe for consumers, society, nature and the environment. This construct was developed as the new items from the definition and literature which consisted of four items.

Human rights referred to consideration for the life and dignity of every human being, which is the subject of guidelines to encourage the monitor of compliance with human rights in organizations, and encourage compliance with the principles of human rights as the universal standard. This construct was developed as the new items from the definition and literature which consisted of five items.

### 3.3.3 Mediating Variables

Corporate image is measured by the perceptions from the stakeholder on businesses. The corporate image reflected by the level of customer satisfaction regarding expectations in relation to the company's products and services. This construct was developed as the new items from the definition and literature which consisted of three item.

Organizational reputation was measured by the deep perceptions of the organizational responses to meet the demands and expectations of stakeholders. This construct was developed as new items from the definition and literature which consisted of three items.

Stakeholder acceptance is measured by the perception, creditability and trust from the stakeholders on organization activities such as compensatory justice, workplace environment, and the management transparency. This construct was developed as new items from the definition and literature which consisted of five item.

### 3.3.4 Control Variables

Firm capital is measured by the invested capital in the organization. It was represented by a dummy variable (0 = total assets of the firm are less than 45,000,000 baht, and 1 = total assets of the firm are that equal to or more than 45,000,000 baht).

Firm size is measured by the number of employees presently in the businesses. It was represented by a dummy variable (0= the total number of employees are less than or equal to 150 and 1 = the total number of employees are more than 150). Prior research demonstrated that firm size may influence the capacity of a firm to operate a business in order to achieve performance (Saied et al, 2015).

## 3.4 Reliability and Validity

The researcher used Cronbach's alpha to test the reliability of the measurement. According to Nunnally and Berstein (1999), Cronbach's alpha coefficient is widely accepted if its value is equal to or greater than 0.70 as. As the result shown in Table 1, Cronbach's alpha coefficients ranged from 0.793 - 0.941. In addition, factor loadings of all constructs that presented a value higher than 0.40 which is the minimum value recommended by Nunnally and Bernstein (1999). The factor loading ranges in this study from 0.604-0.921.

Table 1 Result of Validation Measure

Variables	Factor Loadings	Cronbach's Alpha
Environmental Protection (ENP)	0.751-0.876	0.857
Community and Social Development (CSD)	0.812-0.909	0.884
Responsibility towards Consumers (COR)	0.604-0.910	0.793
Human Rights (HUR)	0.884-0.921	0.941
Corporate Image (COI)	0.857-0.903	0.856
Organizational Reputation (ORR)	0.863-0.899	0.904
Stakeholder Acceptance (STA)	0.826-0.897	0.883
Firm Sustainability (FIS)	0.817-0.853	0.885

## 3.5 Statistical Techniques

All dependent and independent variables in this research are the metric scales. Therefore, OLS regression is the suitable technique to test all hypotheses. From the conceptual model and hypotheses, the following are four equation models:

$$\begin{aligned}
 \text{Equation 1:} \quad \text{COI} &= \beta_0 + \beta_1\text{ENP} + \beta_2\text{CSD} + \beta_3\text{COR} + \beta_4\text{HUR} + \beta_5\text{FSI} + \beta_6\text{FCA} + \epsilon \\
 \text{Equation 2:} \quad \text{STA} &= \beta_7 + \beta_8\text{ENP} + \beta_9\text{CSD} + \beta_{10}\text{COR} + \beta_{11}\text{HUR} + \beta_{12}\text{FSI} + \beta_{13}\text{FCA} + \epsilon \\
 \text{Equation 3:} \quad \text{ORR} &= \beta_{14} + \beta_{15}\text{ENP} + \beta_{16}\text{CSD} + \beta_{17}\text{COR} + \beta_{18}\text{HUR} + \beta_{19}\text{FSI} + \beta_{20}\text{FCA} + \epsilon \\
 \text{Equation 4:} \quad \text{FIS} &= \beta_{21} + \beta_{22}\text{ENP} + \beta_{23}\text{CSD} + \beta_{24}\text{COR} + \beta_{25}\text{HUR} + \beta_{26}\text{FSI} + \beta_{27}\text{FCA} + \epsilon \\
 \text{Equation 5:} \quad \text{FIS} &= \beta_{28} + \beta_{29}\text{COI} + \beta_{30}\text{ORR} + \beta_{31}\text{STA} + \beta_{32}\text{FSI} + \beta_{33}\text{FCA} + \epsilon \\
 \text{Equation 6:} \quad \text{STA} &= \beta_{34} + \beta_{35}\text{COI} + \beta_{36}\text{FSI} + \beta_{37}\text{FCA} + \epsilon \\
 \text{Equation 7:} \quad \text{STA} &= \beta_{38} + \beta_{39}\text{ORR} + \beta_{40}\text{FSI} + \beta_{41}\text{FCA} + \epsilon
 \end{aligned}$$

#### 4. Results and Discussion

Table 2 shows descriptive statistics and correlation matrix for all variables. Correlation coefficients of variables ranged from 0.602-0.810. With respect to possible problems relating to multicollinearity, variance inflation factors (VIF) were used to test the intercorrelations among independent variables. In this research, the VIFs ranged from 1.024-3.707, well below the minimum value of 10, meaning the independent variables were not correlated with each other. Thus, there were no essential multicollinearity problems found in this research.

Table 2 Descriptive Statistics and Correlation Matrix

Variables	ENP	CSD	COR	HUR	COI	ORR	STA	FIS
Mean	4.433	4.424	4.52	4.395	4.424	4.323	4.277	4.399
S.D.	0.471	0.549	0.492	0.593	0.565	0.585	0.628	0.519
ENP	1							
CSD	0.777**	1						
COR	0.657**	0.621**	1					
HUR	0.697**	0.677**	0.653**	1				
COI	0.728**	0.660**	0.598**	0.656**	1			
ORR	0.689**	0.662**	0.602**	0.667**	0.763**	1		
STA	0.705**	0.655**	0.624**	0.637**	0.782**	0.810**	1	
FIS	0.679**	0.669**	0.655**	0.676**	0.676**	0.804**	0.780**	1

\*\* p<.05

Table 3 shows the results of OLS regression analysis for 7 equations. The results indicate the relationship between corporate social responsibility, corporate image, stakeholder acceptance, organizational reputation, and firm sustainability.

Table 3 Results of Regression Analysis<sup>a</sup>

Independent Variables	Dependent Variables						
	COI (1)	STA (2)	ORR (3)	FIS (4)	FIS (5)	STA (6)	STA (7)
ENP	.408*** (.096)	.342*** (.096)	.271*** (.098)	.192** (.095)			
CSD	.120 (.095)	.140 (.094)	.181* (.096)	.188** (.093)			
COR	.106 (.078)	.183** (.077)	.128 (.079)	.234*** (.076)			
HUR	.216*** (.084)	.170** (.083)	.263*** (.085)	.251*** (.082)			
COI					.007 (.080)	.762*** (.052)	
ORR					.500*** (.085)		.791*** (.049)
STA					.359*** (.089)		
FSI	-.098 (.128)	-.159 (.128)	-.088 (.131)	-.136 (.126)	-.067 (.106)	-.122 (.116)	-.107 (.110)
FCA	.151 (.136)	.389** (.135)	.223 (.138)	.309** (.133)	.094 (.120)	.325** (.129)	.258** (.122)
Adjusted R <sup>2</sup>	.574	.577	.558	.590	.685	.621	.660
Maximum VIF	3.181	3.181	3.181	3.181	3.707	1.116	1.126

\*p<.10, \*\*p<.05, \*\*\*p<.01, <sup>a</sup> Beta coefficients with standard errors in parenthesis.

The environmental protection has significant positive effect on corporate image ( $\beta_1=0.408$ ,  $p<0.01$ ), stakeholder acceptance ( $\beta_8=0.342$ ,  $p<0.01$ ), organizational reputation ( $\beta_{15}=0.271$ ,  $p<0.01$ ), and firm sustainability ( $\beta_{22}=0.192$ ,  $p<0.05$ ). These results indicated that the more a business implements environmental protection, the better it will achieve corporate image, stakeholder acceptance, organizational reputation, and firm sustainability. Thus, **Hypotheses 1a, 1b, 1c, and 1d were strongly supported**. In addition, the result showed that community and social development has significant positive effects on organizational reputation ( $\beta_{16}=0.181$ ,  $p<0.10$ ), and firm sustainability ( $\beta_{23}=0.188$ ,  $p<0.05$ ). These result indicated that the more a business participates in the community and social development, the better will achieve organizational reputation, and firm sustainability. Therefore, **Hypotheses 2c and 2d were supported**. Moreover, the result showed that responsibility towards consumers ha significant positive effects on stakeholder acceptance ( $\beta_{10}=0.183$ ,  $p<0.05$ ), and firm sustainability ( $\beta_{24}=0.234$ ,  $p<0.01$ ). These results indicated that The more a business take human rights into account, the better it will achieve stakeholder acceptance, and firm sustainability Consequently, **Hypotheses 3b and 3d were supported**. Moreover, the result showed that human rights has significant positive effects on corporate image ( $\beta_4=0.216$ ,  $p<0.01$ ), stakeholder acceptance ( $\beta_{11}=0.170$ ,  $p<0.05$ ), organizational reputation ( $\beta_{18}=0.263$ ,  $p<0.01$ ), and firm sustainability ( $\beta_{25}=0.251$ ,  $p<0.01$ ). These result indicated that The more a business take human rights into account, the better it will achieve corporate image, stakeholder acceptance, organizational reputation, and firm sustainability. Thus, **Hypotheses 4a, 4b, 4c, and 4d were strongly supported**. Furthermore, the result showed that corporate image has significant positive effects on stakeholder acceptance ( $\beta_{35}=0.762$ ,  $p<0.01$ ). This result indicated that a business that has better corporate image will achieve better stakeholder acceptance. Thus, **Hypothesis 5b was supported**. Moreover, the result showed that organizational reputation has significant positive effects on firm sustainability ( $\beta_{30}=0.085$ ,  $p<0.01$ ), and stakeholder acceptance ( $\beta_{39}=0.791$ ,  $p<0.01$ ). These result indicated that a business with better organizational reputation will achieve better stakeholder acceptance. Thus, **Hypotheses 6a and 6b were strongly supported**. Finally, the result showed that stakeholder acceptance has significant positive effects on firm sustainability ( $\beta_{31}=0.359$ ,  $p<0.01$ ). This result indicated that the more a business gains the stakeholder acceptance, the better it will achieve firm sustainability. Thus, **Hypothesis 7 was supported**.

Whereas the results did not find positive relationships between community and social development, corporate image and stakeholder acceptance; between responsibility towards consumers, corporate image and organizational reputation; and between corporate image and firm sustainability. Thus **Hypotheses 2a, 2b, 3a, 3b and 5a were not supported**.

In summary, the results indicated that four dimensions of CSR: environmental protection, community and social development, responsibility towards consumers and human rights are significant positive influences on the consequence of CSR. Moreover, the results indicated that four dimensions of CSR have significant positive influence on firm sustainability.

## 5. Contributions

### 5.1 Theoretical Contribution

This study provides a clearer understanding of the relationship between four dimensions of Crane firm sustainability. Besides, another contribution is the form of the identification of four dimensions of CSR for the empirical research which provides an important theoretical contribution on some additional dimensions. These dimensions are positively related to corporate image, organizational reputation, stakeholder acceptance and firm sustainability of the ISO 14000 businesses in Thailand. According to the results of this research, the need to conduct further research is apparent, because this research found that some dimensions of CSR did not associate with all consequences. Therefore, future research is needed to re-conceptualize and to measure these dimensions of CSR.

### 5.2 Managerial Contribution

This research contributes to CSR. Particularly ISO 14000 businesses in Thailand that have CSR as strategic resources are likely to achieve firm competitive advantage and reputation which can lead to the firm performance (Saedi, 2015). Therefore, managers, accounting managers and accounting director of each business who play an important role in strategic planning and disclosure of information to the public should take CSR activities into account which is an important channel to communicate with the stakeholders. Thus, the businesses should be more aware of CSR during their operation process rather than after. In addition, this study demonstrated that CSR can lead to corporate image, organizational reputation, stakeholder acceptance and corporate sustainability.

## 6. Conclusion

This research examined the impacts of CSR and consequences of ISO 14000 businesses in Thailand. This study investigated each dimensions of CSR that are environmental protection, community and social development and human rights. The results of OLS regression reveal that some dimensions of CSR have significant positive influences on corporate image, organizational reputation, and stakeholder acceptance. Whereas all dimensions of CSR have significant positive influences on firm sustainability. Surprisingly, some of the results did not show significant relationship between community and social responsibility, corporate image and stakeholder acceptance; relationship between responsibility toward consumers, corporate image and organizational reputation; relationship between corporate image and firm sustainability. Therefore, future research should seek other antecedent and/or moderating variables that may affect CSR. Most importantly, further study is needed to conceptualize the measurement of some dimensions of CSR that are not significant in other contexts.

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