

Role of Social Responsibility in Enhancing Mental Image

Hassabo Ahmed Hassabo Adam

University of El Imam El Mahdi, Kosti, Sudan

Mohamed Siddig Mohamed Salih

Sudanese Sugar Company, Assalaya Sugar Factory, White Nile Sugar Estate, Khartoum, Sudan

This paper aimed at evaluating the level of implementation social responsibility in Assalaya Sugar Factory (ASF), Sudan, also recognizing the relationship between the social responsibility & mental image. The paper was gathered the data & information from 100 individuals as sample from the research population of 700 persons who are working in ASF in various jobs. According to the statistical analysis which has been carried out, the paper concluded to various findings, such as: ASF assigns job opportunities for overcoming the problem of idleness & ascertaining development & residing of citizens; at the same time, it does not improve salaries & wages of its employees to meet the requirements of variable living standards, whilst the notable recommendations are: ASF needs to adopt the modernized manufacturing styles for lessening nocuous industrial effects; also it has implemented to some extent the kinds of social responsibility such as: internal, external & institutional for enhancing its mental image.

Keywords: internal social responsibility, external social responsibility, institutional social responsibility, mental image & job opportunities

Introduction

It is noticed that, most of business organization focuses on maximizing its profitability, with less focusing on contributing on social responsibility for citizens' welfare, such as health care, education, water supply, besides the security & electric services. The economic development will be taking place after supplying the required materials, and the welfare of the society and environment (Karen, 1995). This social responsibility (SR) can be passive, by avoiding engaging in socially harmful acts, or active, also by performing activities that directly advance social goals; also SR must be inter-generational since the actions of one generation have significance securing the healthcare for those people who are living in rural areas or, and eliminate their bad financial condition, by economic development (Colette, Locatelli, & Brookes, 2017).

The Corporate Social Responsibility (CSR) is mainly focusing on the social & humanity role of private sector (companies) towards community's workforce service, while SR is dealing with public sector (governmental institutions) towards citizens' service.

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Hassabo Ahmed Hassabo Adam, PhD, Associate Professor, Business Admin. Dept., University of El Imam El Mahdi, Kosti, Sudan.

Mohamed Siddig Mohamed Salih, MSc Holder in Business Admin., Sudanese Sugar Company, Assalaya Sugar Factory, White Nile Sugar Estate, Khartoum, Sudan.

Correspondence concerning this article should be addressed to Hassabo Ahmed Hassabo Adam, Hassabo2007@gmail.com

CSR is considered as an important managements' thinking due to changes in organizations and social environment. Therefore, it aims to generate shared value in order to solve differing and competing stakeholders' interests (Pratima & Mark, 2014).

The success of any organization is depended on its image; good company is desired by all organizations. The mental image or mental representation is defined as what an individual can feel, hear, see, or taste in one's own mind. However, the inducement which creates the image is not actually seen, heard, felt, tasted, or smelt (Coon & Mitterer, 2011).

Paper Significance

The significance of this paper conducted the literature review related with variables of the title (social responsibility & mental image); also it can be an additive to the researches of social responsibility in collegiate library, and likewise this is the first research which has been accomplished in Assalaya Sugar Factory (ASF) Sudan.

Paper Objectives

This paper is aiming to ascertain the following objectives:

1. Evaluating the level of the social responsibility in ASF.
2. Recognition of relationship between the social responsibility & mental image.
3. Realizing the role of social responsibility in enhancing the mental image of ASF.

Paper Problem

The researchers noticed that, some of business organizations had liberated social responsibility promptness, although they had no clear understanding or constraints about social responsibility. The study of social responsibility which creates mental images for the organization is significant and administratively complicated, which is drew attention of the researchers and authors, although the studies and researches are still limited, particularly in Sudan and Arabic Countries. Therefore, the problem of this research can be read as follows:

What the role of SR in enhancing mental image of the organization?

Paper Hypotheses

In order to investigate about the research problem and to realize the questions which have been raised in the questionnaire and presented to the selected sample, the following hypotheses can be highlighted accordingly:

- H1: There is relationship between the institutional social responsibility & mental image in ASF (Sudan).
- H2: There is relationship between the internal social responsibility & mental image in ASF (Sudan).
- H3: There is relationship between the external social responsibility & mental image in ASF (Sudan).

Literature Review

This section has discussed in brief the literature pertinent with the variables of the title of this paper which are consisting of social responsibility and mental image, as follows:

SR Definitions

While there is no universal definition of corporate social responsibility, it generally refers to transparent business practices that are based on ethical values, compliance with legal requirements, and respect for people, communities, and the environment, picked from: https://pdf.usaid.gov/pdf_docs/Pnada498.pdf

According to Lugman (2015) said that the social responsibility has become an ambitious to all private and the public organizations that pursue to provide their employees theoretical and practical training on social responsibility. Moreover it was defined by Alsarefi (2007, p. 17) by referring to the American Administrators Association, as responding of corporate management of organizations for changing the expectations of consumers and putting general attention on the society by achieving continuous unique contributions of commercial activities for economic development.

On the other hand, the Corporate Social Responsibility (CSR) can be referred to Corporate Conscience, Corporate Citizen, or Sustainable Responsible Business (Visser, 2008); also CSR is a company's consideration of and response to issues beyond the narrow economic, technical, and legal requirements of the company to accomplish social and environmental benefits along with traditional economic gains (Aguilera, Rupp, Williams, & Ganapathi, 2007).

Moreover, CSR defined as the responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior, which is consistent with sustainable development and the welfare of society; takes into account the expectations of stakeholders (ISO 26000, Sydney, 2007).

Significance of SR

The social responsibility established an improvement in the current working conditions in business organizations and led to wide spread of cooperation and consistency between the different parties (Khamrah, 2007, p. 82).

Kinds of SR

As pointed out by Abu el Nasr (2015, pp. 37-38), SR has divided into the following kinds:

1. The Institutional Social Responsibility: It means self-responsibility of any institution, organization, or company towards the welfare of the whole society, by fulfilling of their needs and resolving their problems and contribution in development by economic & social projects.
2. The Internal Social Responsibility: It can be showed in contribution of any organization in developing the abilities of the employees and protecting them against any risks which may occur to them in the work environment and improving their level of living.
3. The External Social Responsibility: It can be showed in contribution of any organization in improving the employees' life, and participation in serving and developing the society.

CSR Implementation Challenges

The main reason of CSR implementation challenge was the high cost of employees and corporations' in adequate with financial resources to train the organization's staff (Jonker & Witte, 2006). Moreover, the core challenge in implementation of CSR was the difficulty in changing traditional business practices to CSR agenda that requires leaders' great commitment in managing and in changing their focus and behavior (Edelman, 2004). However, most current research pointed out to change which directed to greater favorable results; it could be linear process already done from the upper level of organizations, and descended uniformly across all levels referring to the specific plans (Duck, 2000).

Mental Images Definitions

The success of any organization is depended on the image of the organization, while understanding the

effect of corporate image on any organization needs understanding of various views of the mental image. The mental image (MI) plays significant role in organizations & companies, because of its positive effects on their general performance in various sides, owing to achieving the activities & tasks at right time, which can attract the attitudes & behaviors of the consumers & clients by good image.

The MI is a familiar aspect of most people's everyday experience (Brewer & Schommer, 2006). According to Boyd (2001), MI can be defined as the image of business organizations which contribute to improve behavior and individual situation of employees, while Smith (2001) emphasized that it is so essential for organizations to be distinguished from others in order to compete under the globalization conditions.

Furthermore, it is worth mentioning that organizations that provide the same service as banks and airlines companies are marked by high pattern of services provision. As pointed out by Goldsmith et al, (2000), the consumer's point of view about organization and provision of products and services would be influenced by organization reliability that is defined as believe in reliability and faithfulness of company and experience level and capacity for providing product/service which is demanded by the consumer.

Enhancing Company Image Through CSR

The organization's CSR practices will convey its organizational values, such as honesty, integrity, responsibility, and diversity to its employees; these practices will influence the employees' perception about their organization which will become the mental image of the employees known as corporate image (Chien, 2011). Most employees would agree that a company that is known for its SCR would have a better image than the other not has. It is often argued that the reason why organizations engaged in CSR at a certain level, not considering if the act is strategically motivated by commercial reasons (Moon, 2001).

Research Methodology

This section is contained the research methodology, tool for data collecting, and the sampling techniques, which are used to test the relationship between the role of Corporate Social Responsibility and their mental image. This paper used SR by refereeing to the variables which might occur in Sudanese Sugar Company in Sudan. As this current research has practical and impartial nature, the quantitative method is considered the best method for achieving research objectives concerning any study or research (Bell, Bryman, & Harley, 2018).

Furthermore, descriptive method has been used for determining changes and events which were related to the concepts of the variables of research topic, also used the historical methodizing to know the findings of the previous studies, besides the literature review which were related to the variables of the title of this paper; moreover, the researchers have used the standard deviation to measure responses from the distributed questionnaires; also, Chi square was also used for examining the rightness of the hypothesis; if it is exceeding the significant level (0.05) it will be accepted, and if not exceeded this level (0.05), the said hypothesis will be rejected.

The questionnaire form was adapted and changed contextually as per the outcome of the reviewer's comments after the test study, which collected from 20 respondents, which was done to ensure the appropriateness of the tool. The principal component analysis and confirmatory factor analysis were run to drop unjustified variables and to retain prominent drivers (Pallant, 2005).

The following statistical means have been used to make sure whether the questionnaire model is stabled or not:

1. Stability & reliability test: This concerned testing of the questions of the questionnaire in terms of the concept, formalizing & clarity; the reliability test was also used to ensure the trust worthiness of the questionnaire tool; if the values of Cronbach's Alpha at 0.80 or exceeding it, this will indicate acceptability of the internal reliability (Yang, 2005, pp. 181-199).

2. Stability & internal uniformity test: This standard means no mistakes in the measurements, and it means the internal uniformity between the phrases of the hypothesis which measure any variable, whilst stability means resulting same values if the same measurement repeated, by using Alpha-Cronbach given same results, and assuring the stability of the measurement.

Results

This paper has deployed the quantitative research approach for collecting the data & information from the selected sample comprised of 100 personnel from the whole research population of 700 persons, including engineers, technicians, and others supported administrative & financial staff who are working in Assalaya Sugar Factory (ASF), which was established in 1979 and it is one of the Sudanese Sugar Company factories, which is consisted of West of Sinnar, New Halfah, Algunaïd & Assalaya. The researchers have used the questionnaire tool which is covering three kinds of social responsibility such as: internal, external, & institutional. The questionnaire forms have been copied and distributed to the selected sample being 100, who were filled them with adequate data & information for statistical processes, as follows:

Table 1

Results of Alpha-Cronbach Test for the Hypotheses

No.	Hypothesis	Alpha-Cronbach
1	There is statistical relationship between institutional social responsibility & mental image in ASF.	0.85
2	There is statistical relationship between internal social responsibility & mental image in ASF.	0.82
3	There is statistical relationship between external social responsibility & mental image in ASF.	0.87
	General average	0.85

Source: The researchers, 2020.

As shown in Table 1, the average of the reliability of all hypotheses was 0.85, which is expressing the minimum value of Cronbach's Alpha more or less than 0.80; this reliability can be depended on it for ascertaining the research objectives.

After the assurance of stability & reliability of the questionnaire, the researchers had used the Statistical Package of Social Sciences (SPSS) for analyzing the gathered data and information, for identifying the percentage of acceptance and no acceptance of the hypotheses phrases, as follows:

Analyzing Phrases of the Hypothesis

H1: This hypothesis assumed: There is statistical relationship between institutional social responsibility & mental image in ASF.

As obviously shown in Table 2, the average of all agreed upon the phrases of the first hypothesis by the selected sample was 73.2%, whilst the average of the neutral from reply for the questionnaires was 11.6%, although the ratio of those who had disagreed for all hypothesis phrases was 15.2% only, these results reflecting the acceptance & rightness for the first hypothesis phrases.

Table 2

Frequency of the First Hypothesis Phrases

Phrase	Extremely agree		Agree		Neutral		Disagree		Extremely disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	28	28	41	41	15	15	12	12	4	4
2	28	28	54	54	11	11	4	4	3	3
3	32	32	44	44	5	5	14	14	5	5
4	17	17	50	50	14	14	16	16	3	3
5	18	18	54	54	13	13	10	10	5	5
Aver.		24.6%		48.6%		11.6%		11.2%		4%
General average		73.2%				11.6%		15.2%		

Source: The researchers from questionnaires data, 2020.

H2: This hypothesis assumed: There is statistical relationship between internal social responsibility & mental image in ASF.

Table 3

Frequency of the Second Hypothesis Phrases

Phrase	Extremely agree		Agree		Neutral		Disagree		Extremely disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	21	21	50	50	13	13	9	9	7	7
2	29	29	41	41	9	9	11	11	10	10
3	23	23	49	49	17	17	9	9	2	2
4	16	16	32	32	21	21	19	19	12	12
5	9	9	40	40	14	14	22	22	15	15
Aver.	19.6%		42.4%		14.8%		14%		9.2%	
General average		62%			14.8%		23.2%			

Source: The researchers from questionnaires data, 2020.

As obviously shown in Table 3, the average of all agreed upon the phrases of the first hypothesis by the selected sample was 63.2%, whilst the average of the neutral from reply for the questionnaires was 14.8%, although the ratio of those who had disagreed for all hypothesis phrases was 23% only, these results reflecting the acceptance & rightness for the second hypothesis phrases.

H3: This hypothesis assumed: There is statistical relationship between external social responsibility & mental image in ASF.

As obviously shown in Table 4, the average of all agreed upon the phrases of the first hypothesis by the selected sample was 44%, whilst the average of the neutral from reply for the questionnaires was 22.8%, although the ratio of those who had disagreed for all hypothesis phrases was 33.2% only, these results reflecting the acceptance & rightness for the third hypothesis phrases.

Table 5 indicated that the average mean of the first hypothesis phrases is 3.78, which is bigger than the assumed mean being 3, proving the acceptance of the selected sample for all quoted phrases which are pertaining to the first hypothesis. The average of the mean of all phrases is 3.78 whilst the average of standard deviation 1.05, which is revealing homogeneity & similarity of the replies of all respondents for the phrases of this hypothesis.

Table 4

Frequency of the Third Hypothesis Phrases

Phrase	Extremely agree		Agree		Neutral		Disagree		Extremely disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	10	10	40	40	24	24	19	19	7	7
2	4	4	4	4	4	4	57	57	31	31
3	16	16	43	43	27	27	11	11	3	3
4	19	19	45	45	17	17	14	14	5	5
5	4	4	35	35	42	42	14	14	5	5
Aver.		10.6%		33.4%		22.8%		23%		10.2%
General average		44%				22.8%		33.2%		

Source: The researchers from questionnaires data, 2020.

Table 5

Mean and Standard Deviation for the First Hypothesis Phrases

No.	Phrases	Mean	SD
1	ASF includes social responsibility activities in its financial budget.	3.77	1.10
2	ASF assigns job opportunities, for overcoming the problem of idleness & ascertaining development & residing of citizens.	4.00	0.91
3	ASF contributes in ascertaining the nutriment security by distributing sugar & other products for the citizens by suitable prices.	3.84	1.16
4	ASF has direct coordination with civil community organizations for repelling endemic diseases in the district.	3.62	1.04
5	ASF participates in the conservation of the surrounding environment with coordination by the local community.	3.69	1.04
General average		3.78	1.05

Source: The researchers from questionnaires data, 2020.

Table 6

Mean and Standard Deviation for the Second Hypothesis Phrases

No.	Phrases	Mean	SD
1	ASF prepares continuous training courses for its employees for developing their abilities & performance.	3.69	1.11
2	ASF provides its workforce with safety & security equipment for lessening the occupational risks & incidents of the work.	3.68	1.27
3	There was considerable focusing on woman rights in terms of motherhood & family guaranty by ASF.	3.06	1.26
4	ASF supports its workforce with money & provides them with food materials in occasions of pilgrimage & fasting.	3.82	0.95
5	ASF improves salaries & wages of its employees to meet the requirements of variable living standards.	3.21	1.26
General average		3.49	1.17

Source: The researchers from questionnaires data, 2020.

Table 6 indicated that the average mean of the second hypothesis phrases is 3.49, which is bigger than the assumed mean being 3, proving the acceptance of the selected sample for all quoted phrases which are pertaining to the first hypothesis. The average of the mean of all phrases is 3.49 whilst the average of standard deviation 1.17, which is revealing homogeneity & similarity of the replies of all respondents for the phrases of this hypothesis.

Table 7

Mean and Standard Deviation for the Third Hypothesis Phrases

No.	Phrases	Mean	SD
1	ASF adopts modernized manufacturing styles for lessening nocuous industrial effects.	3.27	1.09
2	ASF has established schools & preschool education for education of children of the employees & citizens in the surrounding district.	4.07	0.93
3	ASF has commitment towards the objectives of social responsibility & ascertaining the profitability objectives.	3.58	0.98
4	ASF supports the activities of culture, sport & welfare for its workforce & the citizens.	3.59	1.10
5	There were various services presents by ASF to the stakeholders, and convincing services to satisfy the variable desires of clients.	3.19	0.90
General average		3.54	1.00

Source: The researchers from questionnaires data, 2020.

Table 7 indicated that the average mean of the third hypothesis phrases is 3.54, which is bigger than the assumed mean being 3, proving the acceptance of the selected sample for all quoted phrases which are pertaining to the first hypothesis. The average of the mean of all phrases is 3.54 whilst the average of standard deviation 1.00, which is revealing homogeneity & similarity of the replies of all respondents for the phrases of this hypothesis.

Testing the Hypothesis

Table 8

Chi-Square for Testing the First Hypothesis

No.	Phrase	C-value	Table value	Df	P-value
1	ASF includes social responsibility activities in its financial budget.	11.18	15.20	4	0.000
2	ASF assigns job opportunities, for overcoming the problem of idleness & ascertaining development & residing of citizens.	18.30	15.20	4	0.000
3	ASF contributes in ascertaining the nutriment security by distributing sugar & other products for the citizens by suitable prices.	41.00	11.60	4	0.00
4	ASF has direct coordination with civil community organizations for repelling endemic diseases in the district.	29.10	14.94	4	0.000
5	ASF participates in the conservation of the surrounding environment with coordination by the local community.	26.50	8.10	4	0.000
General average		25.22	9.97	4	0.000

Source: The researchers from questionnaires data, 2020.

As shown in Table 8, the average of counted value (C-value) of Chi Square is 25.22 in comparison with the average of tabulation value (Table value) of Chi Square (9.97) & the probability value (P-value) (0.000); these results prove correctness & acceptance of the first hypothesis: There is statistical relationship between institutional social responsibility & mental image in ASF.

As shown in Table 9, the average of counted value (C-value) of chi square is 18.84 in comparison with the average of tabulation value (Table value) of Chi Square (13.79) & the probability value (P-value) (0.004); these results prove correctness & acceptance of the second hypothesis: There is statistical relationship between internal social responsibility & mental image in ASF.

As shown in Table 10, the average of counted value (C-value) of chi square is 30.88 in comparison with the average of tabulation value (Table value) of Chi Square (15.79) & the probability value (P-value) (0.000);

these results prove correctness & acceptance of the third hypothesis: There is statistical relationship between external social responsibility & mental image in ASF.

Table 9

Chi-Square for Testing the Second Hypothesis

No.	Phrase	C-value	Table value	Df	P-value
1	ASF prepares continuous training courses for its employees for developing their abilities & performance.	15.50	7.21	4	0.000
2	ASF provides its workforce with safety & security equipment for lessening the occupational risks & incidents of the work.	7.00	5.16	4	0.000
3	There was considerable focusing on woman rights in terms of motherhood & family guaranty by ASF.	38.30	10.19	4	0.000
4	ASF supports its workforce with money & provides them food materials in occasions of pilgrimage & fasting.	10.20	20.34	4	0.000
5	ASF improves salaries & wages of its employees to meet the requirements of variable living standards.	23.20	26.07	4	0.020
General average		18.84	13.79	4	0.004

Source: The researchers from questionnaires data, 2020.

Table 10

Chi-Square for Testing the Second Hypothesis

No.	Phrase	C-value	Table value	Df	P-value
1	ASF adopts modernized manufacturing styles for lessening nocuous industrial effects.	33.5	10.14	4	0.00
2	ASF has established schools & preschool education for education of children of the employees & citizens in the surrounding district.	41.8	10.14	4	0.00
3	ASF has commitment towards the objectives of social responsibility & ascertaining the profitability objectives.	22.8	20.08	4	0.00
4	ASF supports the activities of culture, sport & welfare for its workforce & the citizens.	30.3	13.28	4	0.00
5	There were various services presents by ASF to the stakeholders, and convincing services to satisfy the variable desires of clients.	26.0	25.32	4	0.00
General average		30.88	15.79	4	0.000

Source: The researchers from questionnaires data, 2020.

Discussion

In this section the researcher described the results of pertinent researches, and compared them with the presented paper, as follows:

As showed by Mohamed (2020), the findings revealed a number of results such as a progressive relationship between the social responsibility and mental image, whilst this paper recommended that Sudanese Sugar Company in general and ASF particularly should exert more efforts for managing their mental images of three types, while the results of Pedrero, Cortés-García, and Jiménez-Castillo (2019) study showed that CSR has positive effect on financial performance, improved the performance of exports, effected on the corporate image and reputation, and increased the level of satisfaction of relevant stakeholders, whilst this paper showed that mental image was result of fulfilling on SR kinds such as institutional, internal, & external social responsibilities.

According to Al Mahmoud, Mikho Qelo, and Ramadhan Al-Sharvany (2019), the main findings showed that the mental image of the investigated organizations acquired most of their characteristics from the

innovative value and their dimensions. The researchers recommended that, the organizations can adopt culture of creativity in dealing with the employees by enabling them to work independently and contribute by their innovative thoughts, which reflect positively on the mental image for these organizations. This result supported the social institutional responsibility for ASF towards the local community.

The findings of the study of Aseghehey (2018) revealed that Karlstad Bus Department (KBD) biggest challenge faced during CSR implementation was the higher CSR investment cost. KBD is socially responsible and considered CSR in its investment decision and continues to fulfill the needs and requirements of the environment and the society, whilst this paper showed ASF should include social responsibility in its financial budget in order to prevent turnover of its workforce.

According to Ali and Mahmoud (2017), this study recommended that the decision-makers should apply the social responsibility inside and outside the organization to improve the mental image of the company; this paper recommended ASF has to sale its products to the citizens of the surrounding area, at suitable cost and marginal profit for showing good image and gaining good reputation.

The study of Yilmazdogan, Seçilmiş, and Çiçek (2014) showed significant and positive relationship between students' intention to work in sector; this paper pointed out that ASF managers treat the workers and the staff equally, depending on their real performance bases on achieving tasks which were allocated to them; this is reflecting on job satisfaction and organizational loyalty, on the other hand this result proving implementation of internal social responsibility in ASF towards its employees.

The study of El Jack (2014) concluded to some findings: The said organizations contributed in solving the problem of scarcity of drinking water; and focused on health care; this study recommended the necessity of contributing the existing organizations in sustainable development; this study to some extent agreed with the current paper in terms of focusing balanced development for local region in order to feel with welfare. This result supported the external social responsibility for ASF in contribution in developing the local community and improvement of the living for its workforce.

Furthermore, the study of Mandina, Maravire, and Masere (2014) has concluded with some findings, such as philanthropic activities enhancing company image as well as relations between an organization and its surrounding community. This paper recommended that ASF could put more investment on the other kinds of SR, such as institutional, internal, & external. These social responsibilities which may implement by ASF will attract the potential workforce and retain the current ones, and may also have effects on their performance and life quality while they are not at work or on vacation.

Findings

Based on the outcomes of the statistical analysis & literature review, the research has come with the following findings:

1. ASF assigns job opportunities, for overcoming the problem of idleness & ascertaining development & residing of citizens.
2. ASF has established schools & preschool education for education of children of the employees & citizens in the surrounding region.
3. ASF contributes in ascertaining the nutriment security by distributing sugar & other products for the citizens by suitable prices.

4. ASF supports its workforce with money & provides them with food materials in occasions of pilgrimage & fasting.
5. There was no considerable focusing on woman rights in terms of motherhood & family guaranty by ASF.
6. ASF does not improve the salaries & wages of its employees according to requirements of variable living.
7. There were no various services presented by ASF to the stakeholders, and no convincing services to satisfy the variable desires of clients
8. There were no modernized manufacturing styles in ASF for lessening the nocuous industrial effects.

Recommendations

In the light of the findings, the researchers recommend the following:

1. It necessary to improve the salaries & wages of the employees according to requirements of variable living by ASF.
2. Tolerance of commitment of modernized manufacturing styles by ASF for lessening nocuous industrial effects.
3. ASF should focus on presenting various services to the stakeholders, and the services which can satisfy the variable desires of the clients.
4. ASF has to put considerable focusing on woman rights which is pertaining the motherhood & family guaranty.
5. ASF needs to have commitment towards the objectives of social responsibility along with ascertaining the profitability objectives.
6. It is necessary for ASF to support the activities of the culture, sport, & welfare for its workforce & the citizens.
7. ASF has to have direct coordination with civil community organizations for repelling endemic diseases in the district.
8. It is necessary to provide the workforce with safety & security equipment by ASF for lessening the institutional risks & incidents of the work.

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