

THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON BUSINESS LONGEVITY: A COMPREHENSIVE ANALYSIS OF ENTERPRISE STRATEGY

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Abstract

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This study explores the relationship between corporate social responsibility (CSR) and business longevity across economic, social, and environmental dimensions. Data from a survey of 319 managers in Kosovo revealed significant positive correlations between CSR practices and business longevity. Similarly, the environmental dimension confirms that sustainable practices such as waste reduction and energy efficiency play a crucial role in achieving long-term sustainability. These findings align with recent research highlighting the financial and reputational benefits of economic CSR initiatives. The social dimension emerged as particularly influential, emphasizing the importance of employee welfare, community involvement, and customer satisfaction in sustaining operations over time. Overall, the study provides valuable insights into how CSR, when applied across economic, social, and environmental areas, can enhance business resilience and competitiveness. Companies that embrace effective CSR strategies not only advance sustainability goals but also secure stronger positions in the market.

Keywords: Corporate Social Responsibility, CSR, Business Longevity, Kosovo

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1. INTRODUCTION

In today's dynamic business environment, corporate social responsibility (CSR) has become essential for long-term success. CSR involves a company's commitment to ethical practices and sustainable

development across social, economic, and environmental dimensions. Recent research underscores that CSR not only enhances corporate reputation but also contributes to long-term business sustainability (Aguinis & Glavas, 2019). CSR practices that focus on social, environmental, and

economic issues can help businesses gain a competitive edge and align their goals with societal needs, thus promoting long-term growth and resilience. For example, CSR disclosures have been empirically linked to improved financial performance, especially when firms effectively leverage intangible resources (Aspal et al., 2023). Furthermore, studies highlight the growing importance of CSR in emerging markets, where companies are increasingly recognizing the potential for CSR to boost their market position and sustainability (Nimani et al., 2022). These findings highlight that CSR is becoming a fundamental component in business strategies, particularly in regions where corporate practices are still developing.

Aguinis and Glavas (2019) emphasize that integrating CSR into core business strategies can align economic and societal benefits, thereby supporting operational longevity. This is supported by Porter and Kramer's (2011) concept of creating shared value (CSV), which links business success with social progress. Carroll's (1991) pyramid of CSR highlights the importance of a multi-faceted approach, impacting business durability. Furthermore, Elkington's (1999) triple bottom line approach continues to be relevant, stressing the need to balance social, environmental, and economic outcomes. Recent studies, such as those by García-Sánchez et al. (2021), build on these foundations by exploring how CSR practices influence organizational performance and resilience. In this context, CSR practices are not only linked to improving firm performance but also to modifying the social contribution value per share, further emphasizing their strategic role in business success (So, 2021). Additionally, a recent bibliometric analysis by Suhartati et al. (2024) highlights the evolving relationship between CSR and firm value, underlining how CSR activities, when properly implemented, can significantly increase a firm's value and long-term viability.

Despite these valuable insights, there remains a significant gap in the literature regarding the direct relationship between CSR practices and business longevity. While many studies have focused on the immediate benefits of CSR, such as enhanced reputation and improved financial performance, there is limited empirical evidence linking CSR practices to the long-term sustainability and survival of businesses. Furthermore, while the general impact of CSR on organizational performance is widely recognized, few studies have dissected how each CSR dimension (economic, social, and environmental) individually affects business longevity. This gap is particularly relevant in emerging markets, such as Kosovo, where CSR practices are still evolving, and their impact on business sustainability is underexplored.

This study aims to fill this gap by investigating how CSR practices across three key dimensions (economic, social, and environmental) relate to the longevity of businesses in Kosovo. Specifically, the research aims to examine how responsible sourcing, community engagement, environmental sustainability, and employee welfare practices influence the long-term survival and success of companies. The central research questions guiding this study are:

RQ1: How do economic-dimension CSR practices (e.g., responsible sourcing, fair trade) influence business longevity in Kosovo?

RQ2: What role do social CSR practices (e.g., employee welfare, community engagement) play in enhancing business longevity?

RQ3: How do environmental CSR practices (e.g., waste reduction, energy efficiency) contribute to long-term business success in Kosovo?

To address these questions, this study applies a stakeholder theory framework by Freeman (1984), which posits that businesses must create value for all stakeholders (employees, customers, communities, and the environment) to achieve long-term success. This theory is complemented by Elkington's triple bottom line, which emphasizes the need to balance economic, social, and environmental goals to achieve sustainable business practices (Elkington, 1999). By using these frameworks, the study explores how businesses in Kosovo can implement CSR practices that align with these broader societal goals while ensuring their own longevity.

The relevance and significance of this study lie in its potential to enhance our understanding of CSR's role in business sustainability, particularly in the context of an emerging market like Kosovo. While CSR is gaining traction in the region, there is a lack of empirical research on how these practices influence long-term business survival. The findings of this study are expected to provide valuable insights for business leaders, policymakers, and scholars by offering evidence-based recommendations for integrating CSR into business strategies to ensure sustainable growth.

The research employs a quantitative methodology, using data collected through a survey of 319 managers from businesses operating in Kosovo. The survey investigates the implementation of CSR practices in the economic, social, and environmental dimensions and correlates these practices with perceived business longevity. Spearman's rank correlation is used to analyze the data and identify significant relationships between CSR practices and business survival.

The main findings of this study reveal that CSR practices across all three dimensions have a significant positive correlation with business longevity. Specifically, the social dimension (Spearman correlation coefficient $\rho = 0.275$, $p < 0.0001$) showed the strongest positive correlation, followed by the environmental ($\rho = 0.225$, $p < 0.0001$) and economic ($\rho = 0.150$, $p = 0.007$) dimensions. These results suggest that businesses that prioritize employee welfare, community engagement, and sustainability are more likely to achieve long-term success in the Kosovo market.

In conclusion, this study makes an important contribution to the literature by linking CSR practices with business longevity in an emerging market. It offers insights into how companies can adopt more sustainable practices to not only enhance their competitive position but also ensure long-term survival and success. Moreover, the study provides practical recommendations for businesses in Kosovo and similar contexts, highlighting the importance of integrating CSR into their core strategies for sustained growth.

The structure of this paper is as follows. Section 2 reviews the relevant literature on CSR and its impact on business longevity, highlighting the three key dimensions of CSR: economic, social, and environmental. It also discusses theoretical frameworks such as stakeholder theory, CSV, and the triple bottom line approach. Section 3 presents the methodology used in this study, detailing the survey design, data collection process,

and analytical techniques applied to assess the relationship between CSR practices and business longevity. Section 4 presents the results of the empirical analysis are discussed, focusing on the correlations between CSR dimensions and business longevity. Section 5 discusses the findings. Section 6 concludes the paper by summarizing the findings, offering recommendations for businesses in Kosovo, and suggesting directions for future research.

2. LITERATURE REVIEW

CSR has evolved significantly over the years, and its definitions have broadened to reflect changing societal expectations and business practices. Aguinis and Glavas (2019) provide a contemporary view of CSR, defining it as a set of actions that organizations undertake to address social, environmental, and economic impacts in a manner that aligns with their business operations and stakeholder expectations. They emphasize the importance of CSR in organizational sensemaking and its integration into managerial practices. Lepoutre and Heene (2006) offer a comprehensive review of CSR definitions, highlighting the concept's dynamic nature. They argue that CSR should be understood not just as a set of isolated practices but as a strategic approach that involves aligning business goals with societal needs. This definition reflects the ongoing evolution of CSR, as it increasingly incorporates stakeholder engagement and sustainability considerations.

CSR remains highly relevant in today's business landscape due to its significant influence on organizational performance and broader societal outcomes. Recent analyses highlight emerging trends in CSR and emphasize its growing role in tackling contemporary business challenges. They argue that CSR has become integral to corporate strategy, influencing brand reputation, employee satisfaction, and customer loyalty. Their research highlights the growing recognition of CSR as a crucial component for achieving competitive advantage and long-term success. Maon et al. (2009) further explore the significance of CSR, noting its expanded role in strategic management. They emphasize that CSR is no longer just about compliance or philanthropy but has become a core element of business strategy that drives innovation and fosters resilience. Their study outlines how CSR practices contribute to organizational sustainability and highlight their relevance in navigating complex business environments.

CSR is increasingly recognized as a key factor influencing the longevity and sustainability of businesses. Recent research underscores the multifaceted ways in which CSR practices contribute to long-term business success. A growing body of evidence highlights the positive impact of CSR on business longevity. Mackey et al. (2007) provide empirical evidence demonstrating that firms with robust CSR practices are more likely to experience prolonged operational success. Their study, which encompasses various global case studies, suggests that CSR initiatives contribute to business longevity by enhancing corporate reputation, improving stakeholder relationships, and fostering greater resilience against market fluctuations.

Recent literature continues to support the idea that CSR has a direct positive influence on business longevity. For example, García-Sánchez et al. (2021) demonstrate how CSR practices contribute to the financial sustainability of firms, showing that

socially responsible firms are more likely to develop long-term strategic partnerships and retain loyal customers.

2.1. Social dimension of corporate social responsibility

The social dimension of CSR concerns a company's impact on its stakeholders, including employees, customers, and communities. This dimension involves labor practices, human rights, and community engagement. Stakeholder theory (Freeman, 1984) emphasizes the need for businesses to address the interests and concerns of all stakeholders. This perspective suggests that CSR activities should go beyond profit maximization to include ethical treatment and positive contributions to society. Similarly, social contract theory (Donaldson & Dunfee, 1999) posits that businesses are bound by an implicit social contract to act ethically and support societal well-being.

Recent research underscores the importance of social responsibility in enhancing organizational outcomes. Aguilera et al. (2007) find that firms actively engaging in social CSR practices can achieve better employee performance and higher levels of organizational commitment. Additionally, Dapi and Phiri (2015) demonstrate that effective community engagement and social initiatives can significantly enhance customer loyalty and brand trust, highlighting the impact of social CSR on consumer perceptions and business success.

2.2. Environmental dimension of corporate social responsibility

The environmental dimension of CSR focuses on a company's impact on the natural environment, including sustainable resource use, waste management, and reducing carbon footprints. The Brundtland Report of the United Nations (1987) advocates for meeting present needs without compromising future generations' ability to meet their own needs, forming a foundational principle for environmental CSR. Environmental management systems (International Organization for Standardization [ISO], 2015) offer a framework for managing environmental responsibilities and ensuring regulatory compliance.

Recent studies highlight the economic and competitive advantages of environmental CSR practices. Zhu et al. (2011) show that companies implementing green technologies and sustainable practices can achieve significant cost savings and enhance their market position.

2.3. Economic dimension of corporate social responsibility

The economic dimension of CSR deals with a company's financial performance and economic impact, including profitability, growth, and contributions to economic development. Porter and Kramer (2011) argue that businesses can create economic value while addressing societal challenges, aligning business success with social progress. The triple bottom line (Elkington, 1999) emphasizes the need to balance social, environmental, and economic outcomes to achieve sustainability.

Empirical evidence supports the positive effects of CSR on financial performance. Lins et al. (2016) demonstrate that firms with strong CSR

commitments experience improved financial performance and shareholder value. Giannarakis et al. (2016) further indicate that CSR activities, particularly those focusing on economic aspects, contribute to long-term financial stability and competitive advantage. The economic dimension of CSR is crucial for ensuring that a company remains

financially viable and resilient to market changes, which directly impact business longevity.

The research hypotheses are as follows:

H1: There is a significant positive correlation between CSR and business longevity.

H2: There is no significant correlation between CSR and business longevity.

Figure 1. Conceptual framework



3. RESEARCH METHODOLOGY

This study employs a quantitative research design to examine the impact of CSR on business longevity. Specifically, the research focuses on three main dimensions of CSR – economic, social, and environmental, and their respective effects on business longevity within different economic sectors in Kosovo. The study targeted managers from three key sectors of the economy: production, trade, and services. A total of 319 managers were surveyed, selected through stratified random sampling to ensure representation across the different sectors. This method enables a comprehensive view of CSR practices and their impact on business sustainability across these sectors.

To analyze the relationship between CSR practices and business longevity, the study employed the Spearman correlation test. This non-parametric test was chosen due to the non-normal distribution of the data. The rho was used to assess the strength and direction of the association between the three CSR dimensions (independent variables) and *business longevity* (dependent variable). The *business longevity* variable was operationalized using metrics such as *operational years*, measuring the duration of time companies have been in operation.

The research adhered to ethical guidelines to ensure the confidentiality and anonymity of respondents. Informed consent was obtained from all participants, and they were assured that their responses would be used solely for academic purposes. The study also complied with institutional ethical standards and guidelines.

Several limitations were acknowledged in the study. For example, the use of self-reported data may introduce response bias, as managers may present their CSR practices in a more favorable light. Additionally, the study's focus on Kosovo may limit the generalizability of the findings to other regions with different economic and regulatory environments.

To enhance the validity and reliability of the findings, the questionnaire was pre-tested with a small sample of managers to ensure clarity and relevance. The reliability of the scales used in the survey was assessed using Cronbach's alpha, with acceptable levels indicating consistent measurement across the study variables.

While this study adopts a quantitative approach using surveys and Spearman's correlation for data analysis, other research methodologies could also be suitable for exploring the relationship between CSR and *business longevity*. A mixed-methods research design would combine both quantitative and qualitative approaches. This method would provide the strengths of both methods. Numerical analysis and deeper contextual insights. For instance,

the study could start with a survey (quantitative data) to establish general trends and relationships, followed by interviews (qualitative data) to gain deeper insights into the specific mechanisms behind the observed CSR impacts on *business longevity*.

A longitudinal research design could be another alternative, particularly useful for understanding the long-term effects of CSR on *business longevity*. This approach would track changes in CSR practices and business performance over a period of time (e.g., several years).

By conducting surveys or interviews at multiple points during the study, researchers could measure how evolving CSR practices impact business sustainability and longevity over time, providing valuable insights into the temporal dynamics of CSR's effects.

The quantitative approach chosen for this study is appropriate given the research aim of examining the correlation between CSR practices and *business longevity*. The use of a survey-based design ensures that data can be gathered from a large number of firms, providing a broad overview of CSR practices across sectors in Kosovo. Moreover, the Spearman correlation test is suitable for assessing non-normally distributed data, making it ideal for the current dataset.

4. RESULTS

4.1. Descriptive statistics

A total of 319 respondents participated in the study. Among these, 113 (35.4%) were women and 206 (64.6%) were men. The average age of the respondents was 40 years. In terms of educational attainment, the distribution was as follows: primary education: 11 respondents (3.4%), secondary education: 163 respondents (51.1%), bachelor's degree: 117 respondents (36.7%), master's degree: 28 respondents (8.8%), doctorate: none.

Descriptive statistics for the sample of 319 managers were calculated to summarize the data. The average ratings for the economic, social, and environmental dimensions of CSR, along with their respective standard deviations, provided an overview of the respondents' perceptions and the variation within the sample.

Table 1. Enterprises by sector

	Sector	Frequency	Percentage (%)	Valid percentage (%)
Valid	Production	85	26.6	26.6
	Trade	96	30.1	30.1
	Service	129	40.4	40.4
	Missing	9	2.8	2.8
	Total	319	100.0	100.0

Source: Author's elaboration.

Table 1 presents data on 319 enterprises categorized into three sectors: production sector: 85 enterprises (26.6%), trade sector: 96 enterprises (30.1%), service sector: 129 enterprises (40.4%), while nine of them are not categorized, indicating incomplete data or missing information.

Table 2. Economic dimension of corporate social responsibility

Questions	Totally disagree		Disagree		Neutral		Agree		Totally agree		No answer	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
Our company has worked with government officials to protect the company's interests.	11	34.8	108	33.9	45	14.1	45	14.1	10	3.1	0	0.0
Our company reduced input costs for the same level of results.	89	27.9	137	42.9	44	13.8	42	13.2	4	1.3	3	0.9
Our company sells product residues for income.	97	30.4	141	44.2	33	10.3	30	9.4	17	5.3	1	0.3

Source: Author's elaboration.

From Table 2, the following insights can be drawn regarding the *economic dimension* of CSR practices among Kosovar companies.

Collaboration with government officials: A significant portion of respondents, 34.8%, strongly disagree, and 33.9% disagree that their companies work with government officials to protect their interests. This indicates a lack of active collaboration with government entities, suggesting that companies in Kosovo may not prioritize or have the resources for engaging with government officials as part of their CSR strategies.

Reduction of input costs: A substantial proportion of respondents, 42.9%, disagree with the statement that their companies have reduced input costs while maintaining the same level of output. This suggests that companies may face challenges in implementing cost-saving measures or may not be focusing heavily on improving

operational efficiency through CSR practices. Only 13.2% of respondents agreed, while 27.9% strongly disagreed.

Sale of product residues for income: In terms of selling product residues for additional income, the majority of companies appear to be disengaged from this practice, with 30.4% of respondents strongly disagreeing and 44.2% disagreeing. This suggests a minimal effort by companies to leverage waste products for financial benefit, indicating room for improvement in adopting more circular economy practices or resource efficiency strategies.

In conclusion, the responses indicate that Kosovar companies generally do not prioritize economic CSR practices such as government collaboration, cost reduction, or the sale of product residues. These findings suggest that more efforts could be made by companies to enhance their economic sustainability through these practices.

Table 3. Social dimension of corporate social responsibility

Questions	Totally disagree		Disagree		Neutral		Agree		Totally agree		No answer	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
Our company considered the interests of interested parties for investment by creating an official dialogue.	85	26.6%	115	36.1	73	22.9	26	8.2	19	6.0	1	0.3
Our company communicates the firm's environmental impacts and risks to the public.	57	17.9	106	33.2	66	20.7	56	17.6	33	10.3	1	0.3
Our company improves the health and safety of employees and the community.	18	5.6	67	21.0	67	21.0	93	29.2	73	22.9	1	0.3
Our company protects the claims and rights of the local community.	12	3.8	57	17.9	79	24.8	133	41.7	36	11.3	2	0.6
Our company recognizes and acts as necessary to finance local community initiatives.	16	5.0	60	18.8	91	28.5	117	36.7	35	11.0	0	0.0

Source: Author's elaboration.

From Table 3, the following insights emerge regarding the *social dimension* of CSR practices among Kosovar companies.

Consideration of stakeholder interests in investment decisions: A significant portion of

respondents, 26.6% totally disagree, and 36.1% disagree with the statement that their companies create official dialogues to consider the interests of stakeholders in investment decisions. This indicates that many companies in Kosovo do not actively

engage stakeholders in their investment decision-making processes, which could limit the effectiveness of their social CSR efforts. Only 6.0% totally agree, suggesting that stakeholder engagement in investments is not a common practice.

Communication of environmental impacts and risks: The majority of respondents, 33.2%, disagree, and 17.9% totally disagree that their companies communicate their environmental impacts and risks to the public. This highlights a lack of transparency and communication regarding environmental issues. Although 17.6% agree, the general trend suggests that companies may be falling short in disclosing or addressing their environmental impact in an open and communicative manner.

Health and safety of employees and the community: 29.2% of respondents agree, and 22.9% totally agree that their companies improve the health and safety of employees and the community. This shows a strong commitment to improving employee welfare and safety standards. The relatively high levels of agreement suggest that health and safety are significant focus areas for companies, reflecting a positive aspect of their social responsibility efforts.

Protection of local community rights and claims: A considerable portion of respondents, 41.7%, agree that their companies protect the claims and rights of the local community, while 11.3% totally agree. This indicates a strong emphasis on community rights, suggesting that many companies in Kosovo are dedicated to ensuring that local communities are supported and their rights are protected. However, 17.9% disagree, and 3.8% totally disagree, indicating that some companies may not fully prioritize community welfare.

Financing local community initiatives: In terms of financing local community initiatives, 36.7% of respondents agree, and 11.0% totally agree, showing that many companies recognize the importance of investing in local community projects. While 28.5% are neutral, this generally positive response suggests that Kosovar companies are willing to invest in their local communities, although the extent of this investment may vary across firms.

The *social dimension* of CSR in Kosovo reveals several important insights: Stakeholder engagement in investment decisions is lacking, suggesting that companies may not prioritize or formalize relationships with external stakeholders in their strategic planning.

Communication on environmental impacts is also inadequate, indicating a need for companies to improve transparency and environmental reporting.

On the positive side, health and safety improvements for employees and the community are high priorities, with many companies demonstrating commitment to this area.

Protection of local community rights and the financing of community initiatives are well-represented, indicating a strong focus on social welfare, although these efforts could be further enhanced.

In conclusion, the *social dimension* of CSR in Kosovo shows that while there is considerable progress in certain areas (e.g., health and safety, community rights), there are still gaps, particularly in terms of stakeholder engagement and environmental communication. Further emphasis on these areas could strengthen the overall CSR performance of businesses.

Table 4. Environmental dimension of corporate social responsibility

Questions	Totally disagree		Disagree		Neutral		Agree		Totally agree		No answer	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
The company selected inputs from sources that are repaired or regenerated.	57	17.9	56	17.6	69	21.6	80	25.1	57	17.9	0	0.0
Our company reduced the environmental impacts of the production process or eliminated processes that harm the environment.	17	5.3	47	14.7	54	16.9	105	32.9	93	29.2	3	0.9
Our company reduced operations in environmentally sensitive locations.	11	3.4	53	16.6	55	17.2	99	31.0	98	30.7	3	0.9
Our company reduced the possibility of environmental accidents through process improvement.	17	5.3	40	12.5	89	27.9	96	30.1	74	23.2	3	0.9
Our company reduced waste by streamlining processes.	20	6.3	37	11.6	101	31.7	85	26.6	72	22.6	4	1.3
The company used the waste as input for its own processes.	53	16.6	83	26.0	68	21.3	51	16.0	55	17.2	9	2.8
Our company disposes of waste responsibly.	11	3.4	10	3.1	45	14.1	76	23.8	173	54.2	4	1.3

Source: Author's elaboration.

From Table 4, the following key insights emerge regarding the *environmental dimension* of CSR practices among companies in Kosovo.

Use of recycled or regenerated inputs: A significant number of respondents, 17.9% totally disagree, and 17.6% disagree that their companies select inputs from recycled or regenerated sources. Only 25.1% agree, and 17.9% totally agree. This suggests that most companies in Kosovo do not prioritize using sustainable or recycled inputs in their production processes. There is a need for more focus on sustainable sourcing to improve environmental impact.

Reduction of environmental impacts and elimination of harmful processes: The majority of respondents, 32.9%, agree, and 29.2% totally agree that their companies have taken steps to reduce the environmental impacts of production or have eliminated harmful processes. This reflects a strong commitment to environmental responsibility, with many companies working to mitigate their environmental footprint through operational adjustments.

Reduction of operations in environmentally sensitive locations: 31.0% of respondents agree, and 30.7% totally agree that their companies have reduced operations in environmentally sensitive areas. This indicates that a substantial proportion of businesses are mindful of the environmental sensitivity of their locations, and they are making efforts to limit their operations in such areas.

Reduction of environmental accidents through process improvement: A significant number of respondents, 30.1%, agree, and 23.2% totally agree that their companies have worked to reduce environmental accidents through process improvement. While the response is somewhat positive, the relatively low percentages compared to other statements indicate that process improvements to reduce environmental accidents may not be prioritized or well-implemented across all companies.

Reduction of waste through streamlining processes: A considerable proportion of respondents, 26.6% agree, and 22.6% totally agree that their companies have reduced waste by streamlining processes. While 31.7% remain neutral, the results suggest that many companies have made efforts to optimize their operations and reduce waste, which is a key part of environmental sustainability. However, a substantial proportion of companies still have room for improvement in this area.

Use of waste as input for internal processes: 26.0% disagree, and 16.6% totally disagree that their companies use waste as input for their own processes. Only 16.0% agree, and 17.2% totally agree. This suggests that few companies are utilizing waste as a resource within their operations, which could be an opportunity for improvement in the area of circular economy practices.

Responsible waste disposal: A strong commitment to responsible waste disposal is evident, with 54.2% totally agreeing and 23.8% agreeing that their companies dispose of waste responsibly. The high percentages of agreement highlight that most companies in Kosovo are adhering to best practices in waste disposal, which is a critical aspect of environmental sustainability.

The environmental dimension of CSR in Kosovo presents a mixed picture: Efforts to reduce environmental impacts and eliminate harmful

processes are relatively strong, with many companies making significant strides in these areas.

However, there is limited emphasis on using recycled or regenerated inputs, with few companies prioritizing waste reuse or incorporating circular economy practices.

The reduction of operations in environmentally sensitive locations and process improvements to prevent environmental accidents show promising results, but could be further enhanced.

Waste disposal is generally well-handled by companies, reflecting a positive commitment to responsible waste management.

In conclusion, while Kosovo's companies demonstrate some commendable efforts in environmental CSR practices, areas such as sustainable sourcing, waste reuse, and accident reduction through process improvements could benefit from further attention to strengthen their overall environmental responsibility.

4.2. Correlation analysis

The Spearman's correlation analysis in Table 5 evaluates the relationship between CSR dimensions (economic, social, and environmental) and *business longevity*. The results provide valuable insights into the strength and direction of these associations, indicating the following.

The *economic dimension* of CSR is positively correlated 0.150 ($p = 0.007$) with *business longevity*, with a moderate positive relationship. This suggests that companies engaged in economic CSR activities such as improving operational efficiency, cost reduction, and optimizing resource allocation tend to experience better *business longevity*. The result is statistically significant at the 0.01 level ($p = 0.007$), indicating a reliable association.

Table 5. Spearman correlation coefficient related to CSR and *business longevity*

	<i>Spearman's rho</i>	<i>Business longevity</i>
<i>Economic dimension</i>	Correlation coefficient	0.150**
	Sig. (2-tailed)	0.007
	N	317
<i>Social dimension</i>	Correlation coefficient	0.275**
	Sig. (2-tailed)	0.000
	N	317
<i>Environmental dimension</i>	Correlation coefficient	0.225**
	Sig. (2-tailed)	0.000
	N	317

Note: ** Correlation is significant at the 0.01 level (2-tailed).

Source: Author's elaboration.

While the positive correlation between economic CSR activities and *business longevity* is significant, it is relatively weaker compared to the other two dimensions. This could reflect the fact that economic practices, although critical, might not be as directly impactful on longevity as social and environmental factors.

The *social dimension* exhibits a stronger positive correlation of 0.275 ($p < 0.0001$) with *business longevity*. This indicates that companies that engage in social CSR activities, such as employee welfare, community support, and stakeholder engagement, are likely to experience enhanced sustainability and longer business lifespans. The correlation is highly significant ($p < 0.0001$),

suggesting that social responsibility plays a major role in improving the longevity of businesses.

The strongest correlation is observed with the *social dimension*, highlighting the importance of employee and community welfare, ethical business practices, and stakeholder relations in ensuring long-term business success. Companies investing in these areas tend to see longer lifespans and better sustainability outcomes.

The *environmental dimension* shows a positive correlation of 0.225 ($p < 0.0001$) with *business longevity*, indicating that companies that invest in sustainable practices, reduce environmental impact, and comply with environmental regulations are more likely to achieve sustained business growth. The significance level ($p < 0.0001$) suggests that the relationship is statistically significant and supports the idea that environmental responsibility contributes positively to *business longevity*.

The *environmental dimension* also shows a positive correlation with *business longevity*, albeit slightly weaker than the *social dimension*. This suggests that environmental sustainability is a key contributor to longevity, but its influence may vary depending on industry and context.

The correlation analysis confirms that CSR, particularly the social and *environmental dimensions*, plays a critical role in fostering *business longevity*. Companies that adopt comprehensive CSR strategies across these three dimensions are more likely to experience sustained success. The findings support the hypothesis that integrating CSR into business practices significantly enhances sustainability and longevity outcomes.

5. DISCUSSION

This study investigated the relationship between CSR and *business longevity* across three critical dimensions — economic, social, and environmental. The analysis of data from 319 managers in Kosovo revealed significant positive correlations between CSR practices and *business longevity*, supporting the hypothesis that comprehensive CSR strategies contribute to improved business sustainability and longevity.

Economic dimension: The positive correlation between the *economic dimension* of CSR and *business longevity* ($\rho = 0.150$, $p = 0.007$) suggests that practices focused on responsible sourcing, fair trade, and investment in local communities can significantly enhance the longevity of businesses. This finding is consistent with existing literature, which highlights that economically-oriented CSR practices not only improve financial performance but also foster long-term sustainability by enhancing brand reputation, customer loyalty, and stakeholder trust. Scholars such as Margolis and Walsh (2003) and Porter and Kramer (2011) argue that integrating economic responsibility into business strategies not only generates immediate financial benefits but also supports long-term growth by aligning a company's operations with societal needs, ultimately ensuring a stronger market position.

Social dimension: The *social dimension* of CSR showed the strongest positive correlation with *business longevity* ($\rho = 0.275$, $p < 0.0001$). CSR activities related to employee welfare, community engagement, and customer satisfaction play a critical role in ensuring the longevity of businesses. This result aligns with previous studies emphasizing the importance of social responsibility

in building strong relationships with employees, customers, and the local community. For example, Turker (2009) and Aguinis and Glavas (2019) highlight that fostering a positive corporate image, ensuring employee satisfaction, and contributing to community welfare are essential elements for creating sustainable organizations. Businesses that invest in their social responsibility not only gain customer and employee loyalty but also improve overall organizational performance and resilience, especially in a competitive market environment.

Environmental dimension: The significant positive correlation between the *environmental dimension* of CSR and *business longevity* ($\rho = 0.225$, $p < 0.0001$) underscores the importance of environmental practices such as waste reduction, energy efficiency, and sustainable resource management. This finding supports the notion that environmental responsibility is a key component of long-term business sustainability. Companies that prioritize environmental practices not only comply with regulatory standards but also realize operational efficiencies that can result in significant cost savings (Hart, 1995). Additionally, companies that adopt green initiatives can improve their market position by appealing to environmentally conscious consumers, which further strengthens their competitive edge in the marketplace. This result is in line with the literature suggesting that environmental stewardship can lead to long-term operational benefits and sustainability (Russo & Fouts, 1997).

Overall contribution of CSR to *business longevity*: The findings from this study collectively highlight the significant role of CSR in enhancing *business longevity*. The positive correlations observed across the *economic*, *social*, and *environmental dimensions* suggest that CSR is not only a moral obligation but also a strategic tool for ensuring business sustainability. The integration of CSR practices into a company's operations can improve overall organizational resilience by fostering strong stakeholder relationships, ensuring environmental compliance, and enhancing economic performance. These multifaceted benefits of CSR practices help companies secure a competitive advantage and long-term success in an increasingly socially and environmentally aware market.

For business leaders and managers, the findings suggest that integrating CSR practices into core business strategies can yield significant long-term benefits. By adopting CSR initiatives across all three dimensions, economic, social, and environmental, companies can enhance their operational efficiency, brand reputation, and stakeholder loyalty. Furthermore, companies that proactively manage CSR are better positioned to mitigate risks, enhance their market competitiveness, and ensure sustainability in the long run.

6. CONCLUSION

This study aimed to explore the relationship between CSR practices and business longevity across economic, social, and environmental dimensions. The key findings, implications, limitations, and future research perspectives are outlined below.

Economic dimension: A significant positive correlation was found between the *economic dimension* of CSR and *business longevity* ($\rho = 0.150$, $p = 0.007$). This indicates that companies engaged in responsible sourcing, fair

trade, and investment in local communities are more likely to enjoy longer-term success.

Social dimension: A stronger positive correlation was observed between the social dimension of CSR and business longevity ($\rho = 0.275$, $p < 0.0001$). Practices related to employee welfare, community involvement, and customer satisfaction were found to significantly contribute to business sustainability.

Environmental dimension: The environmental dimension of CSR also showed a positive correlation with business longevity ($\rho = 0.225$, $p < 0.0001$), suggesting that sustainability efforts, such as waste reduction and energy efficiency, play an essential role in fostering long-term business success.

The results suggest that businesses should adopt a comprehensive approach to CSR, integrating economic, social, and environmental practices. Companies that incorporate all three dimensions of CSR are better positioned to achieve long-term sustainability and competitive advantage.

The study underscores the importance of tailoring CSR strategies to the specific needs and challenges of each sector. A one-size-fits-all approach may not be effective in achieving the desired impact on business longevity.

The findings highlight that CSR should be viewed not only as a tool for short-term reputation management but also as a long-term investment.

Sustainable CSR practices can drive growth, build trust, and mitigate risks over time.

The research has some limitations. The study relied on self-reported data from managers, which could introduce response bias. Managers may have exaggerated their CSR activities or may not have provided entirely accurate assessments of their companies' practices. The research was conducted in Kosovo, which may limit the generalizability of the findings to other regions or countries with different economic, cultural, and regulatory conditions.

Future research could focus on longitudinal studies to track CSR practices and business performance over time, offering insights into the long-term effects of CSR on business longevity.

Expanding the research to include different countries or regions could help determine how CSR practices differ across cultural and regulatory contexts and whether the observed relationships hold in diverse settings.

In conclusion, this study provides evidence that CSR practices across economic, social, and environmental dimensions contribute positively to business longevity. By adopting and implementing a comprehensive CSR strategy, companies can enhance their sustainability, build stronger stakeholder relationships, and achieve long-term success. However, further research is needed to validate these findings across different contexts and explore the evolving role of CSR in business sustainability.

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