Motivations and logics of adherence of Moroccan companies to CSR strategies

Les motivations et les logiques d'adhésion des entreprises marocaines aux stratégies RSE

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Abstract

The tensions currently weighing on the world continue to support the legitimacy of resorting to a transversal economic model like sustainable development. Some companies rally behind this cause and apply the principles of sustainable development in their strategy, through the concept of CSR. However, the reasons for this commitment are numerous and sometimes even contradictory.

This article aims to feed the reflections around the strategic motivations and the logics of adhesion which explain the adoption of the CSR strategies by the companies in Morocco. Our construction is based on modeling by structural equations in order to explain the factors related to this commitment.

Keywords : CSR Strategy ; Stakeholders ; Contingency Theory ; Neo Institutional Theory ; PLS Model

Résumé

Les tensions qui pèsent sur le monde actuellement, ne cessent d'appuyer la légitimité de recourir à un modèle économique transversal à l'instar du développement durable. Certaines entreprises se rallient derrière cette cause et déclinent les principes du développement durable au niveau de leur stratégie, à travers le concept de la RSE. Toutefois, les raisons de cet engagement sont nombreuses et parfois même contradictoires.

Cet article vise à nourrir les réflexions autour des motivations stratégiques et des logiques d'adhésion qui expliquent l'adoption des stratégies RSE par les entreprises au Maroc. Notre construction repose sur la modélisation par les équations structurelles afin d'expliquer les facteurs liés à cet engagement.

Mots clés : Stratégie RSE ; Parties prenantes ; Théorie de la contingence ; Théorie néo institutionnelle ; Modèle PLS

Introduction

Economic, social and environmental threats have clearly increased with the covid-19 pandemic and the international tensions weighing on the world. Faced with these challenges, several reflections have been initiated by UN organizations, international bodies and governments. These reflections all lead to the observation of the non-viability of the capitalist economic model that reigns over the world today. Also, they consider that the sustainable development model can be considered as a solution to these challenges. While supporting the idea that such an approach cannot materialize without the involvement of companies, which are called upon to decline the principles of sustainable development, within their strategies, through the concept of CSR. However, this commitment is also motivated by other considerations which can sometimes be contradictory with the very essence of sustainable development.

Thus, this article aims to feed the reflections around the strategic motivations and the logics of membership which explain the adoption of CSR strategies by companies in Morocco.

Therefore, the problem we will try to answer revolves around the following question : How can we explain companies' adherence to CSR strategies ?

To respond to this problem, our construction will be based on two pillars. The first will focus on a review of the literature around the theme of CSR and stakeholder theory, as well as on contingency theory and neo-institutional theory. As for the second pillar, it will be devoted to modeling by structural equations in order to establish the causal links between the strategic motivations of companies and their commitment in terms of CSR.

Thus, we will present this article in three parts. First, we will conduct a literature review that will allow us to build the theoretical framework of this research. Then, we will approach the methodological aspects adopted during the study, finally we will proceed to the presentation and the discussion of the results obtained.

1. Determinants linked to the adoption of CSR strategies : A review of the literature

1.1. CSR : micro-economic expression of sustainable development (SD)

1.1.1 Emergence and definitions of CSR

"The social responsibilities of the businessman" by Bowen (1953) is considered by the academic sphere as the precursor in terms of CSR. After Bowen, other authors have shed light on the concept of CSR such as Dahl (1972), Caroll (1979), and of course Freeman (1984) and Wood (1991). The work of these authors has established this concept in the United States of

America. Then, starting in the 1990s, the concept was gradually introduced in Europe, following the various social movements of the time and also the increase in media coverage. Thus, according to Capron and Petit (2011), the emergence of CSR occurred in three stages : The ethical conception which finds its origins in Protestantism. It refers to the ethics of the leader (Gendron, 2000). The utilitarian current which appeared in the USA, which integrates stakeholders into the strategic calculation of companies (Freeman, 1984). The concept based on sustainability, which appeared in European countries in the 1990s. This concept highlights the role and the impact of companies, which are no longer able to ignore the expectations of civil society. Several North American and European authors have participated in the construction of the notion of CSR. However, we retain the definition of Gond and Igalens (2008), which seems universal to us. Thus, the latter define CSR as being "the principles and processes of integrated and ethical management of CSR and the results of this management as they unfold in the interactions between the company and its stakeholders and in its contribution to the well-being of society and to sustainable development".

1.1.2 Typology of CSR strategies

As with most concepts, there is not one typology but several typologies that we find in terms of CSR strategy. Below, we present those that seem to us the most relevant.

Table N°1 : Synthesis of the typology of CSR strategies

Capron & Quairel-Lanoizelée (2009)	
Defensive strategy	Only external pressures (laws, customers, media) can influence the company's decision to undertake CSR practices.
Proactive strategy	This assumes the introduction of sustainable development principles in all company's decisions and has long-term consequences on its development.
Reactive strategy	The consideration of CSR is provoked following a crisis or a media scandal due to the involvement of NGOs or other stakeholders
Oliver (1991)	
Compliance strategy	Isomorphism: What is achieved by the leading company, under competition, is adopted by others.
Avoidance strategy	When the apparent activities are in mismatch with the real activities.
Manipulation strategy	It is defined as an attempt to influence or control institutional pressures and evaluations.
Martinet & Payaud (2008)	
Cosmetic CSR	This corresponds to companies that distinguish themselves through a light practice of CSR, for example support for an association for a religious holiday.
Appendix CSR	The company acts, but its actions are in no way linked to its core business, such as sponsorship actions.
Integrated CSR	This is the integration of CSR dimensions into management tools to approach overall performance. The Balance Scorecard or the Sunstainability Balance Scorecard or even the Integrity Scorecard must therefore be present in this version of CSR.
Bottom On the Pyramid CSR	It generally concerns multinational companies for the benefit of people who live below the poverty line.

Source : Authors

1.2. CSR modeling through stakeholder theory

1.2.1 Stakeholder theory : origins and definitions

To function, any company must maintain links with a certain number of actors called "Stakeholders". "They are any group or individual who impacts and is impacted by the activities of an organization" (Freeman R.E., 1984). However, each link with each stakeholder is different, depending on the "Need-interest" relationship that binds the two parties. To do this, the company must manage all of its relations with its stakeholders. Thus, Freeman's Theory of stakeholders (1984) offers a framework for managing these different relationships and finding understandings that make everyone agree. According to (Donaldson and Preston, 1995, p. 70) " Stakeholders theory represents the firm as an organizational entity, through which many and varied participants achieve multiple objectives and which are not always completely compatible". Therefore, the stakeholders theory makes it possible to specify the groups or persons to whom the company is responsible and provides a basis for legitimizing the influence of stakeholders on company decisions. Thus, "The theory of stakeholders is often mentioned in the theoretical frameworks of research work on the theme of CSR. It is a crucial theory for understanding and describing the structures and dimensions of a company's relationships with its stakeholders" (Freeman, 1984; Carroll, 1993; Jones, 1995). (BENAICHA, 2017). The academic literature offers different classifications of stakeholders. In what follows, we will retain the classification of Robert-Demontrond (2006) who made a collection of stakeholders around three categories, depending on the nature of the stakeholder, the type of relationship and the degree of power held.

Table N°2 : Synthesis of classifications of stakeholders

According to the nature of the stakeholders	
Wheeler&Sillanpäa (1997)	Human and non-human stakeholders (e.g. animals and vegetation)
Pelle-Culpin (1998)	Institutional, ethical and economic stakeholders
Henriques & Adorsky (1999)	Stakeholders linked to the organization such as employees, customers, etc. Regulatory stakeholders such as the government and regulatory bodies, and community stakeholders such as NGOs and the media.
Handelman & Arnold (1999)	Economic, civic or political stakeholders

Depending on the nature of the link with the company	
Carroll (1979) & Yvon Pesqueux (2002)	The primary stakeholders and the secondary stakeholders. Primary stakeholders are linked to the organization by a contract (employees, customers, suppliers, etc.). Secondary stakeholders, they are linked to the company by a moral contract (associations, unions, NGOs)
Goodpaster (1991)	Strategic and moral stakeholders
According to the power relationship with the company	
Mitchell, Agle & Wood, (1998)	Ranking of stakeholders in order of priority. The factors that determine this choice are power, legitimacy and urgency. "Latent" stakeholders that have only one attribute. "Pending" stakeholders, which have two of the attributes. "Final" stakeholders have all three attributes.

Source : Authors

1.2.2 The strategic management of stakeholders

As we have seen previously, the stakeholders do not have the same interests or the same values and have conflicting beliefs. As such, the company is obliged to manage this diversity, in order to meet the needs and requirements of each category. Freeman is the researcher who will implement stakeholders management at a strategic level. The management of stakeholders thus became one of the concerns of managers, which gave rise to the implementation of several approaches based on a certain number of orientations serving as a framework for the formulation of a proactive management strategy and systemic "stakeholders" (Freeman and Reed, 1983); Freeman, 1984). Stakeholder theory is based, according to Freeman, on a voluntarist approach. The author specifies that taking these into account, at the managerial level, must be carried out voluntarily by the organization. This modality leads on the one hand to a "win-win" type situation and on the other hand, allows organizations to avoid having laws imposed on them, requiring financial resources to support them and reducing the freedom of the manager. For Freeman (1984), decision-makers must rethink their external managerial process to take account of external stakeholders. The author describes the three levels of the management process where the connections with the stakeholders appear : The rational level : It includes the analysis of stakeholders through a mapping that identifies the interests of each stakeholder and the type of power held ; The process level : This corresponds to an analysis of the organizational process, the objective of which is its adequacy with the external environment of the stakeholders ; The transactional level : It corresponds to the interrelations between the stakeholders and the members of the organization.

We also use the model of Aggeri et al. (2005) who define and list the stages of management of stakeholders : The segmentation of the stakeholders, "according to their objectives, their importance, the threat they represent. (Sturdivant, 1979) ; The establishment of negotiation processes (Freeman & Reed, 1983); The allocation of organizational resources according to the importance and threat of each stakeholder. (Agueri, 2005).

1.3. The contribution of contingent and neo-institutional variables

1.3.1. The contribution of contingency to CSR modeling

The contingency theory was constructed by Lawrence and Lorsch (1967) through their book "Organization and Environment". "This theoretical current starts from the simple principle that "Diverse and variable situations can correspond to diverse and variable modes of organization" (Rojot, 2005). ". To conduct our research, which focuses on the study of the determinants related to the integration of CSR strategies within companies, we used the theoretical framework of Chenhall (2003). This theoretical framework brings together the main contingent variables that can have an impact on this integration, namely the environment, size, strategy, technology, structure and culture.

Table N°3 : Synthesis of the main contingent variables proposed by Chenhall (2003)

Environment	Several authors, such as Gordon and Miller (1976), Chapman (1997), Fisher (1995), Shields (1998) have demonstrated that the environment pushes companies to adapt their performance management system.
Size	"Size is a powerful contingent variable that was used by early contingent research to explain the structural choices of companies and their management systems" (Burns & Stalker, 1961). Also, Baylis, Connel and Flynn (1998) stipulate that the larger the size of the company, the more they are affected by the pressures of the stakeholders, which pushes them to adapt to this kind of problem.
Strategy	"Strategy has gradually established itself as a powerful variable to explain the managerial practices of companies". (Chapman, 1997). Marquet-Pondeville (2003) was able to demonstrate the existence of a positive correlation between the company's involvement in environmentally responsible practices and the level of development of its management system.
Technology	It has been proven by several contingent studies that technology is a powerful explanatory variable when it comes to studying management practices at the firm level. This postulate was demonstrated mainly by Woodward (1965).
Structure	Some research has relied on the structure to explain the managerial practices of companies.
Culture	Chenhall (2003) asserts that "national culture has significant effects on the management systems used within the organization".

Source : Authors

1.3.2. The contribution of the neo-institutional current to the modeling of CSR

Like contingency theory, neo-institutional theory mobilizes a number of variables to explain the managerial practices adopted by organizations. According to the model proposed by Scott (2001), this theory identifies three groups of variables. The first group includes individual variables, such as age, gender, position, type and level of education. The second group

concerns organizational variables such as structure, human and financial resources. As for the third group, it concerns environmental variables, such as the institutional framework, the economic situation, etc. Several neo-institutional authors have conducted studies that have made it possible to position management systems as a means of organizational conformity, making it possible to demonstrate the commitment of companies to increase their legitimacy and their rationality with the actors. We have chosen to mobilize the two analytical frameworks, by borrowing contingent and neo-institutional variables to explain the integration of CSR axes within companies in Morocco. In the following section, we present the variables that concretely justify this integration.

1.4. The preliminary model of the study

As defined by Grawitz (1996) : "A model is a formal representation of ideas or knowledge about a phenomenon. These ideas are expressed by a set of hypotheses on the essential elements of the phenomenon and the laws that govern it. ". Thus, the objective of the modeling is to make a graphic representation of a phenomenon, while schematizing the reasoning and the relations which govern the elements around this studied phenomenon. It organizes ideas around the object of research. These ideas are nothing more than the research hypotheses that link the variables of the model.

Table N°4 : Hypotheses and explanatory variables of the model

Hypotheses	Explanatory variable
H1 : The institutional framework is a strategic motivation for the adoption of CSR by companies.	**Institutional framework**
H2 : Competition is a strategic motivation for companies to adopt CSR	**Competition**
H3 : Stakeholder relations are a strategic motivation for companies to adopt CSR	**Stakeholder relations**
H4 : Philanthropy is a strategic motivation for companies to adopt CSR	**Philanthropy**

Source : Authors

Thus, our conceptual model looks like this :

Figure N°1 : Preliminary research model
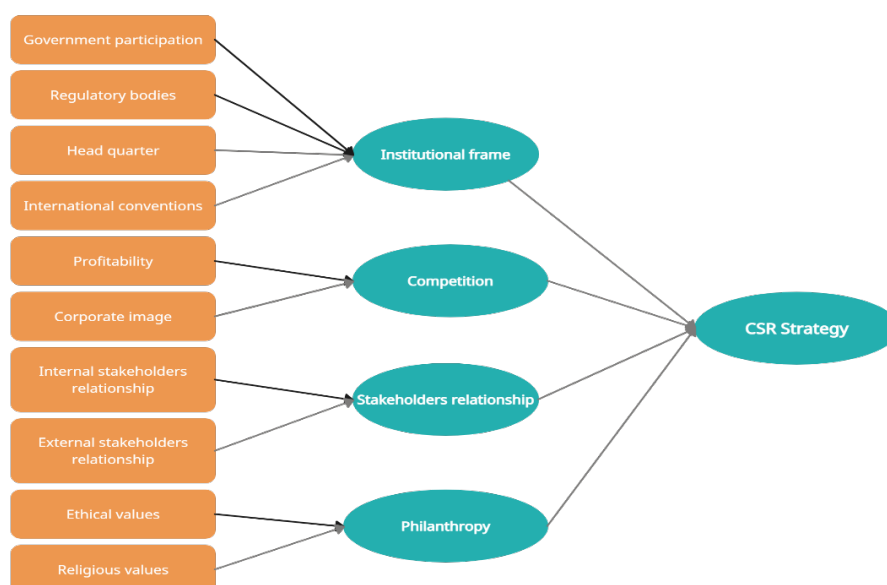
Source : Authors

2. Methodology

2.1. Positioning and approach of the study

We have chosen to conduct the empirical phase following a quantitative approach, at the end of which we will be able to test our research hypotheses and build our model using structural equations. The use of quantitative methodologies finds its justification in several factors. First, tools for processing quantitative data offer us the ability to process large volumes of data. Secondly, quantitative methods are considered by the scientific community, but also by any other public, as proof of credibility and scientificity. Indeed, measurability provides some assurance as to the validity of the research. Third, numerical data on a given phenomenon facilitate its understanding and reduce the level of abstraction for the reader.

2.2. Data collection

2.2.1. Design and validation of the questionnaire

The design of the questionnaire follows the same logic as the research model, each variable of the model corresponds to a question block. To measure the answers to our questions, we chose to use the five-point Likert scale. This choice is motivated by several factors. The first lies in the popularity of this scale. It is also easy to use, the respondent can answer it quickly without having to think about the response methods and their interpretations. Also, the Likert scale is a measurement tool that allows us to make the statistical calculations necessary for our study.

Before the distribution of the questionnaire, we went through a validation stage. Indeed, we submitted our questionnaire to the expert eye of research professors, managers and CSR consultants. The latter made comments that we took into consideration, in order to refine the questionnaire so that it could ensure the collection of reliable and complete data for the purposes of our study. Also, before putting the questionnaire online, we limited ourselves to a small group of potential respondents, so that they could give us immediate feedback on the clarity of the questions, the estimated response time, and any other comments, likely to improve our questionnaire.

2.2.2. Constitution of the sample and mode of administration of the questionnaire

The parent population of our sample includes companies operating in Morocco, regardless of their country of origin. The sample of our quantitative study includes 114 companies. This size is considered to be largely sufficient for the use of SMART PLS software to build a statistical model using structural equations. Indeed, the use of SMART PLS is possible from 30 observations.

Regarding the mode of administration of the questionnaire, first of all, we imported our questions on the Google forms tool, through a plugin which allowed us to automate the import from the Excel file. Then, we distributed the link to the questionnaire on several social networks, such as Facebook, LinkedIn and also Instagram. We also provided a mailing campaign to distribute the questionnaire to management controllers and managers in certain companies. This method is preferred for several reasons, in particular the free distribution, the ease of the tool, and above all the audience offered by social networks.

2.3. Data processing and exploitation

We are going to present two levels of analysis in our quantitative study. A first level of descriptive analysis and a second level of explicative analysis. In our descriptive analysis, we are going to perform flat sorting as well as cross-sorting of all our variables using the SPSS tool. We will use several statistical indicators, such as the average, frequency, standard deviation or even the calculation of scores for some variables. During our explicative analysis, we are going to test our research hypotheses and build our model using structural equations, so we are going to proceed in three steps.

2.3.1. Exploratory factor analysis

The first step consists of an exploratory factor analysis (EFA) under the SPSS software, more precisely, we will carry out a principal component analysis (PCA). The main objective of an

PCA is to structure a large number of variables, by grouping those that are associated within the same component. It therefore makes it possible to refine measurement scales and consolidate data by creating new factors that bring together highly correlated variables, while maximizing the explained variance.

First, we generated a correlation matrix to assess the existing correlations between the items that are the subject of our analysis. Then, we performed the Kaiser-Meyer-Olkin (KMO) tests and the Bartlett sphericity test. As for the KMO index, it provides overall information on the quality of the correlations between items. This varies between 0 and 1. The closer it gets to 1, the more the inter-item correlation is judged to be satisfactory. As for the Bartlett test, it is used to reject the null hypothesis that it is an identity matrix. For it to be considered significant, the value must be less than 5% ($p < 0.05$). As for the extraction method, we chose the "Varimax" method. It is agreed that any factor with an eigenvalue greater than 1 is considered a significant factor. We selected factors with an explained variance greater than or equal to 0.60. Thus, according to an iterative approach, we launched PCAs at the level of each construct. At each iteration, we removed items with communality less than 0.4 or those that had contributions greater than 0.5 on multiple factors.

2.3.2. Confirmatory factor analysis

Then, the second step is to perform a confirmatory factor analysis (CFA), using the SMART PLS software. CFA is performed in two stages. First, it is a question of verifying the convergent validity, this amounts to carrying out two tests : the analysis of the factorial contributions through the calculation of the "factor loadings" and the analysis of the composite reliability and the average variance extracted. Then, it is necessary to check the discriminant validity which is also carried out through two tests : the analysis of the cross contributions "cross loadings" as well as the analysis of the correlations between constructs "Fornell-Larcker criterion".

Table N°5 : Summary of the criteria retained

Reliability and validity of scales	Test	Acceptability threshold
Convergent validity	Factor loading	>0,7
	Compound Reliability (CR)	>0,7
	Average of the extracted variance (AVE)	>0,5
Discriminant validity	Cross loading	
	Root square AVE (Fornell & Larcker criterion)	

Source : Authors

2.3.3. Testing hypotheses under smart pls

Finally, the third step consists of testing the model's hypotheses and modeling the causal relationships between the model's variables. Hypothesis testing is carried out using the "bootstrap" and "PLS algorithm" protocol using SMART PLS software. It is used to generate the path coefficients which determine the existence or non-existence of a cause and effect relationship between the variables of the model. Falk and Miller (1992) recommend retaining a threshold of 0.10 as the minimum acceptable level for a model obtained by PLS regression.

When we adopt the PLS approach, it is recommended to assess the quality of the structural model in two stages. The first phase of the evaluation concerns the quality of the measurement model for each variable block. It is estimated by calculating the coefficients of determination (R squared) and determining the effect sizes (F squared). The "R squared" coefficient of determination is used to analyze the explained variance of endogenous variables. As for the "F squared" coefficient, it measures the size of the effect of the independent variables on the dependent variables. We will adopt the interpretation according to the approach proposed by Cohen (1988) :

The second phase of the evaluation concerns the overall quality of the model. This is estimated thanks to the calculation of the GOF adequacy index which makes it possible to evaluate the explanatory and predictive power of the model. Wetzels, Odekerken-Schröder and Van Oppen (2009) recommend intervals for interpreting GoF values, in order to assess the validity of a global PLS model.

3. Results and interpretations of the structural relationships of the model

3.1. Descriptive analysis

3.1.1. Structure and characteristics of the sample

The majority of companies of our sample are in the private sector (94%). The best represented sectors are : Education/consulting/services/banking/insurance, Trade/Distribution, Industry/BTP. We can also notice that the majority of the companies of our sample are relatively large. Indeed, (72.81%) of companies have a workforce that exceeds 200 people and (63.16%) of them achieve a turnover of more than 75 MDH. Regarding nationality, (64%) of companies are of Moroccan origin. The remaining (36%) are classified as follows : (24.56%) for Europe, (4.39%) for North America, (5.26%) for Asia and (1.75%) for the MENA region. Also, (50.88%) of companies say they are subject to regulation against

(49.12%) who are not. As for trade union membership, (65.79%) of companies count the presence of trade unions within them.

3.1.2. Analysis of strategic motivations and logics of membership

- Priority of strategic motivations

In the table below, we have calculated the average score of the strategic motivations that drive companies to adopt CSR strategies.

Table N°6 : Result of descriptive statistics – Scores of strategic motivations

Variable	Average	Standard deviation
Legitimacy with external stakeholders	4,54	,535
Legitimacy with internal stakeholders	3,84	,965
Corporate image	4,64	,653
Profitability	4,41	1,046
Company competitiveness	4,41	1,020
Compliance with regulations	4,34	,689
Philanthropy	3,52	1,024

Source : Authors

(71.9%) of the companies questioned consider that profitability is the priority in terms of strategic motivations for companies. We find in second place (70.2%) the corporate identity, and in third place (66.7%) the competitiveness of the company. At the bottom of the ranking, there is legitimacy with internal stakeholders (collaborators) and philanthropy, with only (16.7%) and (21.9%).

- Stakeholder priority

The degree of priority of the stakeholders depends on several criteria, in particular the type of activity, the size but also the nationality of the company and the geographical area in which it operates. However, (93.9%) believe that customers are the highest priority stakeholder. In second place, (79.8%) consider shareholders to be the most priority stakeholder. In third position, we find financial organizations (57%). Associations, NGOs and employees have a much lower score.

- Descriptive analysis of CSR practices implemented by companies

We measured adherence to the principles of CSR through the elements presented in the table below. The element that obtains the highest score (4.06) is "The involvement of top management in a SD-oriented strategy", while the one that obtains the lowest score (2.79) is "the existence of an SD/CSR committee". Regarding the consideration of CSR dimensions at

strategy level, these are classified in the following order : Societal dimension (4.02), Social dimension (3.64), Environmental dimension (3. 60).

Table N°7 : Result of descriptive statistics – Scores of CSR practices implemented by companies

Variable	Average	Standard deviation
CSR actions	3,89	1,002
Involvement of top management in a SD strategy	4,06	,971
Prioritization of SD principles in the strategy	4,03	,825
Degree of consideration of the environmental dimension	3,60	1,002
Degree of consideration of the societal dimension	4,02	1,089
Degree of consideration of the social dimension	3,64	1,145
Existence of an SD/CSR committee	2,79	1,998
Existence of a structure responsible for CSR issues	3,74	1,868

Source : Authors

3.2. Explanatory analysis : Modeling by structural equations

3.2.1. Analysis of the reliability of measurement scales

We have chosen the Cronbach method. After launching the "Reliability Analysis" calculation on SPPS, the tool generated the six outputs below. The minimum threshold retained is set at 0.6, according to the recommendations of Hair.

Table N°8 : Results of the analysis of reliability

Construct	Cronbach's Alpha
Institutional frame	0,877
Competition	0,948
Relations with stakeholders	0,893
Philanthropy	0,713
CSR strategy	0,829

Source : Authors

3.2.2. Exploratory factor analysis : Principal component analysis

We carried out a principal component analysis whose results are presented in the table below. The values of the KMO index show satisfactory validity and the Bartlett tests are conclusive. In other words, the variables are indeed independent, it is not an identity matrix. The percentages of explained variance are also satisfactory. All the criteria are therefore validated.

Table N°9 : Results of the principal component analysis

Construct	KMO index	Bartlett test	Component	Cumulative variance
Institutional frame	0.740	,000	2	69,325
Competition	0.807	,000	2	77,423
Relations with stakeholders	0.735	,000	3	77,832
Philanthropy	0.561	,000	1	66,666
CSR strategy	,667	,000	3	84,957

Source : Authors

3.2.3. Confirmatory factor analysis

- Convergent validity

Convergent validity is verified when the statements (items) from a scale that are intended to measure a particular construct are sufficiently correlated with each other and with the construct. Factor loadings make it possible to assess the contribution of items by analyzing the correlation of each item with its construct (measured latent variable). After evaluating the individual reliability of each item in relation to the latent variable it measures, we retained the items with a factor loading greater than 0.7 and deleted those that did not. Next, we checked the composite reliability for each construct. Also, we have evaluated the average variance extracted between the construct and its measures, which must be greater than 0.5.

Table N°10 : Composite reliability and average variance extracted from model constructs

Construct	Composite reliability (rho_c)	Average variance extracted (AVE)
Institutional frame	0.883	0,722
Competition	0.890	0,803
Motivations	0.851	0,742
Philanthropy	1.000	1
Relations with stakeholders	0.912	0,722
CSR strategy	0.911	0,675

Source : Authors

The analysis of the table above shows that all the criteria are met to confirm convergent validity. Therefore, we can proceed to the assessment of discriminant validity.

- Discriminant validity

Assessing the discriminant validity of constructs means checking to what extent one variable is different from the others. This is assessed by examining the correlations between constructs and by analyzing cross-contributions (Cross Loadings). In other words, the items of a construct must only measure the latter. The results of the cross-validation table are accepted because all the items present the highest cross-loading in the construct they measure. After the validation of the cross loading it is necessary to validate the criterion of Fornell & Larcker

(1981), who recommend the use of the AVE. The latter translates the average variance shared between the variable and its items. It must be greater than the variance shared between the variables. In the following table, we can see that this condition is fulfilled.

Table N°11 : AVE-Fornell & Larcker criterion

AVE	Institutional frame	Competition	Philanthropy	Relations with stakeholders	CSR strategy
Institutional frame	0.850				
Competition	0.179	0.896			
Philanthropy	0.254	0.238	1.000		
Relations with stakeholders	0.601	0.329	0.250	0.850	
CSR strategy	0.465	0.320	0.088	0.761	0.868

Source : Authors

According to the cross contribution table and the AVE table. We can confirm the discriminant validity of our research model.

- Overall quality of the model

The coefficients of determination (R squared) determine the ability of the independent variables to explain the dependent variable. From the results presented in the table below, we can deduce that the coefficients of determination of the variables of our model are largely acceptable.

Table N°12 : Results of the R-Square coefficient of determination

Independent variables	R square	R square adjusted	Result
Motivations	0,521	0.500	Moderate
CSR strategy	0,665	0.658	Strong

Source : Authors

The effect size indicates the relative effect of a particular exogenous latent element on the endogenous latent variable (Chin, 1998). The difference between R-squared and F-squared is that the former measures the combined effect of the independent variables on the dependent variable, while the latter measures the effect of each independent variable on the dependent variable.

Table N°13 : Results of the effect size analysis

	CSR strategy	Effect Size
Institutional frame	0.24	Medium
Competition	0.447	Large
Philanthropy	0.039	Small
Relations with stakeholders	1.079	Large

Source : Authors

As for the overall quality of the model, it is measured by the GOF fit index. The formula for calculating GoF is as follows : **GoF = √ [(average (R2)) × average (AVE)].**

Based on the criteria above, and the value of the GoF (0.676), we can conclude that the GoF of the search is large enough for our overall PLS model to be considered valid. That said, we can now move on to testing the research hypotheses and the structural model.

3.3. Results of structural relationships: PLS approach

We used the "Bootstrap" procedure of the SMART PLS software which allows us to generate the "Path Coefficients" matrix. Concerning the configuration of the calculation, we adopted the recommendations of Chin (1998) who suggests carrying out 500 replications of the sampling. In order for a structural relationship to be deemed acceptable, it must obtain a T-Value or Student's T coefficient greater than 1.96 with a P-value error below the 5% threshold. The "path coefficients" correspond to the trajectory coefficients, which define the linear regression weights used to assess the causal link between the variables in the context of structural equation modeling.

The correlation coefficients (path coefficient), the significance values (T of Student) as well as the values of the P-values are reported in the table below :

Table N°14 : Testing research hypotheses – Path coefficients - T-value and P-value measures

Hypothèses	Path coefficient	T-value	P-value	Decision
H1 : Institutional Frame -> CSR Strategie	0.237	4.411	0.000	Accepted
H2 : Competition -> CSR Strategie	0.506	6.296	0.000	Accepted
H3 : Stakeholders -> CSR Strategie	0.665	15.211	0.000	Accepted
H4 : Philanthropy -> CSR Strategie	0.145	2.741	0.000	Accepted

Source : Authors

Figure N°2 : Adjusted conceptual research model

Source : Authors

3.3.1. The effect of the institutional framework on the adoption of a CSR strategy

The results of our structural model have confirmed the hypothesis that "the institutional framework constitutes a strategic motivation for the adoption of CSR by companies". This hypothesis has its origins in models based on neo-institutional theory, such as that of Matten & Moon or the Scott model, which believe that the implementation of CSR practices is motivated or even reinforced by the institutional framework according to the guidelines of the TNI. We notice that the normative and regulatory framework of CSR in Morocco is developing more and more. Indeed, Morocco is a signatory to several international conventions. He is also a member of organizations that promote CSR and provide recommendations for putting it into practice. We can cite for example, the UN with regard to human rights, the ILO in the field of social law... Also, internally the kingdom is working to integrate the principles of development, through the constitutional text and by providing a favorable legal and institutional framework, but also by developing a national strategy for sustainable development. However, several efforts must be made to upgrade the institutional framework, and especially for its effective implementation in the field, so that companies can better feel this presence in their practice. In particular, it is a question of operationalizing the regulations relating to CSR by strengthening the control of the application of regulatory texts and improving the governance of institutional mechanisms dedicated to CSR. Also, it is

necessary to develop an incentive framework for companies and CSR project leaders in general.

3.3.2. The effect of competition on the adoption of a CSR strategy

The results of our structural model have confirmed the hypothesis that "Competition is a strategic motivation for the adoption of CSR by companies". Several authors have demonstrated the importance given by companies to the environment, of which competition is a key element to be taken into consideration. In chronological order, the first author to emphasize the importance of the external environment is Selznick (1949). Subsequently, various authors within the framework of analysis of the neo-institutional theory, affirmed that the mimetic constraints resulting from competitive pressures, push companies to get involved in CSR practices. In the same sense, Suchman (1995) had asserted that isomorphism is a sign of conformity that the company sends to the stakeholders, which contributes to its longevity. The results of this variable are well felt at the company level. Indeed, in recent years, they increasingly consider the positive effects of CSR strategies, due to the increase in intangible value in terms of image and legitimacy, which inevitably impacts wealth in terms of financial results. Another element is that a CSR strategy increases the skills of the company, because it requires prior openness to other logics, which will generate a competitive advantage.

3.3.3. The effect of relations with stakeholders on the adoption of a CSR strategy

The results of our structural model confirmed the hypothesis that "Stakeholder relations constitute a strategic motivation for the adoption of CSR by companies. The choice of the "Relationship with stakeholders" variable was made naturally. Indeed, as we have shown, through our review of the literature, several authors have demonstrated the contribution of stakeholder theory to CSR modeling. Questioning the theme of CSR cannot be done without going through the framework of stakeholder theory, which is used to explain the management of stakeholders and helps to explain the foundations and determinants of this implementation. During our empirical study, we found that the vast majority of companies consider customers to be the highest priority stakeholder. The importance given to customers is completely legitimate, because the reason of being of a company is first and foremost economic. The objective of a company, whatever its nature, is to generate profit and therefore to have a profitable activity. In second and third place, we find shareholders and financial organizations. This ranking is due to the fact that the company attaches great importance to its capital providers. This purely financial logic also explains the fact that associations and NGOs

find themselves at the bottom of the ranking of stakeholders. However, despite the different degrees of priority given to the company's stakeholders, the conciliation of the stakeholders is essential to its proper functioning. As D'Aunno, Sutton and Price (1991) have pointed out: "the company must be able to manage its environment in which independent groups and multiple organizations have demands that are sometimes contradictory. Thus, the results of our quantitative study largely support these assertions. We can therefore conclude that relations with stakeholders can be considered as a strong strategic motivation pushing companies to adopt a CSR strategy.

3.3.4. The effect of philanthropy on the adoption of a CSR strategy

The results of our structural model confirmed the hypothesis that "Philanthropy is a strategic motivation for the adoption of CSR by companies". Philanthropy was mentioned in the pyramid presented by Archie B. Carroll. The hierarchy of Carroll's pyramid denotes the deprioritization of philanthropy in favor of responsibilities deemed more important such as economic and legal responsibility. Our results support the idea of the deprioritization of philanthropy. We recall that philanthropy corresponds to charitable acts based on a humanist principle towards people in need. The very principle of philanthropy is that it must be practiced voluntarily, without compensation, and with the aim of mutual aid and solidarity. However, in most cases, it is instrumentalized for other purposes. Indeed, these acts are not without ulterior motives, they are often carried out in an implicit vision of institutional communication, to reinforce the corporate image and give a boost to the reputation of the company, which consequently generates long-term benefits. As a result, philanthropy is often carried out with the expectation of a return on investment.

3.3.5. Involvement and main prescriptions

From the results, we can say that this work is full of learning in several aspects. First of all, on the theoretical level, our research work is distinguished by a rich contribution with regard to the theoretical frameworks mobilized. Also, our work brings an interesting methodological contribution. Indeed, modeling by structural equations, according to a PLS approach, represents an innovation in this field of research. From an empirical point of view, we can affirm that our model has answered our problematic and the various questions that arise from it. Finally, our work brings a managerial contribution, starting from the fact that our model sensitize the decision-makers and guide them towards the levers on which it is necessary to pay a particular attention to succeed in the implementation of a CSR strategy. We were able to demonstrate that the implementation of a CSR strategy is strongly linked to its strategic

motivations. Also, we were able to determine that stakeholder management is the most powerful motivation that explains the adoption of CSR practices by companies.

3.4. Work limits

We have spared no effort to offer rigorous work that meets scientific and requirements. However, we concede that our work has some limitations on several aspects.

The first aspect concerns external validity. Drucker-Godard (2013) argue that: "the fact of evaluating the external validity of a research work consists in "examining the possibilities and the conditions of generalization and reappropriation of the results of a research". we consider that our conclusions can be transposed to companies that are similar to our sample or that are located in similar configurations. However, the continuous evolution of the contexts and organizational configurations of companies could constitute a constraint to this external validity. The second aspect is at the level of methodological limits. Indeed, we can question the subjectivity of the responses related to the respondent as well as our own interpretation, as well as the size of the sample which is limited because the parent population of the companies in our study remains relatively small. The third and last aspect concerns the theoretical limits that are intrinsic to the choice of variables in the conceptual model. Other theories of organizations might have better explained the causal relationships between the constructs of our research model. Indeed, we are aware that we have not taken into account all the variables, so it would be interesting to test new explanatory variables.

Conclusion

As we stated in our introduction, the objective of our research was to build a predictive model to identify the determinants that would explain companies' adherence to CSR practices.

In order to elucidate the problematic, the research was divided into two parts. The first took the form of a review of the literature on the theory of stakeholders, the framework of contingency and neo institutionalism, from which we borrowed the most relevant variables to construct the preliminary model. As for the second part, it consisted of a quantitative study to test the validity of the hypotheses and to adjust the conceptual model via the data analysis software SPSS and SMART PLS for the modeling of structural equations.

At the end of this study, we were able to establish the cause and effect relationships between the variables of the model. Thus, we have demonstrated that the management of relations with stakeholders, in particular customers, is the first motivation that explains this kind of practice. Also, we have seen that the institutional framework and the competitive environment in which

the company operates are also determining factors. Finally, we found that philanthropy, materialized by the ethical and religious values of the company and the leader, is also a factor to consider when it comes to explaining the implementation of CSR strategy.

Moreover, given its interest and its precocity in the Moroccan context, our research lends itself to several openings, with the aim of its refinement and its generalization. Among the proposals that we suggest, we propose the improvement of measuring instruments, in this case the enlargement of our sample. It is true that statistically speaking, the size of our sample is perfectly acceptable, however it limits the possibility of generalizing our conceptual model. In order to remove this limit, we can carry out the same study on a larger sample. Also, we suggest the introduction of additional variables. This would enrich the conceptual model of the research by testing the explanatory power of new variables and by revealing new causal relationships between the constructs of the model. It would also be possible to duplicate the study in other countries. This would allow the model to be adapted to a more universal context. We also think it would be interesting to retest our model by applying a longitudinal approach. This would make it possible to follow the evolution of practices as well as the determining factors studied.

We can conclude that this article has highlighted the motivations and logics that drive companies to adopt CSR strategies. Also, the use of modeling by structural equations, gives this work a great academic and scientific rigor, with regard to recognized works in management sciences.

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