

What Is the Effect of Social Media and CSR Strategy On Social Sustainable Performance?

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Abstract: Social media usage has gotten attention recently due to its crucial role on organizations' plans, activities performance etc. However, studies have found positive relationships between social media and a firm performance, we do not know much of how this relationship can be explained. Further, literature has yet provided how these factors might be mediated by enterprises CSR strategy; in particular, across exporter businesses. Besides, many of studies have been conducted in developed economies, and are not examined deeply in emerging economies. Since there is no single theory that explains this relationship, the study has adopted two theories: Uses and Gratifications Theory (UGT) and Social Media Engagement Theory (SME) . Building on (UGT), it has been assumed that consumers have an active role in using and integrating media in their lives while (SME) theory was originally based on interaction between customers and organisations . A mixed approach of (UGT) and (SME) theories is used to explore corporate environment responsibility (CER) and environmental sustainable performance due to seniors' beliefs affect their behaviour to help the managers of export business to build CSR strategy .The study data has been collected by questionnaires that are distributed to CEOs of exporter manufacturers in Tunisia, and random probability method has been used. SPSS and PLS have been applied for analysing 53 questionnaires. The study has that CSR strategy mediates social media and social sustainable performance, and social outcomes are impacted by moral strategy and social media usage when the relationships are tested directly. Those findings have enriched sustainability, social media and CSR strategy fields. Further, managers will be aware of the variables that affect their enterprises outcomes. Besides, they can reflect the usage of social media into firms' strategies. The research ends by highlighting several future research directions.

Keywords: Social media, CSR strategy, sustainable performance, UGT , SME

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Introduction

Social media has got attention rapidly in last few years across several fields mainly in business arena since it could determine organizations decisions, practices, performance etc. toward vary challenges such as social issues. This important for social media affects an enterprise culture like ethical and moral thoughts, and often reflect on workers' socially responsible behavior, in consequence, on firms' social sustainable performance (Islam, et al.2020, John et al., 2017) point out that companies measure their effectiveness and efficiency through the outcome, but we also need to know reasons that influence such results; for example, how activities and decisions are affected by external factors (i.e. social media). However, literature has not highlighted such relationships deeply though there are some attempts .Whiting,A, and Williams,D.(2013) have identified several gratifications and uses for using social media that can help organisations to understand what customers need such as: information seeking , social interaction, entertainment, relaxation, , expression of opinion and information sharing.(Kapoor et al 2020, Whiting & Williams, 2013)

Social sustainable performance illustrates organizations financial and non-financial situation (Luo & Zhang 2020, Vincenza Ciasullo & Troisi, 2013), and it shows enterprises legitimacy. The outcome can be recognized as the improvement of communities' health, safety, well-being etc. and minimizing negative impacts on society ((Moldavska & Welo, 2019)). Additional, it is believed that enterprises practice ethically is seen as sustainable enterprises. Besides, social performance is understood through firms encompasses pollution and consume efficiently (Kim& Ferguson, 2018, Gimenez et al., 2012). Moreover, the negative effects on environment and society are low (Zhou et al., 2013; Ball, 2015).

However, CSR strategy can provide deeper knowledge about social media and social sustainable performance relationship because explains the degree of a firm engagement in local communities' concerns (Aguinis & Glavas, 2012, Nejati et al., 2017). It concentrates on complying with a society standards and beliefs, besides, a country's legislations, which in turn affects social sustainable outcomes such as improving their safety and health (Zolkiewski et al., 2017). Literature has resulted a positive relationship between an organization's social responsible strategy and social performance since moral planes minimized risks and satisfying stakeholders, but, others concluded that such strategy is not guarantee for social sustainable performance (Alalwan et al., 2017)

Additionally, performance is expected to be different across manufacturers since social media usage is vary as (UGT) , (SME) have proposed, for dissimilar context, experience and professionalism across managers regarding networks usage and time spending on them (Pedersen, 2010). Even though research is examined social media and outcomes, the exact relationship between them is still unclear, and further explanation is necessary to understand how these variables can be mediated by social responsibility strategy (Asah et al., 2015, Kapoor et al 2020). Furthermore, we need to know their associations comprehensively instead of a single factor like CSR strategy and social performance (Nejati et al 2016), social media and social practices, and more importantly, social media is often investigated across larger companies. Therefore, the study has questioned whether social media usage affect CSR strategy for small and medium manufacturers, and social sustainable performance? Further, is social sustainable performance has been influenced by moral strategy? Besides, does CSR strategy has mediated social media usage and social sustainable outcomes? In other words, can ethical policy provide deeper explanation? To answer those questions, the research aims

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to examine social media and social performance with a mediation role of CSR strategy in order to address literature gap. However, the research expected to contribute on social sustainable performance field because CSR strategy has been added as a mediator, also, to evaluate social media usage impacts on social responsibility policy; and the study has extended knowledge by applying UGT , SME to accrue a comprehensive understanding as it suggests that social media affects enterprises' performance (Di Gangi & Wasko, 2016, Kapoor et al 2020).

This study has been structured as follows. It highlights factors relationships, and the study hypotheses development is explained. Next, methods and the instrument that are used have illustrated; then, findings and conclusion, limitations, literature and managerial contributions have been provided, and the research is ended by future research direction.

Procedural definition

Social media: Social media refers to digital platforms and applications that allow users to create, share, and interact with content. This includes networks like Facebook, Twitter, Instagram, TikTok, and LinkedIn, where users can post updates, photos, videos, and engage with others through comments, likes, and shares. Social media facilitates communication, networking, and community-building on a global scale, transforming how people connect and share information.

CSR strategy: A Corporate Social Responsibility (CSR) strategy is a framework that a company develops to address its social, environmental, and economic impacts. It involves setting goals and implementing practices that promote ethical behavior and contribute positively to society.

Sustainable performance: Sustainable performance refers to a company's ability to operate in a way that meets present needs without compromising the ability of future generations to meet their own needs. It encompasses a balance between economic viability, environmental stewardship, and social responsibility

Uses and Gratifications Theory (UGT): focuses on understanding why people actively seek out specific media to satisfy various needs. The theory posits that users are not passive consumers; instead, they have specific motivations for using media

Social Media Engagement Theory (SME): focuses on how users interact with content on social media platforms and the implications of these interactions for both users and brand

Social Media

Social media is defined differently, for example (Alves et al., 2016, Islam,et al , 2021) see it as all internet technological applications according with web 2.0 principles, and exchanging contents across individuals, and enable individual to broadcast and approach, influence people; besides doing business based on it (Iankova et al., 2019). It influences individuals' thoughts, attitudes and even plans (Islam,et al , 2021, Sohail & Al-Jabri, 2017). For instance, businesses can might have some strategies, but they have changed all or some elements of them due to social media demands or/ and pressure (Moldavska & Welo, 2019) .Managers tend to use it for many purposes such as promoting a product, getting feedback etc. although clients demands and opinions change from time to time because of different personalities and circumstances (Muninger et al., 2019)

However, prediction of a manager becomes easier since social media is such a voice of customers and depicts their preferences, and CEOs have to follow respond properly; so, it can attribute many of polices and plans for an enterprise to social media .(Elghoul et al., 2019)

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Furthermore, implementing ethical strategy, in several cases, is a result of social media feedback and suggestion (Mora Cortez & Johnston, 2017). Additionally, the usage of it determines social sustainable performance for clients across different areas ask exporter corporations to be proactive towards their societies (Wang & Kim, 2017) In consequence, understanding social media usage for a firm facilitates predictions on their social responsible strategy, and social performance (Du et al., 2016).

CSR Strategy

Several environmental issues and challenges in business arena that enterprises have to deal with (Taylor et al., 2018), besides, the need to go beyond local legislations in order to satisfy social responsible norms. CSR strategy has been defined an organization long-term plan toward communities' ethical concerns (Nejati et al., 2017). Societies and non-government organization (NGOs) and other groups have made pressures in media and social media against enterprises to have a social responsibility vision (Eweje, 2014). Further, companies are working within communities and they should be an active part towards arisen moral issues.

However, exporter companies have to meet several countries ethical standards since they produce in a state, and export to others, and norms are not similar. Therefore, they have to be aware of social responsibility measures broadly and deeply as well (Lee & Kim, 2017). Besides, clients across countries have vary views towards environmental and social issues, and they tend to buy from responsible firms. Additionally, in many cases social initiatives are based on consumers' suggestions and feedback mainly on social media, which is very important channel (Elghoul et al., 2019). But, the performance of those corporations is diverse because of dissimilar CSR strategies and contexts besides customers' demands and countries laws are widely different (Blenkhorn & MacKenzie, 2017).

Social sustainable performance

Social sustainable performance has been seen as the outcomes of firms inputs and is a result of satisfying society (Agnihotri et al., 2016). It can be recognized through enterprises contributions on local communities' health and well-being (Soo Sung & Park, 2018) in other words, it's an outcome of reducing harms activities that could lead to negative impacts against a society (Wang et al., 2015). Performing socially sustainable should focus on consume environmentally, besides, complying with local norms (Vincenza et al., 2013). Abdularashid (2017) have argued that companies consume efficiently and used recycled resources are seen as social sustainable organizations, and can take an advantage by satisfying stakeholders' needs (Abdul-Rashid et al., 2017).

However, the outcome is understood when we know how an organization effectively use social media, and take an advantage of it. Further, the degree of firms' social responsible strategy influence performance since the commitment across enterprises is dissimilar (Felix et al., 2017). Solovida and Latan, (2017) have resulted that stakeholders' groups effects on companies to be adopt social responsibility strategy; in consequence, social sustainable outcome is developed. Besides, Mishra and Suar (2013) have found that CSR strategy has a central role on social outcome because of the moral strategy influences socially performance positively whether financially or/and non-financially. Therefore, social performance would not be fully understood without we know the factors that affect it.

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Methodology

Quantitative design method has been adopted for this study, and the questionnaire has been evaluated by experts (Urbach & Ahlmann, 2010). Besides, the data has been collected through personal administrated for saving time and efforts (Fowler, 2009). Furthermore, questionnaires are handled to managers personally; however, 53 questionnaires have been validated for analyzing.

Hypotheses Development

Social Media and CSR Strategy

Ethical strategic decisions are widely influenced by social media usage and users due to promotion and clients' feedback, and strategists cannot ignore such factor. Despite the fact that social responsibility strategy takes a long time to be demonstrated (Porter & Kramer, 2006). These benefits of using social media affect leaders and owners plans, which could lead them to take CSR strategy seriously (Nejati et al., 2016). But, we do not suppose alike strategies because of vary contexts (Pedersen, 2010). Hence, the theory explains how managers' response to social challenges based arisen issues.

However, managers are not always following suggestions and feedback on social media for several reasons. For example, many of them prefer to follow their own plans rather than listening to others' recommendations (Whiting & Williams, 2013). Further, many of social media users are not aware of the organization's situation and context. Besides, the feedback may not consist with the enterprises strategy or/ and goals. Therefore, social media usage and users' comments cannot be guarantee for adopting CSR strategy since many factors affect firms plans and polices in spite UGT theory is built on the idea that users are active of using different communication channels, so they consciously use channels to meet their desires (Korhan & Ersoy, 2016)

(SME) theory was originally based on interaction between customers and organisations, and it has extended to social media interactions on platforms provided by these organisations to help managers build their own plans that enables users to share, modify and reuse of content according to their needs. (Di Gangi & Wasko, 2016)

for instance, (Stanislavská et al., 2020) have resulted that there is a difference in the conception of the term 'CSR' on Instagram between developed and developing countries

. Besides, Social media enables companies to engage with their interest groups, then get them contribute to corporate social responsibility (CSR) policies positively

Social media usage and social sustainable performance

Social media acts as a filter when enterprises face a high competitive business arena, which can affect the outcomes as a result of choices and decisions (Manner, 2010). Feedback and usage of social media cannot be ignored due to leaders modify processes and operations to fit pressure groups demands on virtual world, and performance will be impacted whether positively or negatively (Zolkiewski et al., 2017). Hence, clients' comments on social media can facilitate prediction on firms' action and reaction as well, in consequence, their social performance. However, the theory has proposed that social media usage lead seniors to take decisions although they are not fully convinced by them, and those reflect on social outcomes (Ngai et al., 2014).

Several studies have concluded that there is an association between social media usage and consumers' feedback and social sustainable performance due to it can as a guide once enterprises plan for moral strategies; consequently, contributing on social and economic

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values (Maletic et al., 2015), competitive potentials and companies' reputation (Mahmoud & Hinson 2012). Particularly, when organizations' leaders have knowledge and skills of social media. On the other hand, social media usage cannot always explain, nor enhance performance; in particular, managers in many cases do not follow clients' desires. Despite research and conclusions, organizations' social media usage has yet to be examined deeply in business's arena (Zolkiewski et al., 2017), and there is no clear picture of its role on social sustainable performance (Asah et al., 2015). Accordingly, the research suggests a positive effect of social media usage on social sustainable performance.

CSR strategy and social sustainable performance

Complying with communities' moral standards and values and sitting CSR strategy is not an option in business arena. However, it can be an investment, which in turn contributes to social performance since it enhances relationships with different groups and society, consequently, enterprises' image and social outcomes (Vincenza Ciasullo & Troisi, 2013). Exporter manufacturers can be proactive toward CSR due to the stereotype that they are violating ethical standards in some countries, mainly, developing economies; besides, CSR strategy is for multinational and large corporations; hence, they can take advantages over competitors, which in turn is a better outcome (Shahedul Quader et al., 2016). The theory supposes that social responsibility strategy leads to improve performance because of it takes into account people's rights, and demands, which often impacts the flourish and performance of firms (Korhan & Ersoy, 2016).

Adebambo et al., (2015) have concluded that when enterprises satisfy sustainable strategy; particularly, over production processes, sustainable performance has been enhanced. Besides, Gadenne et al., (2012) found a correlation between social strategy and practices with companies' outcomes clearly. Furthermore, (Weber, 2008; Maletic et al., 2015) conclude a causality relationship between economic, and environmental performance and moral policies. However, other studies found that CSR practices and strategies are not leading to planned goals (Du Plessis & Grobler, 2014). Hence, it has been proposed that CSR strategy affects social sustainable performance positively.

Social media and social sustainable performance with a mediating role of CSR strategy

Managers and stakeholders evaluate a firm's effectiveness through performance; however, we have to know main factors that affect it such as social media usage and customers' feedback, suggestions etc. Social media usage can be reflected on managers and employees' moral culture (Nejati et al., 2016). This reflection can be norms for leaders and an organization's vision once seniors put forward plans and policies. In consequence, outcomes; particularly, social sustainable performance is influenced since many of CSR strategy standards satisfy social performance norms as the theory has suggested. (Muninger et al., 2019) have pointed out that managers, who incorporate social media ethical issues into enterprises' strategy would take advantages of building a good relationship with stakeholders, which affects a company's financial and non-financial performances. For instance, managers translate arisen social challenges into their strategy and assure that the business complies with arisen social issues (Whiting & Williams, 2013). Further, reflecting feedback and suggestion into workers, as a result producing socially responsible and vary from competitors, which leads to social sustainable outcome as the theory has proposed.

Several studies have applied the theory for examining social media role, and it has been concluded that there are relationships across social media usage and sustainable performances

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and their sub factors, which in turns improved companies market value (Gangi & Wasko, 2016). Felix et al., (2017) has resulted that social media often supports leaders to engage in social responsible strategy, and organizations get many ideas, suggestions and needs as well from users. Muninger et al., (2019) have found that social plans can lead to reduction of costs; besides, minimizing risks. However, understanding how such relationships are explained is needed; accordingly, it has been suggested that social media usage has positive effects on social sustainable performance once it mediated by CSR strategy.

Methodology

Quantitative design method has been adopted for this study, and the questionnaire has been evaluated by experts (Urbach & Ahlmann, 2010). Besides, the data has been collected through personal administrated for saving time and efforts (Fowler, 2009). Furthermore, questionnaires are handled to managers personally; however, 53 questionnaires have been validated for analyzing.

Population and Sample

The is exporter manufacturers in Tunisia, and It was chosen due to a significant percentage of those factories are operating in manufacturing sector. Additionally, the sector has been under criticisms regarding negative effects of them on society and environment despite major contributions on GDP (INS, 2017). Moreover, they affect ecology system directly for they use tangible materials dissimilar other sectors. Thus, exporters in manufacturing sector is optimal for investigating social sustainable performance. However, simple random probability technique is applied due to each element of exporters has a chance to take a part in the sample. Managers of these factories have been asked to participate, and to fill a survey.

Measures

A questionnaire is used for measuring the study variables as a first order. Furthermore, it is divided into four sections. For instance, its starts by managers and firms features. In addition, the next sections have covered social media usage, CSR strategy, and social sustainable performance, and they are adopted from literature. For example, social media is measured by (Jenkins-Guarnieri et al., 2013) scale, CSR strategy has adopted (Singhapakdi et al., 1996) items, and (Pierto, 2012) scale has been adopted to measure social sustainable performance. Further, all measures adopted 5 point Likert- scale, and the following table illustrates the items of variables.

Data Analysis

Organizational level is the unit of analysis in this research, and data was collected from exporter manufacturers managers, who are in charge for strategies. It has been used social package for social science (SPSS) besides partial least square (PLS) AMOS for data analysis. For example, SPSS has been applied for descriptive analysis, and PLS is for testing hypotheses, and examining the mediation effect (Hair et al., 2012).

Respondents' profile

A total of 450 surveys are handled to exporter manufacturers CEOs. However, 53 questionnaires were validated for analyzing.

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Table 2: Respondents' profile

Variable	Categories	Frequency	Percentage (%)
Gender	Male	39	74%
	Female	14	26%
Sector	Constructions	15	28%
	Textile	16	30%
	Wood	8	16%
	Ceramic & Glasses	4	7%
	Machines	4	7%
	Electronic	3	6%
	Food	3	6%
Education	High School and Less	13	24%
	Diploma	7	13%
	Degree	16	30%
	Post Graduate	17	33%

Demographic characteristics show that 74% are males whereas 26% were females. Furthermore, 33% of them have master and doctorate degrees, 30% have a degree, 13% have diploma, and the rest have high school, which is 24%. Besides, the majority of exporters operate on textile (30%), and constructions (28%) sectors, however, table 2 illustrates the sample's features.

Measurement Model

To verify the relationship between indicators and constructs, reliability and validity are assessed. Reliability has been evaluated through Cronbach's' alpha, besides coefficients, which are ranged between .76 to .92, and are met threshold acceptable norms as illustrated in table 1 (e.g. Nunnally, 1978; Peterson, 1994).

Table1: Measurement analysis

Constructs	Cronbach's' alpha coefficients	AVE
Social Media Usage	.92	0.621
CSR Strategy	.76	0.561
Social Sustainable Performance	.80	0.594

In addition, average variance extracted (AVE) value is 0.621 (social media), 0.561 (CSR strategy) and 0.594 (social sustainable outcome), and those values are acceptable (see Hair et al., 2016). Therefore, as can be seen measurement analysis values satisfy threshold standards.

Hypotheses Testing

Hypotheses have been tested, t-values and p-values scores illustrate that they have been supported although diverse path coefficients and R^2 are generated as depicted in table 2.

Table 2: Regression analysis

Relationship	Coefficients	T-Value	P-Value
Decision			
SM→CSR strategy	.309	2.324	.024
Supported			

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SM→ Social performance	.321	3.645	.000
Supported			
CSR strategy→ Social performance	.161	2.021	.039
Supported			
SM→CSR Strategy→ Social performance	.225	2.239	.026
Supported			

First hypothesis has assumed an effect of social media usage on CSR strategy, and it is accepted because of ($\beta=0.309, P < 0.05$). Additionally, R^2 is .21,7 which has explained 21.7 per cent of variance, and is moderate (Hair et al., 2016). Further, results show that social media usages influences social sustainable performance ($\beta=0.321, P < 0.05$), and R^2 can explain 22.1 per cent of variance, and is moderate (Hair et., 2016). Furthermore, the research resulted that CSR strategy impacts social outcomes ($\beta=0.161, P < 0.05$), and R^2 explains 13.3 per cent of variance and is seen moderate (Hair et al., 2016). Lastly, CSR strategy mediates social media usage and social performance ($\beta=0.225, P < 0.05$), and R^2 was moderate for just explains variance by 15.6% (Hair et al., 2016).

Results and Discussion

Social media usage is a main cause of exporters' social performance. And to obtain deeper understanding of such correlation this research has examined them with a mediating role of CSR strategy.

At first, to verify constructs questions consistency, factor analysis is applied to confirm that items belong to assigned variable (Hair et al., 2016).

However, the first hypothesis answers the first question that social media usage influences CSR strategy positively. Given the practical evidence we conclude that the hypothesis has been accepted, and it supports the theory, which suggests that organizations social media usage reflects ethical plans. This finding is consist with (John et al., 2017) study, who resulted that internet and feedback from users determine the level of involvement on CSR strategy. In addition, (Wang & Kim, 2017) have provided an evidence of social media usage, and how it determines organizations' strategies because of managers' cannot ignore arisen ethical and environmental issues once set planes. Besides, exporters are under pressure in comparison with others due to they have to satisfy moral standards across more than a country (i.e. produced and consumed countries). Moreover, these challenges are affected by state's culture; therefore, organizations contexts have crucial role in these results.

The next hypothesis answers whether social media usage impacts exporters social performance, and the assumption is supported; additionally, it is in the line with the theory, which proposes that contacting with others influences firms' performance. (Wang & Kim 2017) conclude that enterprises that affective on social media can be reflected on outcomes since feedback affects moral planes and open new windows of ideas, and thinking differently than rivals, which affects social performance. Further, within such a context, exporters went beyond regulations; hence, they have enhanced reputation and image; in particular, in home land and imported states.

Moreover, CSR strategy has been found to influence social performance as H3 has assumed, which answered the third question. Besides, the theory suggests that performance is impacted by several factors, and moral strategy is by far contributes on enterprises' image and brand

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positively. Much research has concluded that CSR policy leads to social outcome; for instance, (Gimenez et al., 2012) found that smaller companies' ethical strategy affects sustainable performance; particularly, those firms have less processes, and any change of CSR strategy can be depicted clearly. And moral activities influence intangible performance like such as reputation due to consumers prefer to support ethical corporations in spite of the prices are the key factor for clients. This evidence is seen as that CSR strategy like taking into account health and safety norms have main roles on social outcomes standards such as well-being of employees and community have been improved.

The results of the study support that using social media has an effect on social sustainable performance when CSR strategy mediates this relationship, besides, it has provided an answer to the central question of this research. Further, conclusions consist with the theory due to the use of social media and getting feedback from customers have an impact on outcome through the reflection of suggestions on CEOs thought and social responsible strategies. These managers usually aware of arisen ethical challenges, hence, it is expected that they set moral planes to respond to social media users' demands. Gao (2017) and Asah et al., (2015) have concluded a relationship across leaders' responding to such issues and performance since green firms operate differently, and generate vary ideas, which lead to improve performance. However, responding to arisen ethical issues in such context can be understood as a result of the state's green and ethical culture, therefore, enterprises polices are influenced by the community's values. Hence, social sustainable outcomes are improved because of social media usage, and reflects on social responsibility strategy.

This study contributes to the theory literature because it adds CSR strategy as a mediation for explaining how social sustainable performance will be influenced by social media usage. The theory proposes many factors that clarify outcomes reasons, and the article provides a new variable (i.e. CSR strategy) for extending theory perspective. Besides, it has extended literature by opening new windows for researchers due to providing empirical evidences of social media and CSR fields with their effects mainly it highlights social factors, which has not been investigated deeply and broadly. In other words, the study correlates management social variables (Manner, 2010). Moreover, it illustrates how CSR strategy is influenced by social media users, and; hence, it impacts social performance significantly despite culture and/or country; therefore, we cannot ignore clients influences and enterprises strategies when we examine performance.

It is important that CEOs keep in contact with clients and social media users for developing ethical strategies, however, each society has its own thoughts towards social responsibility, which can contribute positively on social sustainable performance since the empirical evidence has shown so. Further, enterprises have to revise social planes from time to time because priorities and needs change over time. Moreover, exporters are under more pressures from many countries, hence, leaders have to be aware of business arena in order to take advantages over competitors through commitment on ethical polices, and enhance social outcomes. Besides, policymakers and government have to promote the awareness of moral issues across CEOs, and prioritize them that based on each local community needs.

Limitations and Future Research

Although the paper has provided insights of social media usage and social sustainability outcome, there are some limitations. For example, the sample is exporter manufacturers, other sectors could provide deeper understanding (e.g. financial and service); besides enhancing generalizability of results. Moreover, a cross-sectional method has been adopted, longitudinal study might illustrate more reliable findings; mainly, our results can be affected by Tunisian's economic conditions; in other words, CEOs answers could be influenced by time. Furthermore, we did not examine moderations variables roles such as innovation and culture, in particular, the recommended factors can show specific evidences. At last, the data is collected from only managers of exporters; thus, they could be biased, and future research should investigate customers', employees etc. views towards these issues.

Conclusion

This research examines the role of exporters manufacturers social media usage on social sustainable performance, and CSR strategy role as a mediator because of studies have yet to examine those factors comprehensively, further, researchers did not clearly explain how outcomes are affected by social media. Additionally, users demand more participation of exporters in social concerns. Several tests are applied for analyzing the data like Cronbach alpha, t-test, and R^2 . The research found social media usage has affected CSR strategy and social outcomes; furthermore, CSR impacts positively exporters performance. Further, CSR has mediated the relationship between social media usage and social sustainable performance. This article makes contributions to literature and the suggested theory by mediating CSR strategy between social media usage and social performance for providing an explanation of how outcome is affected by social variables. Adding CSR strategy extends the theory domain with different context and culture. Regarding managerial practices, leaders should look over their effectiveness of using social media, additionally, CSR strategy has to be revised regularly due to moral challenges are changed. Further, policymakers should guide CEOs for needed ethical strategies. Furthermore, the research recommends further examination to those topics, and it has suggested several moderations to enrich management domain.

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