

UNIVERSITY OF KWAZULU-NATAL

**Promoting sustainable community development through Corporate Social
Responsibility initiatives: A Case study of a Manufacturing Organization in Zimbabwe**

By

Tatenda Chibwe

209531282

**A dissertation submitted in fulfilment of the requirements for the degree of
Master of Commerce**

**School of Management, IT and Governance
College of Law and Management Studies**

Supervisor: Dr Evelyn Derera

2017

DECLARATION

I Tatenda Chibwe declare that

- (i) The research reported in this dissertation/thesis, except where otherwise indicated, is my original research.
- (ii) This dissertation/thesis has not been submitted for any degree or examination at any other university.
- (iii) This dissertation/thesis does not contain other persons' data, pictures, graphs or other information unless specifically acknowledged as being sourced from other persons.
- (iv) This dissertation/thesis does not contain other persons' writing unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:
 - a) their words have been re-written but the general information attributed to them has been referenced;
 - b) where their exact words have been used, their writing has been placed inside quotation marks and referenced.
- (v) Where I have reproduced a publication of which I am an author, co-author or editor, I have indicated in detail which part of the publication was actually written by myself alone and have fully referenced such publications.
- (vi) This dissertation/thesis does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source being detailed in the dissertation/thesis and in the References sections.

Signature:



Date: 2017/11/22

ACKNOWLEDGEMENTS

I would like to thank the Lord Almighty, who guided me through this journey, for it is through Him that I successfully completed my study.

I would like to thank my supervisor, Dr Evelyn Derera who without her help, encouragement, constructive criticisms and patience I would not have been able to go through this study and

Victor, Zamani, Steve and Dr Thabani

I acknowledge many others also.

I am truly grateful.

Thank you!

DEDICATION

This dissertation is dedicated to the Lord Almighty.

GLOSSARY OF ACRONYMS

CCI	Corporate Community Involvement
CSA	Corporate Social Action
CSP	Corporate Social Performance
CSR	Corporate Social Responsibility
GDP	Gross Domestic Product
HRD	Human Resources Development
ISO	International Organization for Standardisation
MNC	Multi-national companies
OHRP	Business Council for Sustainable Development
SAAR	Social accountability, auditing and reporting
SBP	Sustainable Business Practices
UKZN	University of KwaZulu-Natal
VAT	Value Added Tax

ABSTRACT

Corporate Social Responsibility (CSR) has been identified and adopted by large businesses as a business strategy to enhance company performance. It is globally used to link business and society through sustainable development and good governance. Studies show that CSR in large firms, specifically in developing countries or emerging economies are under researched and is still associated with large firms from developed countries. Companies in emerging economies play a pivotal role in the economic development of their countries. The main objective of this study, is to ascertain how a manufacturing organisation is promoting sustainable community development by engaging CSR initiatives in an emerging country, like Zimbabwe.

In particular, the study explores the perceptions large businesses have towards CSR, the drivers of CSR activities in the large firms and what they are engaging in to make a lasting impression in the communities where they are located. Furthermore, the study seeks to explore the benefits and challenges of implementing CSR initiatives and the strategies employed by the organizations to overcome some of the challenges they encounter, and to promote community development through these programs. A non-systematic literature review approach was conducted where insights were drawn from a wide range of secondary sources such as peer reviewed journal articles and non-peer reviewed publications on the topic. Qualitative research methods were used to collect primary data. An exploratory case study approach was adopted as a qualitative method technique to understand the benefits that are brought about by implementing CSR related strategies internally and externally by the organisation.

Fourteen (n=14) managers were invited to participate in the study. Convenience sampling technique was used to select participants for the study. Content analysis was used to analyse the qualitative data. The empirical findings reveal that the large business in the case acknowledged CSR as a business concept. The results indicated that their CSR activities are mainly hampered by the prevailing volatile economic environment, which is further strained by having a specific department or allocated manager to deal with CSR as a business strategy, minimal access to information and a shortage of manpower. Finally, the results revealed that the large business preferred to raise money through various internal and external programs and engage in partnerships with other large businesses as a solution to implement CSR initiatives in the surrounding communities. The government needs to introduce a regulatory framework in a policy that encourages large businesses to engage in CSR initiatives especially, considering

the harsh economic environment. This approach will redefine the voluntary nature of CSR and mitigate some of the daily challenges that communities encounter in their pursuit for sustainable development.

TABLE OF CONTENTS

DECLARATION	i
ACKNOWLEDGEMENTS	ii
DEDICATION	iii
GLOSSARY OF ACRONYMS.....	iv
ABSTRACT.....	v
TABLE OF CONTENTS.....	vii
LIST OF TABLES	xii
LIST OF FIGURES	xiv
LIST OF PHOTOS	xiv
CHAPTER 1	1
INTRODUCTION AND BACKGROUND OF STUDY	1
1.1 Introduction	1
1.2 Background and Context of Study	2
1.3 Research Problem.....	4
1.3.1 Research Objectives	5
1.3.2 Research Questions.....	5
1.4 The Rationale of Study.....	6
1.5 Overview of Research Methodology.....	7
1.6 Study Limitations	8
1.7 Structure of the Dissertation.....	8
1.7.1 Chapter 1: Introduction and background of study	8
1.7.2 Chapter 2: Literature Review and Background of Zimbabwe.....	8
1.7.3 Chapter 3: Research Methodology	9
1.7.4 Chapter 4: Presentation and Discussion of Results	9
1.7.5 Chapter 5: Summary, Conclusions, Recommendations and Areas for Further Research.....	9
1.8 Chapter Summary.....	9
CHAPTER 2	10
LITERATURE REVIEW AND BACKGROUND OF ZIMBABWE.....	10
2.1 Introduction	10

2.2 The Concept of CSR	10
2.3 Definition of Key Terms	11
2.3.1 Responsibility	11
2.3.2 Sustainability	12
2.3.3 Stakeholders.....	12
2.4 Brief Historical Background of CSR	12
2.4.1 Economic Responsibility	13
2.4.2 Legal Responsibility	14
2.4.3 Ethical Responsibility.....	14
2.4.4 Philanthropic Responsibility.....	14
2.5 Theoretical Framework	15
2.5.1 Theoretical Applications.....	18
2.6 Drivers of Corporate Social Responsibility	20
2.6.1 The Shrinking Role of Government	21
2.6.2 Demands for Greater Exposure	21
2.6.3 Amplified Consumer Interest	21
2.6.4. Growing Investor Pressure	21
2.6.5 Competitive Labour Markets.....	21
2.6.6 Supplier Relations.....	22
2.6.7 External Drivers:.....	22
2.6.8 Internal Drivers:.....	23
2.6.9 Further Motives that Drivers Businesses to Engage in CSR:.....	26
2.7 The Three Approaches to CSR.....	27
2.7.1 Corporate Social Responsibility	28
2.7.2 The Triple Bottom Line	30
2.7.3 Stakeholder Theory.....	32
2.7.4 Conclusion on the Three Forms of CSR.....	34
2.8 Benefits of Corporate Social Responsibility	35
2.8.1 Company Benefits	36
2.9 The challenges of Corporate Social Responsibility	40
2.10 Implications for Management Practice and Research	41
2.11 Zimbabwe Background	42
2.11.1 Zimbabwe’s History	43

2.11.2 Current Economic Condition.....	46
2.12 Chapter Summary.....	47
CHAPTER 3	48
RESEARCH METHODOLOGY.....	48
3.1 Introduction	48
3.2 Definition for Research Methodology.....	48
3.3 Research Paradigms	49
3.3.1 Positivist and Postpositivist Paradigm.....	49
3.3.2 Interpretive (Constructivist) Paradigm	50
3.3.3 Transformative Paradigm	50
3.3.4 Pragmatic Paradigm.....	51
3.4 Research Design.....	52
3.4.1 Case Studies.....	53
3.4.2 Categories of Case Study Research Approach	54
3.5 Qualitative and Quantitative Study	55
3.6 Target Population	56
3.7 Sample Size.....	56
3.7.1 Saturation of Data.....	57
3.8 Study Site	58
3.9 Sampling Strategy	58
3.9.1 Convenience Sampling	58
3.10 Data Collection Methods.....	59
3.10.1 Primary Data.....	59
3.10.2 Secondary Data.....	59
3.11 In-depth Interviews	60
3.11.1 Types of In-depth Interviews.....	60
3.11.2 Structure of the In-depth Interview Guide.....	62
3.12 Data Analysis	63
3.12.1 Content Analysis.....	64
3.12.2 Steps of Content Analysis.....	64
3.13 Data Quality Control	65
3.13.1 Validity and Reliability	65
3.13.2 Reliability	66

3.14 Trustworthiness	66
3.15 Pilot Testing	68
3.16 Ethical Requirements	68
3.17 Chapter Summary.....	69
CHAPTER 4	70
PRESENTATION AND DISCUSSION OF RESULTS	70
4.1 Introduction	70
4.2 Response Rate	70
4.3 Section A: Demographic Profile of Respondents	70
4.3.1 Age Distribution of the Respondents.....	71
4.3.2 Gender of the Respondents.....	72
4.3.3 Management position held in the organisation.....	72
4.3.4 Highest Educational Levels of Participants.....	73
4.4 Brief Description of the Organisation	73
4.5 Section B: Qualitative Research Results	74
4.5.1 Research Objective 1: Management perceptions on the concept of CSR	74
4.5.2 Research Objective 2: Drivers for CSR.....	76
4.5.3 Research Objective 3: Implementation of CSR Initiatives.....	80
4.5.4 Research Objective 4: The Benefits of CSR to Large Businesses	90
4.5.5 Research Objective 5: To Investigate the Challenges Experienced by Large in Implementing CSR.	92
4.5.6 Research Objective 6: Relevance of CSR initiatives to Community Needs	99
4.6 Chapter Summary.....	102
CHAPTER 5	103
SUMMARY, CONCLUSIONS, RECOMMENDATIONS AND AREAS FOR FURTHER RESEARCH.....	103
5.1 Introduction	103
5.2 Summary of the Study.....	103
Chapter 1: Introduction and Background of Study.....	103
Chapter 2: Literature Review and Background of Zimbabwe.....	104
Chapter 3: Research Methodology	105
Chapter 4: Presentation and Discussion of Results	105
5.3 Conclusions of Research Objectives	106
Objective One:.....	106

Objective Two:	106
Objective Three:	106
Objective Four:	107
Objective Five:	107
Objective Six:	108
5.4 Recommendations	108
5.5 Research Limitations	109
5.6 Managerial Implications.....	110
5.7 Areas for Further Research	111
REFERENCES LIST	112
APPENDIX A: ETHICAL CLEARANCE APPROVAL LETTER.....	126
APPENDIX B: INFORMED CONSENT FORM	127
APPENDIX C: INTERVIEW GUIDE: EXECUTIVES.....	129

LIST OF TABLES

Table 2. 1 Utilitarian, Managerial and Relational Theories of CSR.....	15
Table 2. 2 CSR Theories and Related Approaches.....	16
Table 2. 3 External and Internal Drivers of CSR.....	22
Table 3. 1 Paradigms, Methods and Tools.....	52
Table 3. 2 Target Population.....	56
Table 3. 3 Types of In-depth Interviews.....	61
Table 4. 1 Response Rate.....	70
Table 4. 2 Position held by the Manager in the Organisation.....	72
Table 4. 3 Emerging Themes on Perceptions of CSR	74
Table 4. 4 Emerging Themes on the Reasons or Motivation for Engaging in CSR Initiatives	77
Table 4. 5 Emerging Themes for Drivers of CSR Initiatives	78
Table 4. 6 Emerging Themes on whether the Organisation is participating in CSR Initiatives	81
Table 4. 7 Emerging Themes on examples of CSR initiatives for the organisation.....	81
Table 4. 8 Decision making of CSR in the Company.....	84
Table 4. 9 Emerging Themes of whether Stakeholder are consulted on CSR Decisions	85
Table 4. 10 Emerging Themes on the consulted Stakeholders	86
Table 4. 11 Emerging Themes for reasons for consulting Stakeholders	86
Table 4. 12 Description of emerging theme of Stakeholder Influence in CSR Decisions.....	88
Table 4. 13 Emerging Themes on whether CSR Initiatives are achieving Intended Results ..	88
Table 4. 14 Emerging Themes on large businesses Benefits on CSR	90
Table 4. 15 Emerging Themes on large businesses benefits on CSR Activities	91
Table 4. 16 Themes on CSR Challenges	92
Table 4. 17 Emerging Themes on Overcoming CSR Challenges.....	96
Table 4. 18 Emerging Theme for the Relevant CSR initiatives	99
Table 4. 19 Emerging theme on the extent the organisation has been fulfilling its Social Responsibility	99
Table 4. 20 An Emerging theme for the relevant CSR initiatives in terms of positive results	100

Table 4. 21 Emerging themes from the Relevant CSR initiatives, time allocation was given
..... 101

LIST OF FIGURES

Figure 1. 1 Structure of Dissertation.....	8
Figure 2. 1 Carroll’s Corporate Social Responsibility Pyramid	13
Figure 2. 2 Corporate Social Responsibility Theories	19
Figure 2. 3 Provincial Map of Zimbabwe	43
Figure 3. 1 Research ‘Onion’	49
Figure 4. 1 Age Distribution of Respondents	71
Figure 4. 2 Gender Distribution of Respondents	72
Figure 4. 3 Highest Educational Levels of Respondents	73

LIST OF PHOTOS

Photo 1. 1 The school administration sponsored by the company.....	83
Photo 1. 2 HP Lubes Castrol 4X4 Jamboree fundraising event flyer	98

CHAPTER 1

INTRODUCTION AND BACKGROUND OF STUDY

1.1 Introduction

The heightened interest in Corporate Social Responsibility (CSR) in current times can be attributed in part to the dawn of globalisation and international trade, which has reflected in increased corporate complexity and new demands for improved transparency and corporate citizenship (Windsor, 2006). CSR by definition is concerned with the responsibilities of companies with regards to other actors in society (Luken, 2006). Started differently, CSR refers to a business's total responsibility in the direction of the whole corporate and natural environment in which it functions (Carroll and Shabana, 2004). It is important to mention that CSR initiatives need to be studied in the context of where CSR is being practised (Luken, 2006). Although several research studies have focussed on the concept of CSR in large organisations, little is known about CSR initiatives and sustainable development in the context of developing countries or transition economies (Belal and Owen, 2007; Luken, 2006). This study seeks to ascertain how a manufacturing organisation is promoting sustainable community development through CSR initiatives in a developing country such as Zimbabwe. The link between CSR and community development (CD) is explained by the very impact they have in communities socially, environmentally and economically (Roja and Sherina, 2015). Abilities required by CSR managers are also analysed in order to have a better understanding of the everyday aspects of CSR (Belal and Owen, 2007; Luken, 2006). CSR has positive benefits on communities and community development. The part of CSR in community development is mainly any direct and indirect benefit received by the community as outcomes of social commitment of businesses to the overall community system (Ismail, 2009).

CSR puts emphasis on the well-being of all a company's stakeholders and is receiving more attention because of environmental awareness and the question of how to manage material risks and impacts (De Schutter, 2014). The term CSR was coined by Bowen in 1953 when he posed the question on the responsibilities business has to society (Corporate Watch Report, 2006). Current studies show that the concept has been identified and adopted by organisations as a strategic management principle aimed at linking business and society

through sustainable development and good governance (Madueno, Jorge, Conesa and Martínez-Martínez, 2015). Global trends in strategic management show a fundamental increase in CSR investments by large business (De Schutter, 2008).

Furthermore, while the public sector has conventionally anticipated solitary responsibility for the advancement in standards of living conditions of the general community requirements have exceeded the abilities of governments to fulfil societal needs (Luken, 2006). In this perspective, the focus is progressively turning to the part of corporates in the community, and advancing businesses are pursuing to set themselves apart through engagement in CSR (Jamali and Mirshak, 2007). Given this background, this study seeks to ascertain how a manufacturing organisation is promoting sustainable community development through engaging CSR initiatives in an emerging country, like Zimbabwe.

1.2 Background and Context of Study

Even though models of CSR has evolved over many years (Bondy, Moon, and Matten, 2012), there is still no consensus on the definition of this concept (Luken, 2006). Previous researchers (e.g. Carroll, 2009; Luken, 2006 and Carroll, 2009) have proposed different concepts that help to build up the definition of CSR. These concepts are sustainability, community development, ethics and corporate citizenship (Carroll, 2009; Luken, 2006; Quinn, 2008). Therefore, CSR targets to examine the role of a business in society and to make the most of the positive community outcomes of corporate activity (Bondy, Moon, and Matten, 2012).

Whilst research on CSR is at an advanced stage, most research studies are found in developed nations (Dahlsrud, 2008), where the political, economic and social conditions are conducive for business growth (Dahlsrud, 2008). Governments with stable political environments support the formation of CSR policies within organisations (Bondy, Moon, and Matten, 2012). Economically, countries with growth indices that are stable or rising promote the growth of CSR policies (Mirvis and Googins, 2006). Lastly, the social structure of a country plays a vital role in encouraging corporations to practise responsible business to all stakeholders (Mirvis and Googins, 2006). Good examples of developed countries that are ambassadors of CSR are Sweden, England and Iceland (Visser and Tolhurst, 2010). However, there is not much literature on the nature and extent of CSR in developing countries (Visser and Tolhurst, 2010). Among the few studies which exist, is a study by Baskin (2006)

which focused on a cross-country analysis of CSR in developing nations. The study analysed CSR activities of 127 leading corporations from 21 emerging (developing) markets across Asia, Africa, Latin America, and Central and Eastern Europe, which he matches with over 1 700 principal companies in high-income (developed) countries (Baskin, 2006). The finding revealed that CSR is most likely to be discovered in those nations where it is internally driven slightly more than externally imposed. The findings further revealed that CSR is most found in countries with high levels of poverty and inequality and where a dynamic and informed civil society exist. Another key finding of the study was the CSR is practised by corporations with global ambitions, and the absence of supposed autocratic political opportunities for the organised business (Mirvis and Googins, 2006). Global aspirations which are linked to millennium development goals envisage “*a world with less poverty, hunger and disease, greater survival prospects for all people of all races, equal opportunities for all of them, and a healthier environment*” (UN, 2006). These global aspirations, unfortunately, remain far-off from being met in many emerging economies such as Zimbabwe. Therefore, organisations could play a significant role in tackling these critical issues such as poverty and hunger through CSR activities that support sustainable community development within developing countries (Wilson and Purushothaman, 2003). Therefore this study fills in the identified research gap by exploring CSR initiatives in developing countries where the socioeconomic and political environment is unbalanced.

Moreover, CSR in emerging countries cannot be separated from the socio-political reform process, which often drives a company’s behaviour towards integrating social and ethical issues (Visser and Tolhurst, 2010). The associated social, economic and political conditions in Zimbabwe have worsened after the hostile land invasions happened. (Maphosa, 1997; Nyahunzvi, 2013), especially in the period between 2007 and 2015. These economic hardships have made it difficult for corporations to answer their CSR call in the communities they are located in, ahead of satisfying their obligation to make profits for their main stakeholders (i.e. the business owners) (De Oliveira, 2006). Maphosa (1997) and Nyahunzvi (2013), analysis on CSR shows that a higher priority is given to shareholders’ returns than to social issues, which indicates that social responsibility is still a peripheral concern in most organisations in Zimbabwe. In view of this information, this study seeks to ascertain how one particular manufacturing organisation in Zimbabwe is using CSR in promoting sustainable community development through, CSR programs.

1.3 Research Problem

Globally, CSR is a powerful tool for organisations for generating profits, through the engagement of various CSR initiatives which will benefit the corporations' stakeholders in the future (Fox; Howard and Ward; 2002). While global governments have conventionally assumed the individual responsibility for the development of the living conditions and general needs of the populace as a whole, the demands has unfortunately exceeded the abilities of governments to fulfil these obligations (Jamali and Mirshak, 2007). This notion is clearly seen in the Zimbabwean scenario where the government has struggled to meet the needs of the majority of its people (Jamali and Mirshak, 2007). Zimbabwe has been experiencing tough economic conditions for more than decades through political instability. The unfortunate situation has caused a lot of social ills such as high poverty and unemployment rate in the country. The turbulent environment has seen low or no government assistance because of a lack of directional capacity by the leading citizens of the country. This scenario has left the role of private sector at a fundamental point to assist surrounding communities in the country through promotion and investment in CSR programs. This has given rise to the corporate sector taking an active role in linking the role of business with communities and their ability to distinguish themselves through a commitment to CSR (Jamali and Mirshak, 2007). Importantly, the private sector is finding it difficult to run its operations as corporate businesses in the current Zimbabwe situation. The private sector organisations have been forced to cut down on CSR activities, because of budget constraints and the current businesses outlook in the country.

Furthermore, CSR has established on a strong recognition of the role of the private sector in Zimbabwe. Research shows that there is very little that is known or has been studied on the practice of CSR in emerging countries like Zimbabwe (Belal and Own, 2007). Limited CSR research in emerging economies call for more studies given the valuable benefits and insights it also offers to the Western and other global scholars. Jones (1999) points out the significance of the national socio-culture and level of national economic development as noteworthy variables influencing CSR understanding and practice in a developing country. Furthermore, Jones (1999) points out to the housing of CSR that is contained in corporate structures, the state choices in the context of CSR, and the challenges faced in the quest of sustainable CSR initiatives in developing country contexts. Additionally, Sprinkle and Maines (2010) argue that CSR is both a moral responsibility and an economic necessity (Sprinkle, 2010).

For this study, a private manufacturing organisation in Zimbabwe has been selected as a case for this research. The choice of manufacturing company was based on the notion that businesses have a responsibility to work towards meeting the needs of a wide range of stakeholders (Clarkson 1995; Waddock *et al.* 2002). Such responsibilities can be achieved effectively when organisations invest in CSR activities. This notion is consistent with Clarkson (1995), who stated CSR is the principal source of economic growth to the organisation. It is the major creator of value and administrative resources it and it has an obligation to contribute equitably and sustainably to economic growth opportunity of the organisation. Therefore, this study explores the role of CSR as a strategic approach to promoting sustainable community development for an organisation that is operating in Zimbabwe. In particular, the purpose of the study is to investigate how a manufacturing organisation is promoting sustainable community development through CSR initiatives in Zimbabwe.

1.3.1 Research Objectives

To accomplish the goals of the study, the following research objectives were developed:

- To analyse the perceptions of management regarding the concept of CSR.
- To investigate what drives the manufacturing organisation to engage in CSR initiatives that promotes sustainable community development in Zimbabwe.
- To determine how the manufacturing organisation is implementing sustainable community development through CSR initiatives in Zimbabwe.
- To evaluate how the manufacturing organisation is benefiting from CSR initiatives that promote sustainable community development in Zimbabwe.
- To analyse the challenges faced by the manufacturing organisation in promoting sustainable community development through CSR initiatives in Zimbabwe.
- To assess the extent to which CSR initiatives practised by the manufacturing organisation are relevant to the needs of communities in Zimbabwe.

1.3.2 Research Questions

The research is directed by the subsequent research questions:

- What are the perceptions of management regarding the concept of CSR?

- What drives the chosen manufacturing organisation to engage in CSR initiatives that promote sustainable community development in Zimbabwe?
- How is the manufacturing organisation implementing sustainable community development through CSR initiatives in Zimbabwe?
- How is the manufacturing organisation benefiting from CSR initiatives that promote sustainable community development in Zimbabwe?
- What are the challenges faced by the manufacturing organisation in promoting sustainable community development through CSR initiatives in Zimbabwe?
- To what extent are the CSR initiatives practised by the manufacturing organisation relevant to the needs of communities in Zimbabwe.

1.4 The Rationale of Study

The study is important because it looks at corporate social responsibility as the composite of elements put together to impact communities. The study also seeks to bridge the gap in business strategic management where CSR worldwide has been associated with organisations over the past decades. The study is also guided by CSR theories that focus on sustainable practices. These theories can demonstrably be used as strategic tools for sustainable competitive advantage in business. The study will also explore the synergy between CSR and the surrounding community. The study will contribute to strategic options for the private and public sector, mainly the private sector.

CSR has been acknowledged and adopted by companies' world over as a competitive strategy (for example Jenkins, 2006; Niehm, Swinney, Miller, 2008; and Narbaiza, Ibañez, Aragón and Iturrioz, 2009). Previous studies on CSR revealed huge benefits to organisations (for example McWilliams and Siegel, 2000; Hamann, 2009; Keys, Malnight and Graaf, 2006; and Utting, 2007). These studies also show that the concept has not been widely used to comply with government laws and regulations but is being used by large businesses to improve their reputation and enhance their financial position (Santos *et al*, 2010). Studies in Africa on the issue of CSR in organisations show that this is an under-researched area (for example Ndhlovu, 2009; MacGregor and Fontrodona, 2011; Seeletsel and Ladzani, 2012; Turyakira, Venter and Smith, 2013). Previous studies on CSR have looked at financial and operational challenges faced by organisations in implementing CSR initiatives (e.g. Sprinkle and Maines, 2010). Although these studies identified these challenges they also

acknowledged that organisations are eager to learn new ways of improving their businesses and do what is needed to empower the communities surrounding those (Sprinkle and Maines, 2010).

1.5 Overview of Research Methodology

The research method adopted for this is grounded within the interpretive or constructivist paradigm. The study has implemented a qualitative research approach that allows for the selection of a case study research design, which suits and identifies with the chosen topic. The collection of data was done using in-depth interviews, of the selected group of respondents which was the top managers of the organisation. The study was being conducted at a manufacturing organisation which is based in Harare, Zimbabwe. The target population for the study included all individuals who occupy management positions in the organisation under study. According to the information provided by the Human Resources Manager of the manufacturing organisation under study, the company had a total of fourteen (14) top managers. Due to the fact that the research questions are more inclined towards the top managers who are responsible for determining the CSR strategy, the study uses a sample size of ten (10) top managers. Data was collected until saturation of data was achieved. A non-probability sampling technique known as convenience sampling was used to choose participants from the population.

Validity and reliability were ensured in the study. To ensure reliability, the research instrument (i.e. the in-depth interview was pre-tested on one manager who was sampled outside the target population of the study). The data collected from the pilot test did not form part of the data sets used for data analysis. Due to the fact that this is a qualitative study, content analysis was used to analyse the data collected through in-depth interviews. Content analysis is useful in analysing the results of open-ended questions as well as the other contents of the in-depth interviews (Denscombe, 2014). Within the tradition of qualitative content analysis, there are qualitative research concepts which are credibility, dependability and transferability are used to describe numerous characteristics of trustworthiness (Madueno, Jorge, Conesa and Martínez-Martínez, 2015). The study at hand is qualitative in nature, which is dependent upon the credibility of the information collected from the participants to be used in the study, which aids in the aspect of trustworthiness (Van Rensburg and Smit, 2004).

1.6 Study Limitations

The main limitation of this study is that the study adopts a case study approach which focuses a manufacturing organisation located in Willovale industrial area in Zimbabwe. In addition, primary data was collected from the employees of the one selected organisation using convenient sampling techniques which fall under non-probability sampling methods. Therefore, the results cannot be generalised to all manufacturing organisations in Zimbabwe. However, the study lays a foundation for how organisations could promote sustainable community development through engaging in different CSR initiatives, especially in a challenging economic environment.

1.7 Structure of the Dissertation

The dissertation has five interlinked chapters as presented in Figure 1.1.

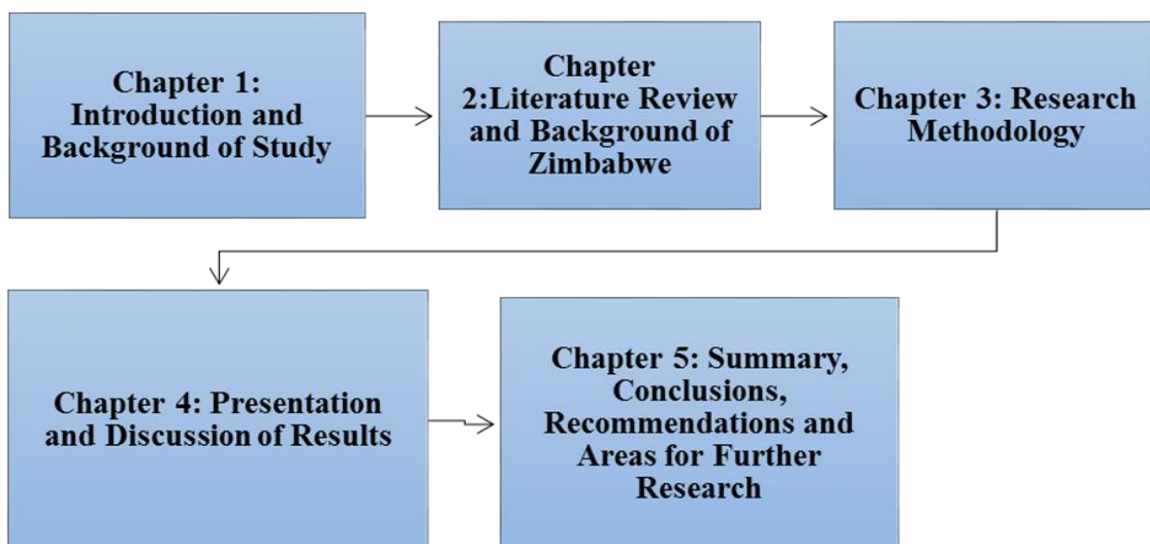


Figure 1. 1 Structure of Dissertation

Source: Author's own compilation.

1.7.1 Chapter 1: Introduction and background of study

This chapter provides a detailed introduction, rationale of study, background of study and limitations of the study.

1.7.2 Chapter 2: Literature Review and Background of Zimbabwe

This chapter contains a comprehensive literature review on CSR as a strategy to encourage community development, the dimensions and theoretical frameworks (stakeholder, economic, social capital theory) that are vital for this study. The chapter goes feather to give a detailed

literature review account about large businesses as business entities in relation to the objectives of the study. It explores the challenges, benefits and strategies used by large organisations in implementing CSR programs in the volatile economic environment.

1.7.3 Chapter 3: Research Methodology

The chapter consists of a well-rounded description of the research methods used for the study. It provides a detailed approach on how an exploratory sequential design was carried out to achieve the research objectives.

1.7.4 Chapter 4: Presentation and Discussion of Results

The chapter consists of the presentation and discussion of results. In-depth interviews were transcribed and themes identified as results. This chapter discusses empirical results in line with the research objectives of the study. The discussion was guided by the inclusion of literature findings on a theoretical analysis of CSR and large businesses from the respective literature review chapters.

1.7.5 Chapter 5: Summary, Conclusions, Recommendations and Areas for Further Research

The chapter gives summary, conclusions, recommendations and areas for further research, based on the findings obtained from the secondary and empirical evidence. The chapter also points out the limitations of the study and gives suggestions for future research to the field management.

1.8 Chapter Summary

This chapter provided the main purpose and motivation for the study. It highlighted the background and context of the study, research problem, the research objectives, the research questions and the rationale of the study. This was followed by the overview of research methodology was adopted and study limitations. Finally, the structure of the dissertation was presented. The following chapter reviews the literature review and background of Zimbabwe that is relevant for the study.

CHAPTER 2

LITERATURE REVIEW AND BACKGROUND OF ZIMBABWE

2.1 Introduction

The previous chapter outlined the introduction, background and the rationale of the study. The objective of this chapter is to examine the literature of the execution of CSR in large businesses, the objectives of the study and the background of Zimbabwe. The chapter also examines the literature on how large firms have embraced CSR in their business models and how such initiatives impacted on the surrounding communities. The aim of this chapter is to introduce what Corporate Social Responsibility is to the business environment. It will also provide the background information and motivation why organisations are embracing this concept at a strategic level in a developing country. This chapter begins by mentioning the theories that give rise to the concept of CSR which is being adopted by the businesses worldwide and what drives businesses to incorporate the concept in their company policies. The various approaches (dimensions) are then outlined and explained in detail, which are then followed by the challenges and benefits that are inherited through the adoption of CSR concept. The framework and the view of CSR are utilised as a strategic tool this is discussed in depth, before narrowing it down from a global perspective to a single economy outlook which for this study is a manufacturing organisation located in Zimbabwe.

The focus of the study is to see how organisations are promoting sustainable community development through Corporate Social Responsibility initiatives; in this case of a manufacturing organisation in Zimbabwe.

2.2 The Concept of CSR

CSR literature has no distinct borders and is spread from environmental standards and guidelines to the community work and philanthropy (Waddock, 2004; Vogel, 2005). To manage with this difficulty, some authors have put together different concepts to address specific CSR areas. Such as Corporate Social Action (CSA)(Marquis *et al.* 2007), Corporate Community Involvement (CCI) (Brammer and Millington, 2003), or Corporate Social Performance (CSP) (Hack, Kenyon and Wood, 2014). Despite these efforts to separate and explain numerous components of its construct, CSR doesn't change as the most

comprehensively used concept in current literature to refer to corporate society interactions (Hack, Kenyon and Wood, 2014). Garriga and Mele (2004) argue that, despite differing theoretical CSR assumptions and fundamentals, there is agreement around the idea that CSR refers to a new direction that business in society should take (Waddock, 2004; Vogel, 2005). As Muthuri and Gilbert state: “*In essence, CSR statements the role and responsibilities of companies in society*” (2011:467-483).

Since there is no universally agreed CSR definition the study is guided by the following definitions to achieve its research objectives:

“CSR can best be defined as an umbrella term, referring to the responsibilities of business towards society” (Blowfield *et al.*, 2005; Prieto-Carron *et al.*, 2006:977-987)

“The social responsibility of business encompasses the economic, legal, ethical, and discretionary [later referred to as philanthropic] expectations that society has of organizations at a given point in time” (Carroll and Shabana, 2010: 85-105).

These definitions were selected because they share similar views on social benefits that can be accomplished by firms when they incorporate CSR initiatives in their business models. The above definitions were also selected because they focus on firm’s voluntary efforts aimed at acquiring an added advantage by meeting social needs of society through ethical and lawful operations. These definitions assisted the researcher in exploring deeper insights for the study (Broomhill, 2007).

2.3 Definition of Key Terms

The section defines some of the important terms that were used in this study.

2.3.1 Responsibility

There are various understandings on responsibility depending on the context (Bevan, Corvellec and Fay, 2011). Responsibility can be defined and considered as the commitment to completing a task that has to be fulfilled and has chances of failure. Responsibility can be viewed as an individual or corporate responsibility. Bevan *et al.*, (2011) pointed that by entering into

business, firms create responsibility which they must act on accordingly. These corporate responsibilities define the decisions made by the organisation.

2.3.2 Sustainability

According to Visser *et al.*, (2007), sustainability refers to the ability to operate in the long term. In relation to CSR, sustainability relates to the capacity of an organisation to remain profitable and ensuring that the environment is well taken care of as it inspires to achieve its long-term objectives. It is critical for an organisation to seek a balance between its short-term profitability and its future ambitions. According to Elkington, Fisk, (2014); Crane, and Matten (2010) sustainability focuses on putting society and the environment first so that an organisation will gain trust from society and achieve its long-term objectives.

2.3.3 Stakeholders

Stakeholders in this study are defined as individuals, or groups of people in society that are affected by business or influence business activities (Freeman *et al.*, 2010). These groups of people define the CSR policies of an organisation. The stakeholders will include employees, communities (the children in the orphanage and other beneficiaries of the CSR programs that are being run), investors, provincial authorities and government (Bevan, Corvellec and Fay, 2011).

2.4 Brief Historical Background of CSR

The following section shows a brief historical background of the CSR concept. CSR emerged at the early stages of the industrial revolution and was coined by Professor Bowen immediately after World War II (Polášek, 2010; Sen, 2011). According to Sen (2011), Bowen coined CSR as a social commitment to a wider view than just as simple company responsibility. According to Polášek (2010), the CSR concept has evolved over the years due to the interactions between industrialisation and globalisation. According to Bowen (1953), cited in Polášek (2010), firms are required to produce social goods that improve the well-being of societies to meet their performance. However, there is no universally agreed definition of CSR (MacGregor and Fontrodona, 2011). According to Carroll (1983); Reinhardt *et al.*, (2008), CSR policy contains the behaviour of a business so that it is economically productive, law keeping, ethical and socially supportive. To be communally accountable means that lucrativeness and submission to the law are critical conditions when arguing the business's ethics and the extent to which it uplifts the community in which it exists in with the support of funds, time and talent (Reinhardt

et al., 2008). Furthermore, the different layers in the pyramid help managers see the different types of obligations that society expects of businesses (Carroll and Shabana 2010) “Carroll’s CSR pyramid”. (Carroll and Shabana, 2010) This is depicted in Figure 2.2.

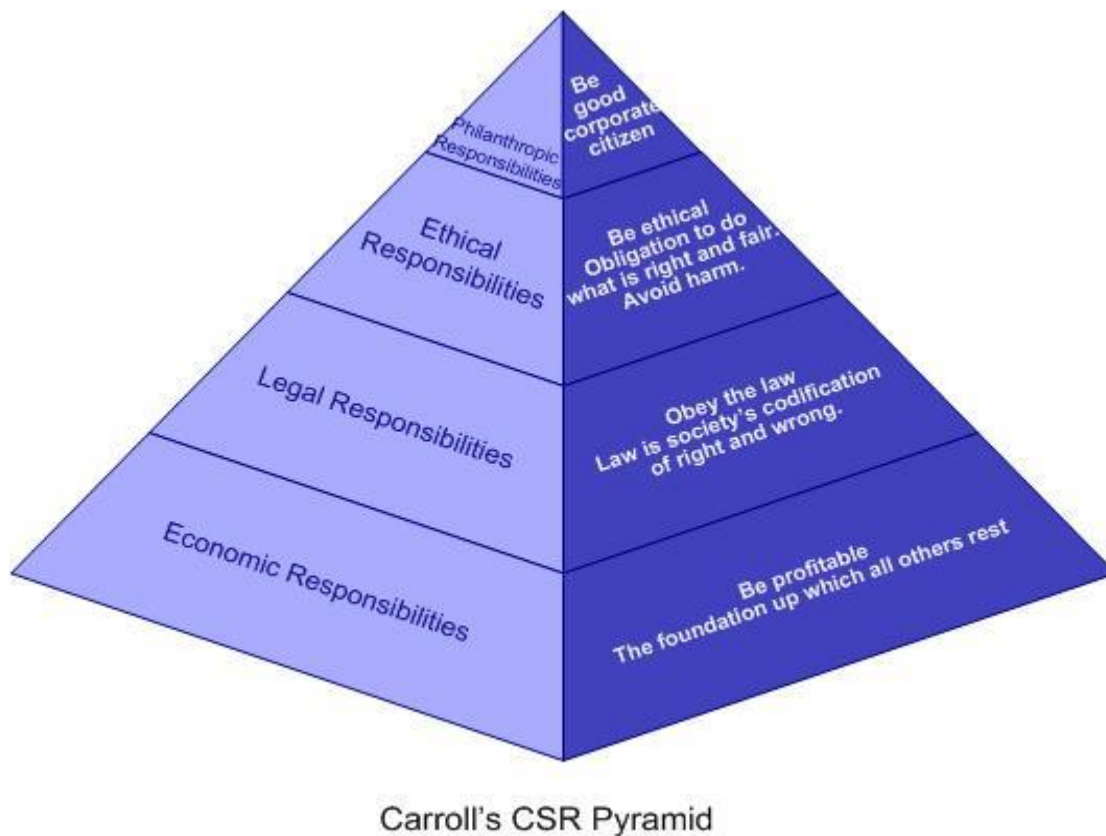


Figure 2. 1 Carroll’s Corporate Social Responsibility Pyramid

Source: Carroll and Shabana (2010).

2.4.1 Economic Responsibility

According to Carroll and Shabana (2010:85-105), “the economic responsibility of business is *to produce products and services that will translate into profit to the organisation*”. According to Carroll and Shabana (2010), when a company achieves its economic expectations it will be able to perform other responsibilities. When a corporation achieves its economic responsibilities, it will not be able to breach ethical and legal expectations by committing crimes and fail to invest in charitable activities (Carroll and Shabana, 2010). Dartey-Baah and Amponsah-Tawiah, (2011) agrees that important economic responsibilities of business are to maintain accurate reporting of company activities, maintain a profitable structure and pursue low costs systems (Reinhardt *et al.*, 2008).

2.4.2 Legal Responsibility

Every business has a responsibility to pursue its activities according to the legal framework of the country (Carroll and Shabana, 2010). According to De Schutter (2008), legal responsibilities involve obeying the statutes, regulations, administrative codes, executive enactments, and court rulings or decrees issued. When an organisation obeys legal requirements, it will be able to achieve its economic ambitions and eventually be in a position to meet ethical and philanthropic responsibilities. Some of the legal requirements are to maintain operating activities that produce products and services which comply with government specifications and by the law (Carroll and Shabana, 2010).

2.4.3 Ethical Responsibility

Ethical responsibility refers to actions that are considered acceptable by members of the community even though they are not written down as laws (Carroll and Shabana, 2010). Such actions are considered as fair and just to a particular society and community. Carroll and Shabana, (2010) suggest that these responsibilities of a company to uplift those principles, norms, or opportunities that mirror the concerns for what stakeholders regard as fair, just, or in keeping with the respect or guidance of stakeholder's moral rights. One of the important ethical responsibilities of business pertains to respecting morals of society and maintaining corporate integrity. However, it's hard to determine ethical expectations, as the culture of society defines some ethical issues. This makes it difficult to determine what is ethical from one society to the other. Still, businesses are expected to look for what is acceptable to society and as stipulated by government ethical codes (De Schutter, 2008).

2.4.4 Philanthropic Responsibility

Philanthropic responsibility is referred to as a responsibility that is not expected as moral or ethical but is a firm's reactions to community's expectations (Sen, 2011). They are considered as voluntary and charitable initiatives that businesses carry out in response to society's needs. Such initiatives are also not enforced by law or ethical principles (Hartman and Des Jardins, 2011). Carroll and Shabana (2010) also noted that some of the voluntary responsibilities include a contribution to education, infrastructure development of communities and health contributions to society and employees by an organisation. It is vital for businesses to pursue their profit ambitions in accordance with the legal framework of the country (Carroll and

Shabana, 2010). By so doing they will be killing two birds with one stone, that is realising their profit expectations while maintaining ethical obligations to society and the environment. According to Carroll and Shabana, (2010), philanthropic responsibilities can only be performed when a company is profitable and operates according to the legal and ethical framework of the country and expectations of society. Philanthropic responsibility is one of the main focal points of the study at hand, which creates the base of sustainable development (De Schutter, 2008).

2.5 Theoretical Framework

A Theoretical framework was adopted for the study

Table 2. 1 Utilitarian, Managerial and Relational Theories of CSR

Utilitarian Theory	Managerial Theory	Relational Theory
Theories on social costs like Functionalism	<ul style="list-style-type: none"> • Corporate social performance • Community accountability, auditing and reporting • Social accountability, auditing and reporting (SAAR) • Social responsibility for multinationals 	<ul style="list-style-type: none"> • Business and society Stakeholder approach • Corporate global citizenship • Social contract theory

Source: Secchi (2007).

The three groups of CSR theories are explained as follows:

Utilitarian is broken down in its views by the persons, and mechanical from the company's viewpoint, the managerial theory is very organisational centered and quantifiable; and the relational theory is values-based as well as mutually dependent between the company and community (Freeman, 2010). The distribution of obligations agreeing to the order of the theories is an economic system, the firm and the type of the association (Sen, 2011). In summing up further strengthened by another not-so-distant conceptualization about CSR in that the theories are gathered into instrumental, political, integrative and value based (Carroll and Shabana, 2010). Instrumental theory is concentrating on achieving economic goals through community activities; political concentrating on a accountable use of business power in the political arena; integrative focused on drawing together management issues, public

responsibility, stakeholder management and corporate social performance; and ethical theory is emphasizing strategies to achieve a good society (Detomasi, 2008).

The proceeding section highlights the breakdown of the theories that stream from utilitarian, managerial and relational theories of CSR. The role of CSR is essential towards understanding what does the society gains from the various CSR initiatives.

Table 2. 2 CSR Theories and Related Approaches

Types of theory	Approaches	Short description
Instrumental theories (Economic theory) (Focusing on achieving economic objectives through social activities)	Maximisation of shareholder value Strategies for competitive advantage Cause-related marketing	Long term value of maximisation <ul style="list-style-type: none"> • Community investment in a competitive context. • Company’s outlook on natural resources and its dynamic capabilities. • Altruistic activities socially acknowledged as a marketing tool.
Political theories (social theory) (focusing on a responsible use of business power in the political arena)	Corporate constitutionalism Integrative social contract Corporate citizenship	<ul style="list-style-type: none"> • Social responsibilities of businesses arise from the social power the firms have • Assumes that a social contract between business and society exists • The firm is understood as being a citizen with • certain involvement in the community
Integrative theories	Management issues Public Responsibility Stakeholder management Corporate social performance	<ul style="list-style-type: none"> • Company response to social and political issues like Law and the existing public policy process are taken as a reference for social performance • Balances the interests of companies’ stakeholders and searches for social legitimacy and processes to give appropriate responses to social issues

Ethical theories (Focusing on the right thing to achieve a good society)	Stakeholder normative theory Universal rights Sustainable development The common good	<ul style="list-style-type: none"> • Considers fiduciary duties towards stakeholders of the firm. This requires some moral theories • Based on human rights, labour rights and respect for environment • Aimed at achieving human development considering present and future generations Oriented towards the common good of society
---	--	---

Source: Garriga and Mele (2004).

The corporate social responsibility (CSR) field presents not only a landscape of theories but also a proliferation of approaches, which are controversial, complex and unclear, this is because of the many different definitions that stem up from various ideologies have been put forward.

The main CSR theories and related approaches are in four groups:

(1) Instrumental theories (economic), in which the business is perceived as only an instrument for wealth creation, and its community activities are only a means to accomplish economic results; According to Brown and Forster (2012) economic view on Corporate Social Responsibility (CSR) emerged as both economic theory and as a source of ethical reference to business activities. The theory focuses on the “invisible hand” where market mechanism independently can improve the well-being of society (Smith 1756). Demand for products and services should be determined by the free market and not by the government. The economic framework highlight that managers must lawfully pursue efforts that seek to maximise profits or returns to owners/investors of business. Economic theory also highlighted that government must take care of social issues (Fitoussi and Stiglitz, 2009).

(2) Political theories, which are concerned with the power of the corporations in the community and an accountable use of this power in the political field;

(3) Integrative theories, in which the business is concentrated on the satisfaction of community demands;

(4) Ethical theories, (Stakeholder) based on ethical accountabilities of businesses to the community. In practice, each CSR theory presents four dimensions related to profits, political performance and community demands that have ethical values. According to Freeman (1984),

cited in McWilliams *et al.* (2006), stakeholder theory was first to use by Stanford Research Institution (SRI) in 1963.

It was defined as those individuals or groups on which the organisation dependent on for its survival. The theory stressed that managers must not only aim at satisfying owners or investors but must totally satisfy all stakeholders (e.g. customers, community, suppliers and workers) (McWilliams *et al.*, 2006). The theory also looks at sharing of benefits and decision-making power with all stakeholders.

2.5.1 Theoretical Applications

The study will use these theories to understand the impact that organisations can have when they include CSR in their business models. These theories will also be used to explore the benefits and challenges organisations face in implementing CSR programs.

- (i) Stakeholder theory will be used to understand the impact that organisations have by working with stakeholders (e.g. customers, community, suppliers and workers).
- (ii) Economic theory will be used to understand the arguments organisations have in adopting CSR as a strategic management option.
- (iii) Political theories will be used to understand values and perceptions societies have towards the CSR programs that the organisations implement. The theory will be used to understand the glue that binds society and how organisations can use that to improve their relationship with society and eventually improve their performance.
- (iv) Integrative theories, which focuses on meeting societal needs (Clarkson, 1995).

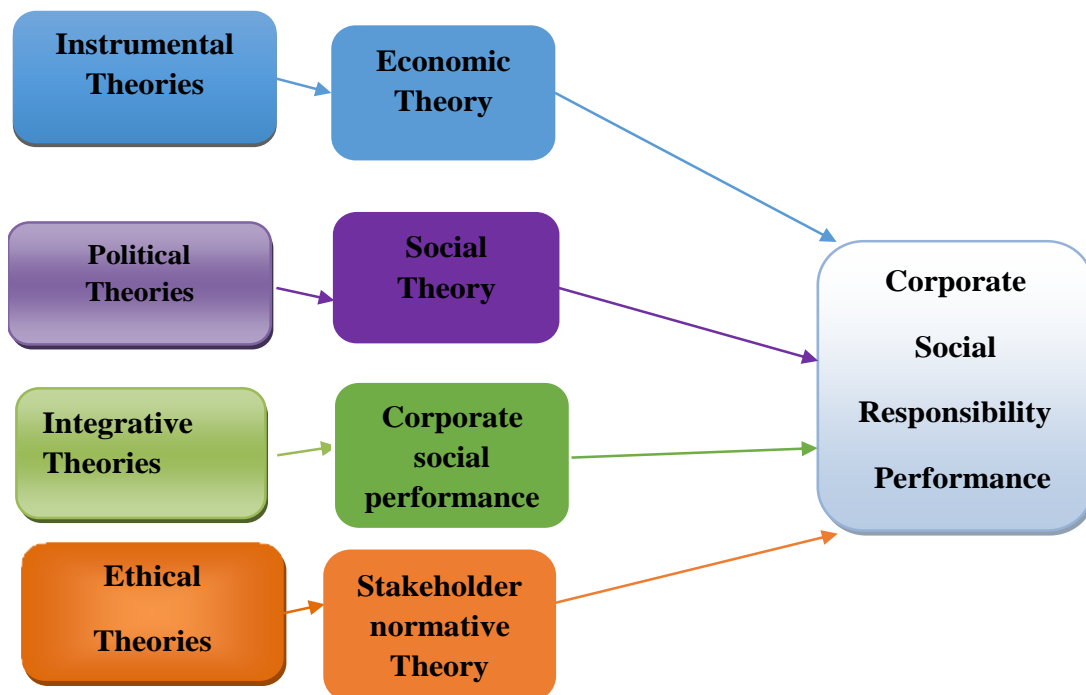


Figure 2. 2 Corporate Social Responsibility Theories

Source: Author's Own creation

The comprehensive description that considers the inclusive potential of commitment of business to sustainable development is better matched to understanding government's role in CSR (Santos, 2011). The modern CSR agenda is relatively undeveloped, and the term "CSR" has not yet taken grip within many government sectors, in both industrialised emerging nations. A lot of the programs highlighted in the study have not been undertaken openly as "pro-CSR programs" (Cooke, 2010).

Consumer demand is an essential driver of CSR practices by companies in developed nations (Santos, 2011). Nevertheless stories of different government's successes in encouraging consumer demand for "pro-CSR" goods and services are tough to come by in those developing nations with potential to develop considerable national clean and ethical consumer markets (Friesleben, 2011).

The three crucial emerged themes to promote assumed CSR in third world countries.

1. Work to build awareness of the contemporary CSR concept within emerging countries, together with bring up understanding on the inclusive drivers, main players, and operational pressure points, as well as country-specific influence valuations of the CSR topic for trade and investment advancement (Cooke, 2010). Any effort in this area will be essential too sensitive to the particular importance of supporting for different businesses in many emerging nations (Friesleben, 2011).
2. The programs that enable government sector bodies' in emerging nations to become effective companies in setting the terms of the CSR discussion and its related principles (Friesleben, 2011). The CSR program to date has been largely formed by different bodies like multinational corporations, consumers, investors, and governments based in advanced nations (Cooke, 2010).
3. Programs to play a part in the private sector in a more direct method in the community policy processes related with the distribution of public goods (for example, nationwide sustainable development or poverty reduction strategies) (Friesleben, 2011).

But the chances are more substantial, and as shown, there is a wealth of experience to draw on. Explained below are the three drivers to corporate social responsibility.

2.6 Drivers of Corporate Social Responsibility

The idea of CSR is reinforced by the idea that organisations can no longer act as separate economic entities working in objectivity from the wider community. Traditional outlook on competitiveness, survival and profitability are being cleared away; the global economy is pushing businesses to be aware of their surroundings. In this section, the drivers are mentioned that encouraging businesses to engage in CSR in their communities (De Schutter, 2008).

One of the most significant drivers of CSR is the idea that there is a business case for social responsibility (Friesleben, 2011). Behind this idea lies the broadly recognized belief that measures that are good for the environment can also be good for the financial performance of a business (Friesleben, 2011).

Some of the general drivers pushing business towards CSR include that Friesleben (2011) puts forward are as follows:

2.6.1 The Shrinking Role of Government

Previously, governments have been dependent on legislation and regulations to deliver social and environmental objectives in the business sector (Friesleben, 2011). The dwindling natural resources, coupled with a distrust of regulations, has led to the consideration of voluntary and non-regulatory initiatives instead. There is also an added perspective that is political in nature where the political party in power loses its members' loyalty, through poor policies making and implementation in the area of sustainable development hard (De Schutter, 2008).

2.6.2 Demands for Greater Exposure

There is a mounting request for corporate openness from stakeholders, including the customers, the suppliers, the workforce, surrounding communities, demanding investors, and activist groups (De Schutter, 2008).

2.6.3 Amplified Consumer Interest

There is indication that ethical conduct of firms utilizes a growing encouragement on the purchasing verdicts of customers (Friesleben, 2011).

2.6.4. Growing Investor Pressure

Investors are shifting the technique they assess businesses' performance and are making decisions grounded on principles that include ethical concerns (Cramer, 2003). The Social Investment Forum reports that in the US in 1999, show that there was more than \$2 trillion worth of assets invested in portfolios that used screens connected to their surroundings and the community obligations (Friesleben, 2011).

2.6.5 Competitive Labour Markets

Employees are progressively viewing beyond paychecks and benefits and on the lookout for employers whose viewpoints and operational practices match their principles. To engage and retain skilled staff members, businesses are being forced to improve working conditions for their workforce (Friesleben, 2011).

2.6.6 Supplier Relations

As investors are becoming increasingly interested in corporate affairs, many firms are taking measures to ensure that their associates conduct themselves in a socially responsible way. Investors are introducing codes of conduct for their suppliers, to ensure that other businesses' policies or practices do not blemish their reputation (Friesleben, 2011). Going further in finding out what the main drivers of CSR is explained below are the different external and internal drivers that prompt businesses to practice CSR within their activities, and in the surrounding community, they are located. CSR drivers are feather divided into two sectors which are external and internal (De Schutter, 2008).

Table 2. 3 External and Internal Drivers of CSR

External drivers	Internal drivers
Globalization	Risk Management
Environment	Revenues and Costs
International Initiatives	Employees
Political	Customers Competitive Advantage
NGO's and Media	
Investment Community	

Source: Friesleben (2011)

2.6.7 External Drivers:

The external drivers in Table 2.3 are briefly explained below.

- **Globalisation:** When they is a uniform trend that is happening worldwide, that catching on to many countries and businesses.
- **Environment:** Sustainability of the natural environment
- **International Initiatives:** Programs that put the welfare of the surrounding community where the business is located
- **Political:** Politics is a major area to drive CSR in a country, because of its position of national policy making and implementation. Policies can encourage businesses to engage in CSR or sideline it.
- **Non-Governmental Organisation (NGO) and Media:** NGOs are at the forefront to promote the sustainability in the communities that they are situated in and pushing for

the development of programs by other organisations to engage in CSR. The media plays an important role too to help drive CSR, forces businesses to be more responsible for their actions how they conduct business in the society (Cramer, 2003).

- **Investment Community:** The contribution of businesses to the community on a long-term basis, consistent uplifting the members of the community (Jacqueline, Jonker and Van der Heijden 2006).

2.6.8 Internal Drivers:

The internal drivers in Table 2.3 are briefly explained below.

- **Risk management:** contiguous plans are put in place to manage any possible risks that may arise like spillage of waste liquid in the factory plant.
- **Revenues and Cost:** the business may be driven to engage into CSR because of low revenue encounter in the past financial year, the engaging in CSR will allow business to attract environmentally conscious customers to buy their products or services.
- **Employees:** businesses engage in CSR to give employees a sense of worth by giving back to the community, which is good to build the employees moral to work harder at their jobs.
- **Customers Competitive Advantage:** businesses are forced to engage in CSR because of its trending on a global scale, make it a strategic plan to get customers to go for firms that are conscious of the physical environment, the value of employees.
- **Corporate social responsibility:** is progressively becoming a leading issue in business. A growing number of companies holds the concept and feels the need to make clear what it means. (Jacqueline, Jonker and Van der Heijden, 2004).

Intensified interest in CSR in recent years has stemmed from the commencement of globalisation and international trade, which have mirrored in improved business complexity and new demands for enhanced clarity and corporate citizenship (Clarkson, 1995; Cramer, 2003). Furthermore, while governments have traditionally assumed sole responsibility for the development of the living conditions of the nations' population and while progressive companies are seeking to differentiate themselves through partaking in CSR. Hence the fundamental idea of CSR is that business corporations have a responsibility to work in the direction of meeting the needs of a broader array of stakeholders (Waddock *et al.*, 2002).

Organisations all over the world are struggling with the new role, which is to meet the necessities of the present generation without compromising the capacity of the coming generation to meet their requirements (Clarkson, 1995; Cramer, 2003). Organisations are being encouraged to take responsibility of how they carry out their operations bearing on the surrounding communities and natural environment. They are also being requested to apply sustainability standards to the ways in which they conduct their business (Friesleben, 2011).

Sustainability speaks of how an organisation's activities, usually reflected through voluntary actions, that validate the addition of the community and environmental concerns in business processes and interactions with stakeholders (Van Marrewijk and Verre, 2003). Firms must now center their attention on both growing its bottom line and being a good corporate citizen (Van Marrewijk and Verre, 2003). Keeping in touch with the worldwide trends and remaining committed to monetary obligations to deliver both private and public benefits have forced businesses to redesign their frameworks, guidelines and business models (Werther and Chandler, 2006).

Corporate responsibility is, consequently, a noticeable feature of the business and society literature, addressing the topics of business ethics, corporate social performance, global corporate citizenship and stakeholder management (Van Marrewijk and Verre, 2003). The essential attributes that define a business's vital character and the up-to-date turn to the values that reflect an evolution in what has every now and then been called the nature of the business or the company's identity (Van Marrewijk and Verre, 2003). CSR can be a way of corresponding company operations with community values at a time when these restraints are altering rapidly. As such, ethical conduct is a requirement for strategic CSR (Clarkson, 1995; Cramer, 2003). A business's ethical conduct is the mirror image of its culture, a shared set of values and guiding principles undoubtedly ingrained throughout the organisation, and the ethical conduct and culture become part of the definition of corporate identity (Van Marrewijk and Verre, 2003).

The trends starts within CSR debates, and then attracts the empirical research and detected stakeholder difficulties of business, to argue that the boundaries of corporate responsibility are advancing both internally and externally (Warhurst, 2002). Internally, these limits are changing regarding the enlarged responsibility of organisations towards their direct and indirect internal stakeholders. This is shown through improvements in business practice to achieve enhanced

social justice in the place of work, enhanced governance, and more accurate disclosure of non-financial risk (Kolk and Van Tulder, 2002). This study explores how organisations are doing this by applying core competencies in ways that assimilate social development and business goals. It suggests, in turn, that the challenges of these expanding boundaries of responsibilities are best addressed through strategic partnerships (Kolk and Van Tulder 2002).

Organisations face problems as they implement CSR. These usually relate either to political issues or organisational level concerns and are often rooted in culture (Clarkson, 1995; Cramer, 2003). The difficulty of operating in a global society places new demands on the organisation and their leadership. As the roles and duties of government become less clear, the literature shows that corporate leaders are facing an overwhelming array of challenges. In the new age of (CSR), the requirements of the stakeholders, consumers, employees, nationwide as well as international regulators, watchdogs, NGO, and activist groups have to be satisfied (Clarkson, 1995, Cramer, 2003).

CSR must be clearly established as a line management responsibility and follow up on a continuing basis by the corporation's senior management and board. There are various strategic approaches to CSR that can be utilised (Friesleben, 2011). Many organisations continue to view CSR in terms of charity and support to the local community (Clarkson, 1995; Cramer, 2003). Nonetheless, there is a mounting tendency to see the core area for practising social responsibility as the firm's own operations and supply chain. The government interprets the following areas as central when it comes to corporate social responsibility in international transactions: respecting human rights; upholding core labour standards and ensuring decent working conditions; taking environmental concerns into account; fighting corruption; and maximising transparency (Clarkson, 1995, Cramer, 2003).

The government has great intentions and ambitions for social responsibility efforts in the public sector and equally clear expectations of the private industry. The government emphasises the significance of CSR for value creation and for bringing about changes that benefit people, the environment and society as a whole (Clarkson, 1995; Cramer, 2003). State-owned enterprises must lead the way in practising social responsibility. The government will seek to promote this by actively exercising ownership rights (Clarkson, 1995; Cramer, 2003).

2.6.9 Further Motives that Drivers Businesses to Engage in CSR:

Much debate is on the motivation for engaging in CSR is always driven by self-interest (Moseley, 2001; Bondy, Moon, and Matten, 2012), irrespective of whether the activity is deliberately driven for commercial purposes alone, or whether it is also partly encouraged by an individual's personal philanthropic concern for CSR (Maclagan, 1998). The relationship between altruism and self is a complex area and space does not permit its detailed examination in this paper. Corporate motives are considered below, from the strategic theory of the firm perception incorporating corporate image management, the need to facilitate the integration of a global workforce and the opportunity of an ethical altruistic impulse among business leaders or managers, perhaps motivated by religious beliefs. As motives can be mixed in business decisions (Di Norcia and Tigner, 2000).

1. **Corporate Image Management:** The theory of the firm viewpoint argues that the hesitation of the directorate is to maximise shareholder value. From this perspective, CSR is an answer to the competitive environment and the demands on managers from various stakeholder groups (McWilliams and Siegel, 2001). Subsequently, corporate image management has evolved as a strategic marketing activity.
2. **Creating or Maintaining a Good Corporate Image:** It has conventionally been the role of marketing to manage the image of the company in order to produce a positive effect on the organisation's outward appearance (Moseley, 2001; Bondy, Moon, and Matten, 2012). Marketing communications, particularly community relations activity, is used with a view to improving the competitive position, by delivering the messages designed to create or maintain a right image (Bondy, Moon, and Matten, 2012). Consequently, '*doing good deeds*', produces a positive public relations story.
3. McWilliams and Siegel (2001) points out that additional motives for the adoption of CSR, stem from labour management issues and problems involving the integration or acceptance of the business into the local community. For example, Kell and Ruggie, (2001), attribute the corporate interest in business ethics and good citizenship to the necessity for corporations to be able to integrate the increasing number of diverse cultures of their officers and employees as a result of their global operations.

In a linked way Bondy, Moon, and Matten (2012), attribute to the corporate community participation to issues of enlistment; the economic development of the area and business'

anticipation of threats of social upheaval. It is summarised that corporate motivation for CSR as a concern for corporate reputation (Bondy, Moon, and Matten, 2012) and concludes: “*business appears to have considerable incentives to reassure societies about their sociability*” (Bondy, Moon, and Matten, 2012:281-299). However, an underlying assumption in this study argues that they are no definite single driver of CSR decision-making in private sector companies, even if it is an important one. According to Hemingway and Maclagan, (2004), it is the individual managers who “*often shape the moral environments in which they work*” (Hemingway and Maclagan, 2004:33-44).

Different managers are driven by a diversity of individual needs and interests, in addition to the official organisational objectives. The recognition of this option of management not always works rationally to fuel the corporate governance debate and is supported by organisational behaviour theorists: “*It is management’s skill, or lack of it, which balances and satisfies competing interests. This is not an inherently rational or logical process. It involves people making choices about how they build and exercise power and how they exercise control over individuals and resources.*” (Boddy and Patton, 2001:135).

Visser (2008) argues that emerging nations feature specific CSR drivers that make local settings different, including cultural traditions, crisis responsiveness, governance gaps, stakeholder activism, investment incentives, and political reforms. The extensive literature on CSR contains numerous definitions of the construct. CSR is a “*model whereby companies integrate social and environmental concerns in their business operations and their stakeholders on a voluntary basis*” (Reinhardt, Stavins and Vietor (2008:219-239). Among the most frequently recurring elements in the various definitions of CSR are its generous nature and its prominence on management initiatives and on managing social impact, as well as the idea that companies have stakeholders whose interests must be taken into account (Waddock, 2002).

2.7 The Three Approaches to CSR

Agreeing to the traditional opinion of the corporation, it exists mainly to make profits (Corroll and Shabana, 2010). From this money centred viewpoint, in as much as corporate ethics are important, they apply to moral dilemmas arising as the struggle for profit proceeds (Fisher and Ziviani, 2004).

Although these predicaments continue to be important throughout the economic world, this is supported by MacGregor and Fontrodona, (2011) that when companies are conceived as holding a comprehensive range of economic and community responsibilities as part of their daily operation, the field of business ethics expands pleasantly. Now there are large sets of issues that need to be confronted and managed outside of, and independent of the struggle for money (Bondy, Moon, and Matten, 2012). Broadly, there are three theoretical approaches to these new responsibilities:

1. Corporate social responsibility (CSR)
2. The triple bottom line
3. Stakeholder theory (Desjardins, 2009).

2.7.1 Corporate Social Responsibility

The name corporate social responsibility has two significances. Firstly it is a concept of the corporation that emphasises both the obligation to make money and the requirement to interact ethically with the nearest community. Second, CSR is also a particular conception of that duty to make a profit while playing a role in broad questions of community welfare (Carroll and Santos, 2001). As a specific theory of the way corporations interacts with the immediate community and the rest of the world, CSR is put together as four obligations:

The **economic responsibility** to make money is an important requirement. Mandatory by simple economics, this responsibility is the company's version of the human survival instinct. A company that doesn't make profits in a modern market economy is doomed to perish which they are special cases (Desjardins, 2009). Non-profit organisations make money (from their own activities as well as through donations and grants) but pour it back into their work (Fox, 2005). Also, the public/private hybrids can operate without spinning a profit. For the vast majority of procedures, however, there have to be profits. Without them, there's no business and no business ethics (Friesleben, 2011).

The **legal responsibility** to adhere to rules. This obligation is not contentious. What proponents of CSR argue, nonetheless, is that this responsibility must be understood as a positive duty (MacGregor and Fontrodona, 2011). That is, laws aren't limitations that initiatives skirt and cross over if the consequence is low; instead, responsible organisations accept the rules as a

social product and make good efforts to submit not just the letter but also the limits (Desjardins, 2009). In actual terms, this is the difference amid the driver who stays under the speed limit since he can't afford a traffic ticket and one who obeys since society as a whole is served when we all approve to respect the signs and stoplights and restrictions (Friesleben, 2011). The same goes for the toxic company neither one obeys regulations or laws until the fines get so high they've got no choice. As against that model of behaviour, a CSR vision of business upholds that society's limits will be meticulously obeyed, even if the penalty amounts too little price (Carroll and Santos, 2001).

The **ethical responsibility** to do what's right even when not requested by the law. This is the theory's founding obligation, and it depends on a comprehensible corporate culture that views the corporate itself as a citizen in the public, with the kind of responsibilities that citizenship normally entails (Friesleben, 2011). For example, when someone is racing his or her sports car along a country road on a cold winter's night and comes across another driver stopped on the roadside with a flat, there's a social compulsion to do something, though not a legal one. The same logic can work in the commercial world. Numerous industrial plants produce, as an inevitable part of their fabricating process, toxic waste (Desjardins, 2009).

Philanthropic responsibility to donate to society's projects even when they're independent of the particular business. A law firm may volunteer access to their offices for an afternoon every year, so some local scholars may take a field trip to discover what lawyers do all day (Bondy, Moon, and Matten, 2012). An industrial chemical company may take the lead in rehabilitating an empty lot into a park. None of these acts arises as obligations spread out from the everyday operations of the business involved. They're not like the obligation a chemical firm has for safe disposal of its waste. Instead, these public acts of kindness represent a view that companies, like everyone in the world, have some obligation to support the broad welfare in ways determined by the needs of the surrounding community (Carroll and Shabana 2010).

The four responsibilities are decreasingly insistent within the theory of CSR (Van Marrewijk, 2003). After satisfying the top responsibility, attention turns to the second and so on (Kothari, 2004). At the extremes, the reasoning behind this ranking works easily, a law firm on the verge of going broke perhaps doesn't have the obligation to open up for school visits, at least not if the tours hamper with the build-up of billable hours and revenue. Observably, if the firm does go broke and out of business, there won't be any school visits in any case, so it is

faced with financial hardships, lawyers are clearly obligated to fulfil their economic obligations before philanthropic ones (MacGregor and Fontrodona 2011).

More problematic questions arise when the economic responsibility struggles with the legal one. For example, to remain lucrative, an industrial plant may need to dispose of waste and toxins in barrels that barely meet legally required strengths (Carroll and Shabana 2010). Assuming those legal limits are inefficiently strict to guarantee the barrels' seal, the spirit of the law may be dishonoured (Kothari, 2004). The positive economic aspect of the decision to cut corners is the capability to stay in business. That means local workers won't lose their jobs, the familial stresses of unemployment will be avoided, suppliers will maintain their contracts, and consumers will still be served (Van Marrewijk, 2003). The negative, however, is the likelihood and the reality at Woburn that those toxins will escape their containers and leave a generation of workers' children poisoned (Carroll and Santos, 2001). Even among individuals encouraging a strong sense of corporate responsibility for the adjacent community, there may have been no clear answer to the question about the proper course of action (Van Marrewijk, 2003). Nonetheless, CSR means every business holds four kinds of obligations and should respond to them in order: first the economic, then the legal aspect, next to the ethical, and finally the philanthropic (MacGregor and Fontrodona 2011).

2.7.2 The Triple Bottom Line

A triple bottom line is a form of CSR dictating that corporate leaders formulate bottom-line results not only in economic terms (costs versus revenue) but also in terms of business effects in the social realm, and with respect to the environment (Carroll and Santos, 2001). There are two keys to this idea. First, the three columns of responsibility must be kept detached, with results reported individually for each. Second, in all three of these areas, the company should obtain sustainable results (Porter and Kramer, 2003). The concept of sustainability is very specific. At the intersection of ethics and economics, sustainability means the long-term preservation of balance (Kothari, 2004).

Economic sustainability encourages long-term financial solidity over more volatile, short-term profits, no matter how high. According to the triple-bottom line model, large businesses have a responsibility to create business plans permitting stable and extended action (Carroll and Santos, 2001). Silicon Valley, California, for example, is full of small, start-up businesses. A few will convert into the next Google, Apple, and Microsoft. Those that get left out, however,

of the newspaper reports hailing the accomplishments of a Steve Jobs or a Bill Gates are all those other individuals who never made it all those who invested family savings in a project that ended up bankrupt. Sustainability as a virtue that means valuing business plans that may not lead to quick riches, but that also avoid devastating losses (Porter and Kramer, 2003).

Social sustainability values balance in people's lives and the way they live. Kothari (2004) points out that in world in which a few Fortune 500 executives are accumulating millions a year, while millions of people elsewhere in the world are living on less than a cent a day can't go on forever. As the inequalities grow, as the rich get richer and the poor get both poorer and more numerous. The chances that society itself will breakdown in anger and revolution surges (Carroll and Santos, 2001). The danger of governmental overthrow from below sounds distant almost ridiculous to those living in developed nations who are familiar to a solid middle class and minimal resentment of the wealthy. In world history, however, such revolutions are quite common. That doesn't mean the revolution is coming in the times of developed nations. It may indicate, however, that for a business to be stable over the long term, opportunities and consequent wealth need to be spread out to empower as many people as possible (Porter and Kramer, 2003).

Environmental sustainability begins from the assertion that natural resources, particularly the oil fuelling our engines, the clean air we breathe, and the water we drink, are restricted (Porter and Kramer, 2003). If those things worsen significantly, our children won't be able to enjoy the same quality of life most of us experience. Conservation of resources, therefore becomes immensely important, as does the development of new sources of energy that may substitute those that are currently using (Carroll and Santos, 2001).

Additional, a case of an industrial chemical company pouring toxins into the ground that breaks out years later with horrific consequences, not only are resources finite, but our earth is limited in its ability to naturally regenerate clean air and water from the smokestacks and run off of our industries (Van Marrewijk, 2003). For example, the release of greenhouse gases into the air is so much that the earth's temperature is rising (Porter and Kramer, 2003). No one individual knows for sure, but it's certain that somewhere there's a limit, at some point carbon-burning pollution will do to the planet what toxic runoff did in Woburn which is now an unlivable place (Carroll and Santos, 2001).

Sustainability, lastly, on this environmental front means actions must be taken to facilitate our natural world's renewal. Recycling or cleaning up pollution that already exists is important here, as is limiting the contamination emitted from factories, cars, and customers products in the first place (Clarkson, 1995; Cramer, 2003). All these are actions that companies must support, not because they're lawfully required to do so, but because the conservation of a livable planet is a direct responsibility within the triple-bottom-line model of business responsibility (MacGregor and Fontrodona 2011). Together, these three notions of sustainability which are economic, social, and environmental guide companies toward actions fitted to the commencement of the business as a contributing as a citizen in the community and not just as a money making machine (MacGregor and Fontrodona 2011).

The single insightful difference between CSR and the triple bottom line is cultural. The first is more American, the second European. Americans, accustomed to economic progress, tend to be more comfortable with, and optimistic about, change (McWilliams, Siegel and Wright, 2006). Cooperatively, Americans want business to transform the world, and ethical thinking is there hopefully to help the transformations maximise improvement across society. Europeans, accustomed to general economic decline with respect to the United States, the change of view is much less favourably (Brown and Forster, 2012). Their disposition is to slow development down and to keep things the same as far as possible. This viewpoint is naturally suited to sustainability as a guiding value (McWilliams, Siegel and Wright, 2006).

It is very important to note that while sustainability as a corporate goal puts the breaks on the economic world, and is very conservative in the non-political sense that it favours the current situation over a changed one, that doesn't mean recommending a pure restriction. Sustainability isn't the same as Ludditism, which is a flat resistance to all technological change (McWilliams, Siegel and Wright, 2006). Sustainability concerns don't always stand against technological advances (Porter and Kramer, 2003). Innovation is favoured as long as improvements are made in the name of upholding the status quo. For example, advances in wind power generation may allow our society to continue using energy as we do, even as oil reserves dwindle, and with the further benefit of limiting air pollution (Kothari, 2004).

2.7.3 Stakeholder Theory

Stakeholder theory, which has been described by Edward Freeman and others, is the mirror image of CSR (Brown and Forster, 2012). Instead of starting a business and looking out into

the world to see what ethical responsibilities there are, stakeholder theory starts in the world by view any person who is in direct contact with the actions of the company as liable. It lists and describes those individuals and groups who will be affected by or affect the business's actions. Stakeholder theory confirms that lives are touched by a business holding the right and duty to participate in directly with the surrounding community (Turyakira *et al.*, 2012).

As a simple example, Kothari (2004) gives when a factory produces industrial waste, a CSR perspective attaches a responsibility directly to factory owners to dispose of the waste safely. By contrast, a stakeholder theorist begins with those living in the close community who may find their environment poisoned, and begins to talk about business ethics by insisting that they have a right to clean air and water (McWilliams, Siegel and Wright, 2006). Therefore, they are stakeholders in the business, and their input must contribute to corporate decisions. It's true that they may own no stock, but they have an ethical claim to play a part in the decision-making process (Turyakira *et al.*, 2012). This is a very important point, at least in theoretical form, those affected by a company's actions essentially become shareholders and owners. Because they are touched by a company's actions, they have a right to participate in managing it (Brown and Forster, 2012). If the enterprise produces products for industrial use, the stakeholders listed below include:

Corporate owners, whether a private individual or shareholders, company employees, current and potential customers of the business existing and potential suppliers to the company (Turyakira *et al.*, 2012). Creditors whose money or loaned goods are mixed into the business's actions, government bodies involved in regulation and taxation. Rural authorities (Traditional Chiefs) and same line businesses of work, contending for the same market share (Clarkson, 1995; Cramer, 2003).

The important been the shareholders, workers, customers, suppliers, and community may be cited as the five principal stakeholders (Brown and Forster, 2012). Other businesses that may find themselves subjected to new and potentially oppressive regulations because of contamination at that one plant (Turyakira *et al.*, 2012). In an abstract sense, it's absolutely true that everyone in the world counts as a stakeholder of any serious factory insofar as we all breathe the same air and because the global economy is so strongly linked that decisions taken in a boardroom in a small town on the East Coast can end up costing someone in India his or her job and the effects keep rippling out through the whole world (Turyakira *et al.*, 2012).

Nevertheless, a strict stakeholder theory that persistently granting the power to make ethical claims on anyone affected by a corporation's action would be unreasonable. There would be no end to simply figuring out whose rights needed to be accounted for (Porter and Kramer, 2003). Influentially, the stakeholders surrounding a business should be defined as those tangibly affected by the business's action. There ought to be a constant line that you can follow from a corporate decision to an individual's life (McWilliams, Siegel and Wright, 2006).

When a distinct set of stakeholders immediate an enterprise has been found, stakeholder ethics may begin (McWilliams, Siegel and Wright, 2006). The resolve of the company, underneath this theory, is to get the most out of profit on a joint bottom line, with profit defined not as money but as human welfare (Kothari, 2004). The combined bottom line is the summed effect of a business's actions on all stakeholders. Corporate managers, that are mostly accused not with representing the interests of shareholders (the owners of the company) but with the more community task of organising the wellbeing of all stakeholders, balancing them in the case of misunderstanding and get the most out of the sum of benefits over the medium and long term (De Schutter, 2008).

In numerous instances, transparency is a significant value for those upholding stakeholder ethics. The reasoning is simple: if you're going to let every stakeholder actively participate in a corporation's decision-making, then those stakeholders need to have a good idea of what's going on (McWilliams, Siegel and Wright, 2006). What is certain is that stakeholder theory compels corporate directors to appeal to all sides and balance everyone's interests and welfare in trying to maximis support across the spectrum of those whose lives that are touched by the business (Brown and Forster, 2012).

2.7.4 Conclusion on the Three Forms of CSR

Conventionally, managers of companies have had an extremely difficult but very narrowly defined obligation that guides the enterprise towards money making. The best corporations have been those generating the highest sales, attracting the most customers, and reaching the largest profits (McWilliams, Siegel and Wright, 2006). Many ethical questions, have been arranged around the basic requisite to signify the owners' central interest, which is apparently to make a profit from their investment (Van Marrewijk and Verre, 2003). Consequently, the field of corporate ethics is primarily apprehensive with conflicts and dilemmas that break out

inside the business as people try to work together to win in the very competitive economic world (Freeman, 2010). The idea of CSR along with the related ideas of the triple bottom line and stakeholder theory opens a different kind of corporate ethics (De Schutter, 2008). Ethics in the economic world is now about corporate managers sensing and reacting to a broad range of duties, spreading to the town where the firm is situated and then out into nearby communities (Waddock et al., 2002).

In the midst of relatively recent theories concerning firm's social responsibility is the "*Theory of the firm strategic leadership theory*" which was proposed by (Waldman *et al.*, 2004:115-142). The theory states that some characteristics of CEO leadership can have a direct influence on the preference of organisations to participate in CSR and big business which are run by mentally stimulating CEOs do play a part in the strategic role of CSR than average companies (Waldman *et al.*, 2004).

2.8 Benefits of Corporate Social Responsibility

There are businesses that will only take social responsibility in to their company policy if they have to (Freeman, 2010). On the other hand Santos (2010), debates that while there are many question marks concerning the future of CSR, in particular about its voluntary nature, engaged businesses claim notable achievements. CSR has led to growths in company reporting, and in the expansion of good principles and good practice in business behaviour (Aid, 2004).

Frequently it can be observed that a trend in a discussion on CSR that voluntary measures can help develop private-sector behaviour (Waldman *et al.*, 2004). The voluntary activity is no substitute for guidelines and there is evidence that businesses that adopt voluntary methods to meet environmental standards are regularly involved in resisting external regulations (Freeman, 2010). This concerns mainly developing countries, where national legislation framework is weak. Even if required laws do exist, many governments including in advanced countries do not have the political will or effective instruments to implement them (Alkire and Santos, 2010).

In contrast, the regulation in advanced nations tends to be stronger (Barton, 2007). The businesses are bound by laws protecting the environment, human rights. But these only extend to the activities of businesses based or operating in those countries, and not to the overseas activities (De Schutter, 2008). Santos, (2010) may argue that once there is no need for new

protracted governmental regulations in developed economies, definitely there is such a need in emerging and in transitional countries.

Santos (2010), argues that governments in the latter ones, with the support of international institutions, might establish an organised framework at a minimum requested by law, and on the other international community may consider building an international regularly accepted legal framework to control the international activities of multi-national enterprises. Such a method would help in overcoming low execution capacity of emerging nations. In fact, numerous features of such an international framework already exist. There is no need for campaigning for new regulations; it's rather a need to merge existing instruments in one inclusive framework to be adopted by countries (Barton, 2007).

2.8.1 Company Benefits

The role of CSR in sustainable development used in this study is any direct and indirect benefits received by the community as results of social obligation of corporations to the overall community and social system. The common benefits of CSR in sustainable development are discussed as follows:

1. To share the negative consequences because of industrialisation (De Schutter, 2008). This is related to a growing conscience-focused marketplace which requires more ethical business processes e.g. higher road tax for higher emission vehicles, thus reducing the burden of small vehicle owners in a community (Barton, 2007).
2. Closer ties among corporations and community. Through CSR the existence of corporations in the social system is felt beyond a perception that a corporation is a place just to get employment and producers of goods and services. By doing so, corporations and community would stay in peace and harmony (De Schutter, 2008).
3. Helping to get talented staff. Organisations with a standing for CSR can take advantage of their status and strengthen their appeal as an attractive employer by making their commitment part of their value proposition for potential candidates. It is also found that when employees view their organisation's commitment to socially responsible behaviour more favourably, they also tend to have more positive attitudes in other areas that correlate with better performance (De Schutter, 2008).

Employees believe that organisations recognise and reward great customer service, act quickly to address and resolve customer concerns, and are led by people in senior management who act in the best interest of customers. Confidence in senior management is higher in other areas, too, when employees give their company high marks for being socially responsible (Freeman, 2010). For example, if a large number of employees perceive that their organisation's senior management supports new ideas and new ways of doing things, this would result in the better perception of employees to the organisation, hence their trust and loyalty to the organisation.

There is a correlation between a company's success in the marketplace and the influence of its capacity to innovate and the perception of the employees to the organisation. It is also a factor in attracting and retaining talents. In relating to community development (CD), good employees' perceptions on a corporation would lead to the community that treats the corporation as an important economic asset in the community (Barton, 2007; De Schutter, 2008).

4. The role in the transfer of technology (TOT). Closer ties help in transfer of technology between multinational companies that give concerns on CSR and communities in the host countries. Very large multinationals have budgets that exceed those of many small countries. Barton, (2007) focuses on three mechanisms of international technology transfer: the flow of human resources; the flow of public-sector technology support and the flow of private technology from MNCs to developing countries (Clarkson, 1995; Cramer, 2003). He argues for greater mobility within, and globalisation of, the world's scientific enterprise and reasserts an economic rationale for investing in public-sector research in the developing countries. Through TOT coupled with CSR processes, the targeted community would gain in the various aspects of product development and marketing, such as better price and quality, as well as concern for people's well-being (Barton, 2007; De Schutter, 2008).
5. CSR helps to protect the environment. Some of the world's largest businesses have made a highly visible commitment to CSR, for example, with initiatives aimed at reducing their environmental footprint. These companies take the view that financial and environmental performance can work together to drive company growth and social

reputation. This attitude can only serve to enhance the employment value proposition such as interest in "going green" gains traction (Towers Perrin, 2009).

6. The United Nations have launched the “Global Compact”, an initiative to convince international companies to commit themselves to universal principles in relation to the protection of human rights (UN Global Compact, 2009). Being the world’s largest voluntary corporate responsibility initiative, the UN Global Compact has also seen a strategic policy for businesses that are committed to aligning their operations and strategies within the areas of human rights, labour, and environment. By doing so, business, as a primary agent driving globalisation, can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies world wide (De Schutter, 2008).

Never before have they been objectives of the international community and the business world been so aligned. Common goals, such as building markets, combating corruption, safeguarding the environment and ensuring social inclusion, have resulted in unprecedented partnerships and openness among business, government, civil society, labour and the United Nations (Freeman, 2010). This ever-increasing understanding is reflected in the growth of the Global Compact, which today stands as the largest corporate citizenship and sustainability initiative in the world with over 4700 corporate participants and stakeholders from over 130 countries (Barton, 2007).

7. The interdependency between a firm and community. The close link between a corporation and community is another aspect of CSR role in CD because, in the long run, it creates sustainable development. This could be seen e.g. Shell Foundation involvement in the Flower Valley in South Africa and Marks and Spencer in Africa. The CSR projects give aids to a local organisation and impoverished communities. This certainly leads to sustainable community development (Barton, 2007).
8. A CSR initiative can be seen as an aid to relieve poverty. An example is a Malaysian reality program Bersamamu of TV3 which is sponsored by Syarikat Faiza Sendirian Berhad (SFSB), a local enterprise-cum-philanthropist who responds to government’s appeal to help the impoverished community to improve their livelihoods (SFSB, 2009). SFSB gets help from the local media company TV3 for publicity and audience support.

This TV program is focused on the living reality of the poor, helpless and misfortune people in their survival. Every purchase of Faiza's Product will entitle the buyer to donate to Tabung Bersamamu TV3 (a fund of the broadcasting agency). Through this collaboration, it may trigger other corporations to help the nation in its effort to alleviate poverty and, hence, in developing communities (Barton, 2007).

9. A CSR initiative helps in data collecting for other public organisation functions. For instance, in the United States, Intel and IBM (examples of mega ICT firms) assisted under-staffed police departments with information gathering and processing by installing cameras with video processing abilities in areas where there are high rates of crimes. Intel has also conducted initiatives to educate local communities on how they can use technology to prevent crime or at least to use it to detect who committed the crime (Ismail, 2009). This is an example of technology companies implement CSR initiatives that both benefit community and support business objectives (Barton, 2007).
10. Corporate sustainability goals. In Europe and elsewhere outside the U.S, businesses have been taking their social role seriously for years, often under the banner of corporate sustainability (Ismail, 2009). The EU has developed a corporate sustainability framework, which identifies a progressive set of economic, social and environmental objectives that companies are encouraged to achieve (Ismail, 2009). Perrin (2009), for instance, they have developed a methodology to assess the employee perspective on sustainable business practices (SBP). These practices represent a continuing commitment by a company to behave ethically and contribute to economic development while improving the quality of life of its workforce and family members, as well as the local community and society. Perrin's SBP index specifically covers five areas: awareness and perceived importance of employees, sustainable employee behaviours, social and community performance, environmental performance, and ethical and legal performance (Ismail, 2009).

Nevertheless, Friesleben (2011) argues that many businesses continue to overlook CSR in the supply chain for example by importing and retailing timber that has been illegally harvested. While governments can enforce embargos and penalties on offending businesses, the organisations themselves can make a commitment to sustainability by being more astute in their choice of suppliers (Reinhardt *et al.*, 2008).

The concept of CSR is now firmly embedded on the global business agenda. But in order to move from theory to concrete action, numerous obstacles need to be overcome (Alkire and Santos, 2010). The next section focuses on the challenges that are faced by organisations when implementing CSR.

2.9 The challenges of Corporate Social Responsibility

A significant challenge facing corporates is the need for more reliable indicators of advancement in the field of CSR, along with the spreading of CSR strategies (Reinhardt *et al.*, 2008) and clearness and dialogue can help to make a company appear more dependable, and push up the standards of other organisations at the same time (Friesleben, 2011).

If CSR is to make a more substantial contribution to development, its promoters face two major challenges. Firstly, they need to be a better amalgamation of voluntary approaches and laws or government guidelines, rather than the present situation where voluntary initiatives are often seen as a substitute to legal instruments. Second, the CSR agenda needs to become more centred on emerging nations (WSSD 2002; Von Frantzius, 2004).

While CSR depends on a set of market-based drivers (Barton, 2007). Utting (2003) emphasised that apart from measuring the scale, scope and application of specific CSR policies and institutional engagements, it is important to consider the wider developmental implications of CSR (Desjardins, 2009). There is a general perception, shared by many individuals and organisations promoting CSR, that both CSR and partnerships, in any shape or form, must be good for development. Utting (2003), proposes to look carefully at this assumption given the following characteristics and potential challenging impacts of CSR in developing countries:

- Many emerging country governments are constrained by pressures from abroad which are associated with debt servicing, structural alteration and down-sizing, are unable to develop the type of governing and incentive structures that would encourage CSR.
- The CSR agenda tends to be north driven (America and Europe) and focuses on a fairly fine set of issues, sectors and companies, which is very selective;

- Original approaches to CSR, which exist in all cultures, don't receive much attention from the mainstream CSR community, which tends to focus on an identical set of approaches and mechanisms.
- CSR may strengthen trends involving the focus of corporate power by squeezing small firms from supply chains and concentrating production in larger businesses with greater capacity to implement CSR initiatives.
- CSR and partnerships may improve the competitive advantage of multinationals at the expenditure of businesses in emerging countries (Utting, 2003; Barton, 2007).

The Global reporting initiative is an international, multi-stakeholder effort to create a common framework for voluntary reporting of the economic, environmental, and social bearing of organisation level activity. Its mission is to improve the comparability and reliability of sustainability reporting worldwide (Dudovskiy, 2012).

There is growing recognition of the importance of public-private partnerships in CSR. Private enterprise is beginning to reach out to other members of civil society such as non-governmental organisations, the United Nations, and national and regional governments (Friesleben, 2011). An example of such a partnership is the 'Global compact' (Reinhardt *et al.*, 2008). Launched in 1999 by the United Nations, the Global Compact is a coalition of large companies, trade unions and environmental and human rights groups, brought together to share a dialogue on CSR (Dudovskiy, 2012).

The working with NGOs' section offers some understandings into the way companies and lobby groups are working together to mutually benefit (Friesleben, 2011). Management training plays an important role in the carrying out of CSR strategies, and there is a growing number of conferences and courses available on the subject. Organisations that provide such training include global responsibility, business for social responsibility and the corporate obligation forum. (Dudovskiy, 2012).

2.10 Implications for Management Practice and Research

Increasing competitive pressures have caused managers to inspect the nature and extent of their firms CSR events. At the identical time, governmental competencies for solving social problems have been called into question, and in many cases, society is looking to the business

sector for assistance in identifying and implementing remedies (McWilliams, Siegel and Wright, 2006).

Meanwhile, many of these community problems are becoming a big problem. It is critical for managers to consider the consequences of these trends. The practices do not bond well for communities or firms. One answer is the strategic CSR (Freeman, 2010). By becoming more conscious of the advantages to both the firm and its stakeholders, managers can make improved decisions about CSR activities. For example, in a community suffering from a high drop-out rate in secondary schools by pupils, managers can propose and implement many effective programmes for keeping at risk teenagers in school. Several of these programmes are not very expensive to firms, mostly when they inspire the workforce to assist (Burke and Logsdon, 1996; Husted and Allen, 2007). Also, there are often payments to firms which employ and sell products or services within these societies. If we identify the lasting investment characteristics of CSR as opposed to thinking of CSR merely as current period expenditures. The normal corporate decision rules would select CSR activities which initially yield the most payments in terms of combined advantages to the firm and its stakeholders and secondly fall within the range indicated for strategic CSR (McWilliams, Siegel and Wright, 2006). A broad framework should help managers to find opportunities for and prove greater attention to CSR behaviour which can be linked to the strategic interests of the firm (McWilliams, Siegel and Wright, 2006).

The previous section outlined the literature on CSR as an introduction to the chapter and its historical background and the epicentre of the study. This section describes the historical background and current economic situation of the country that the manufacturing organisation in the case is located in, which is the country of Zimbabwe.

2.11 Zimbabwe Background

Zimbabwe, like much of Africa, has a rich history, spanning many periods. This background will cover contemporary society, but it is necessary to point out some historical and contextual background to better give an understanding of the country that is Zimbabwe (Raftopoulos and Phimister, 2006).



Figure 2. 3 Provincial Map of Zimbabwe

Source: Raftopoulos and Phimister (2006)

2.11.1 Zimbabwe’s History

Zimbabwe derives its name from the Great Zimbabwe Empire. Zimbabwe encompasses nearly 400,000 square kilometres. It is a landlocked country bordered by Botswana, Mozambique, South Africa and Zambia (Islam, 2014). There are eight provinces and two cities with provincial status. The capital is Harare. The current population estimate is about 15.96 million. The majority of the population seventy-five (75%) identify as Shona while sixteen percent (16%) identified as Ndebele. The commonly spoken language among all tribes (clans) of the state is English (Darnolf and Laakso, 2016).

Zimbabwe was a British colony from 1890 until 1965, when it was known as Rhodesia. In 1965 the Prime Minister unilaterally separated from the British Government, and for 15 years the country was run under a unilateral government (Islam, 2014). In 1979 the British, white settlers and blacks signed the Lancaster House Agreement giving the country its freedom and independence in 1980 (Eve, 2009).

To date, the ruling political party is the Zimbabwe African National Union-Patriotic Front (ZANU-PF). The President of the country is Robert Mugabe and has various opposition parties including the Movement for Democratic Change (MDC) led by different dynamic characters like the influential Morgan Tsvangirai, who was the Prime Minister in the coalition government in recent times (Darnolf and Laakso, 2016).

The period after 1996 in Zimbabwean history and in the current conjuncture will loom large as a decisive phase in Zimbabwe's political economy (Eve, 2009). During these years, the political and economic terrain was fundamentally restructured, setting out the contours of the present-day crisis in Zimbabwe (Darnolf and Laakso, 2016). This is not to argue that the problems in Zimbabwe can be understood only by reference to these years, for such an analysis clearly requires a longer historical understanding (Skalnes, 2016). For this study, however, the compressed period between 1996 and mid-2004 can be taken as representing an important distillation of a series of problems that have come to be referred to as the Zimbabwean crisis (Eve, 2009).

The crisis has three overlapping dimensions: that of pan-African and third-World solidarity in the face of rehabilitated imperialist aggression; consensus; and the limitations of postcolonial development in the context of globalisation (Islam, 2014). The first of these questions has recently been examined elsewhere, and the details are not repeated here beyond noting both their international significance and the marked success enjoyed by President Mugabe in presenting the Zimbabwe crisis as externally generated and driven (Darnolf and Laakso, 2016). Instead, this section is focusing on the background of Zimbabwe. There can be little doubt that this period has seen the complete breakdown of the liberation consensus (Eve, 2009). This consensus was not problematic and was frequently contested, but the nationalism of the 1950s, and, in particular, during the years of the liberation struggle, was nonetheless represented as providing a unifying ideological vision that promised a broad vision of liberation and development (Skalnes, 2016).

Whenever internal cleavages and fissures threatened to appear, dissident groupings and individuals were ruthlessly marginalised, ideologically policed and programmatically deferred (Skalnes, 2016). Moreover, such differences were repeatedly placed within a certain normative rendering of the dominant nationalist view of history and liberation (Darnolf and Laakso, 2016).

Zimbabwe was no different from other postcolonial societies. As trade unionists, public-sector workers and a broad range of civic actors all demanded economic and political changes of one kind or another, the corset of national unity as defined by the ruling party, proved unable to contain the expanding pressures (Eve, 2009). Moreover, within the ruling party itself, a decisive critique emerged from an important section of Zanu-PF structures, namely the war veterans and, in a broader sense, the indigenisation movement (Darnolf and Laakso, 2016). The ways in which the ruling party has sought both to reconfigure consensus while eliminating dissent, provide the key to understanding the increasingly authoritarian politics of the past six years or so. Additionally, this political crisis needs to be viewed in the context of the constraints of the development list project of the postcolonial state (Skalnes, 2016).

For many independent African states, the period 1960-1973 represented the years of the development list state, often attempting to build on the modernising imperatives of late-colonial policies. From 1973-1990, including the devastating years of structural adjustment, most African countries entered a period of enduring economic crisis (Darnolf and Laakso, 2016). Thus, when Zimbabwe gained independence in 1980 and embarked on it developing a mentalist phase among its people in the first ten years of independence, the broader African scene was already starting to change positively for the natives (Skalnes, 2016). The limitations of a welfares programme unaccompanied by sustained economic growth soon became apparent, and, by the end of the decade, Zimbabwe was drawn in by the global imperatives of the structural adjustment programme (Eve, 2009). By the end of the 1990s, the problems of economic neoliberalism as well as the serious democratic deficit of Zanu-PF created the conditions for a general crisis of legitimacy, and to the abandoning of the structural adjustment programme (Darnolf and Laakso, 2016).

Without a road map of the way forward, the parlous state of economic policy in Zimbabwe is everywhere apparent (Darnolf and Laakso, 2016). The road map is necessary not only to establish the reasons for the particular form they have taken in the Zimbabwean case but also because of their resonance for other countries in the region (Eve, 2009). In this context, Zimbabwe provides an important case study of broader economic and political questions in the sub-continent, not least about the relationship between liberation struggles and post-colonial development (Darnolf and Laakso, 2016).

2.11.2 Current Economic Condition

Eve (2009), highlights that since 2000, Zimbabwe has seized and compulsorily redistributed most of the country's white-owned commercial farms. The new occupiers, which included black only citizens and several prominent members of Zanu-PF administration, commonly unskilled, inexperienced, or uninterested in farming thereby failing to retain the labour-intensive, highly efficient management of previous landowners (Wines, 2006). Short term gains were achieved by selling the land or equipment. The existing lack of agricultural expertise triggered severe export losses and negatively affected market confidence. Idle land is now being utilised by locals practising meagre subsistence farming. Production of staple foodstuffs, such as maize, has recovered accordingly unlike typical export crops including tobacco and coffee. Zimbabwe has also sustained the 30th occurrence of recorded hyperinflation in world history (Islam, 2014).

In 2014 a report by the African progress panel had establish that of all the African countries looked at when working out how many years it would take to double per capita GDP (Islam, 2014). Zimbabwe fared the worst and that at its current rate of development it would take 190 years for the country to double its per capita GDP. There are uncertainties around the indigenisation programme, the perceived lack of a free press (Wines, 2006). The possibility of abandoning the USdollar as official currency, and political ambiguity flowing the end of the government of national unity with the MDC as well as power struggles within Zanu-PF have increased concerns that the country's economic situation could further deteriorate (Islam, 2014). In September 2016, the finance minister acknowledged low levels of production and the attendant trade gap, insignificant foreign direct investment and lack of access to international finance due to huge arrears as major causes for the poor performance of the economy (Islam, 2014).

Many preeminent political scientists, such as Claude Ake, Samuel Decalo, and E. Ike Udogu, believe that there is a symbiotic relationship between democracy and economic development (Islam, 2014). The two foster and promote each other in a cyclical manner. Therefore economic development and success are a necessity for the flourishing of democracy. The execution of a strong and successful economic plan will become the basis for democratisation in Zimbabwe (Wines, 2006).

This last section of the chapter has covered both the physical structure of the Zimbabwean nation and its general internally structure with a special focus on its economic environment. The imposed economic projects which were intended to help Zimbabwe flourish and grow as a whole only did during the first few years of independence. Despite the measures taken Zimbabwe has failed to achieve any of the goals originally set for it (Darnolf and Laakso, 2016). This failure can be directly attributed to poor governance on the part of the ZANU-PF. As economist Kanyenze (2011) so aptly puts it the economic plunge of Zimbabwe is closely linked to the deteriorating political environment in the country (Murombo, 2010:568-589). Therefore it can be concluded that the economy cannot be corrected by viewing it as a standalone issue, but it must be assessed in the context of the political situation in which it resides. According to Herbst (2014), for a country to reform and change its economic system it also had to change its political one as well. Campbell (2009) reiterates this when he points out that Zimbabwe's economy will not get fixed until politics gets fixed (Twenge and Campbell, 2009).

2.12 Chapter Summary

The chapter highlighted critical literature on CSR in relation to research objectives of the study. It outlined brief historical background which explains the theories that give rise to the concept of CSR which is being adopted by the business worldwide and what drives businesses to incorporate the concept in their company policy and various drivers of CSR about the study. The chapter mentioned the three approaches to CSR. The various approaches (dimensions) were outlined and explained in detail, which was then followed by the challenges and benefits that are inherited through the adoption of CSR concept. The framework and the view of CSR as to be utilised as a strategic tool are discussed in depth, before narrowing it down from a global perspective to a single economy outlook which for this study is a manufacturing organisation located in Zimbabwe. The study puts focus on exploring the contribution of the large businesses to the economy. Important theoretical frameworks and their applications that were discussed include stakeholder, economic, instrumental political and integrative theories. The presenting of visual aids of the manufacturing organisation CSR programs in picture form are given. The discussion adds the benefits and challenges that the business internally and externally has when implementing CSR as part of the organisation's policy. The following chapter discussed the research methodology used for the study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter provided a literature review and background of the country (Zimbabwe) where the study was conducted. This chapter describes the research methodology that was used to accomplish the research objectives. This chapter seeks to explain the research methodology utilised for this study. This is followed by the explanation of the research design and which is then followed by the chosen target population of the study. The chapter then continues to describe the sample size, study site, and the sampling strategy used (i.e. convenience sampling). This is followed by the discussion of data collection method (in-depth interviews), data analysis and data quality control. The chapter goes on the further to give the validity, reliability and trustworthiness of the research, followed by pilot testing section and ethical consideration.

3.2 Definition for Research Methodology

Research methodology refers to the research methods, procedures and techniques that are used to address the research problem (Welman and Kruger, 2005). State that research methodology refers to the explanation and the logic behind research methods and techniques. Research is a organised process employed to increase or studying current knowledge by discovering new facts (Welman, Kruger, and Mitchell, 2005). Research methodology is the method or plan that someone chooses to conduct his or her study that serves as a guideline for the research study. Before one proceeds with a research project, one should know exactly what a research methodology. Churchill, Brown and Suter (2010) define research methodology as the structure for the study that directs how the information will be collected and how the data will be analysed. In an attempt to select the appropriate research methodology for the study, the researcher was guided by the principles of research onion. The research onion shows an effective progression through which a research methodology can be designed, figure 3.1 below helps to explain the support role that the research onion gives in understanding research methodology (Churchill *et al.*, 2010). Figure 3.1 below gives an illustration of the research onion.

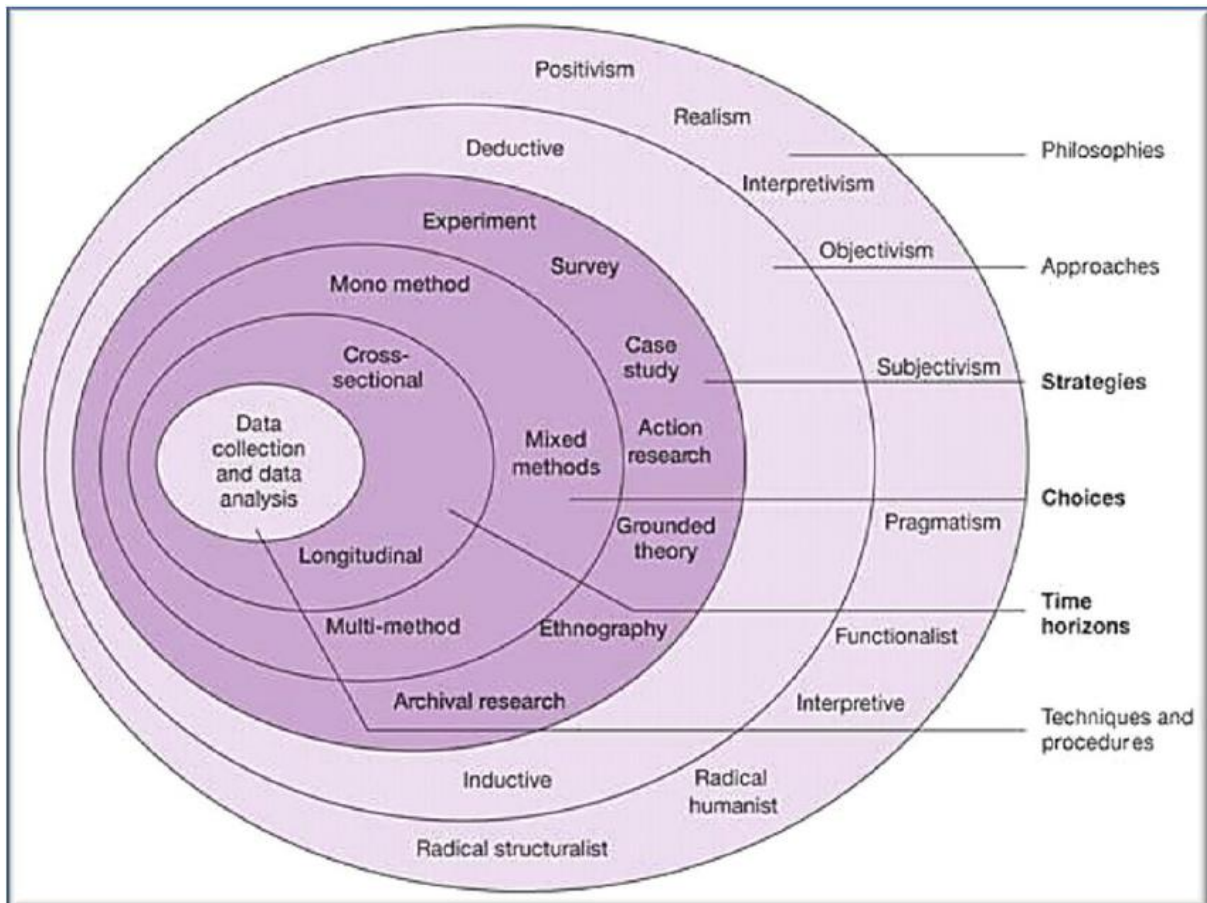


Figure 3. 1 Research ‘Onion’

Source: Saunders *et al.* (2012)

According to Saunders *et al.* (2009), the main layers of research onion are research philosophy, strategy, choices, time horizon, techniques and methods of data collection. The research methods selected for this study helped in determining corporate social responsibility practices in larger business which is prominent. The chapter also highlights how some of the research processes responded to the research objectives. The research paradigms are discussed next.

3.3 Research Paradigms

The four categories of research paradigms are postpositivist, interpretive, and transformative and pragmatic. These paradigms are discussed in-depth below.

3.3.1 Positivist and Postpositivist Paradigm

Positivism is at times referred to as scientific method (Cohen and Manion, 1994). It is founded on the rationalistic, empiricist philosophy that originated with Aristotle, Francis Bacon, John Locke, August Comte, and Emmanuel Kant (Mackenzie and Knipe, 2006). It also echoes a

deterministic philosophy in which causes probably determine effects or outcomes (Creswell, 2003). Positivists aims to test a theory or explain an experience through observation and measurement to predict and control forces that surround us (O'Leary, 2004).

Postpositivists works from a supposition that any piece of research is influenced by some strong theories apart from, and as well as, the one which is being tested (Cook and Campbell, 1979; Campbell and Stanley, 2015). In contrast, O'Leary (2004:1707-1716), provides a definition of postpositivism which arrange in line with the constructivist paradigm claiming that postpositivists sees the world as uncertain, variable and multiple in its realities and what might be the truth for one person or cultural group may not be the truth for another. O'Leary (2004) proposes that postpositivism is instinctive and all-inclusive, inductive and exploratory with findings that are qualitative in nature.

3.3.2 Interpretive (Constructivist) Paradigm

Interpretive/constructivist approaches to research intend to understand “*the world of human experience*” (Cohen and Manion, 1994:85), suggesting, “*reality is socially constructed*” ((Mackenzie and Knipe, 2006):3719-3722). The interpretive or the constructivist researcher tends to rely upon the “*participants' views of the situation being studied*” (Creswell, 2003:53-106) and recognises the effect on the research of their history and experiences. Constructivists do not begin with a theory (as with postpositivists) rather they “*generate or inductively develop a theory or pattern of meanings*” (Creswell, 2003: 53-106) throughout the research process. Constructivist paradigm was adpoted for this study because it is the most consistent and appropriate paradigm for the study at hand. The constructivist investigator is most likely to depend on qualitative data collection approaches and analysis or a combination of both qualitative and quantitative methods and mixed methods (Creswell, 2003).

3.3.3 Transformative Paradigm

According to Mackenzie and Knipe (2006), the transformative paradigm began during the 1980s and 1990s in part due to dissatisfaction with the current and dominant research paradigms. Another contributing factor was the realisation that much sociological and psychological theory which lay behind the dominant paradigms had been developed from the white, able-bodied male perspective and was based on the study of male subjects (Mackenzie and Knipe, 2006). Transformative research is that of the interpretive or constructivist method

to research did not sufficiently address issues of social justice and side-lined people in the community (Creswell, 2003).

Transformative researchers believe that inquiry needs to intertwine with politics and a political agenda and comprise an action agenda for reform that may change the lives of the participants, the institutions in which individuals work or live, and the researcher's life (Creswell, 2003). Transformative investigators may use qualitative and quantitative data collection and analysis approaches in much the same way as the interpretive/constructivists (Somekh and Lewin, 2005).

3.3.4 Pragmatic Paradigm

Pragmatism is not dedicated to any one system of philosophy or reality. Pragmatist investigators focus on the 'what' and 'how' of the research problem (Creswell, 2003). Early pragmatists "*rejected the scientific notion that social inquiry was able to access the 'truth' about the real world solely by a single scientific method*" (Mackenzie and Knipe, 2006:193-205). While pragmatism as a paradigm provides the underlying philosophical framework for mixed-methods research (Tashakkori and Teddlie, 2003; Somekh and Lewin, 2005), some mixed-methods investigators position themselves philosophically with the transformative paradigm (Mackenzie and Knipe, 2006). Creswell (2003) argues, that mixed methods could be used to any paradigm. The pragmatic paradigm places the research problem as a main issue and applies all methods to understanding the problem (Creswell, 2003). With the research problem being the fundamental focus of the study, the data collection and analysis methods are chosen as those most likely to provide understanding into the problem with no philosophical loyalty to any alternative paradigm (Stake, 2005). For simplicity, the research paradigms are summarised in Table 3.1.

Table 3. 1 Paradigms, Methods and Tools

Paradigm	Methods (primarily)	Data collection tools (examples)
Positivist/ Postpositivist	Although qualitative methods can be used within this paradigm, quantitative methods tend to be predominant (Mackenzie and Knipe, 2006).	<ul style="list-style-type: none"> • Experiments • Quasi-experiments • Tests • Scales
Interpretive/ Constructivist	Qualitative methods are predominate although quantitative methods may also be utilised (Mackenzie and Knipe, 2006).	<ul style="list-style-type: none"> • Interviews • Observations • Document-reviews • Visual data analysis
Transformative	Qualitative methods, with quantitative and mixed methods, are contextual and historical factors that often relate to repression (Mackenzie and Knipe, 2006).	A diverse range of tools particular needs to avoid discrimination. E.g. sexism, racism, and homophobia.
Pragmatic	Qualitative and quantitative methods are in employed. Methods are matched to the specific questions and purpose of the research (Mackenzie and Knipe, 2006).	May include tools from both positivist and interpretive paradigms. Interviews, observations, testing, and experiments.

Source: Adapted from Mackenzie and Knipe, 2006 and Creswell (2003).

3.4 Research Design

The research design refers to the whole strategy that should be chosen to fit in the different components of the study in a comprehensible and reasonable way, thereby, safeguarding the effectiveness to address the research problem. These establishes the blueprint for the collection, measurement, and analysis of data (Cooper and Schindler, 2003). To help effectively address

the research problem of how the selected organisation could promote sustainable development through CSR initiatives in and around the surrounding communities, a case study approach was adopted.

3.4.1 Case Studies

A case study is a method that concentrates on gaining an in-depth understanding of a specific entity or event at a specific time (Sen, 2011). Therefore, as Willig asserts, case studies “*are not characterised by the methods used to collect and analyse data, but rather its focus on a particular unit of analysis: a case*” (Willig, 2008: 235-251). Nevertheless, what constitutes a case is not so easily laid out. Case studies tend to be bounded in some discrete way by examining a specific or a set of individual(s) the person(s) in context to be researched on. Organisation(s) the entity that is in focus to driver data form, school(s), department(s) in business can be researched separately, or event(s) a particular event that took place in the past (Stake, 2005).

A lot of research questions in qualitative studies lead to one of two classes of investigation; within-case analyses or cross-case analyses. As outlined by Miles and Huberman (1994), within-case analyses involve analysing, interpreting, and legitimising data that helps to explain the phenomena in a bounded context that make up a single case. “*Whether that case is an individual in a setting, a small group, or a larger unit such as a department, organisation, or community*” which in this study is an organisation (Stake, 2005: 443-466). In fact, within-case analyses are appropriate for samples with more than one case, providing that the researcher’s goal not is to compare the cases. As such, when a within-case analysis represents the method of choice, the researcher’s sampling design involves selection of both the sample size and sampling scheme (Welman *et al.*, 2005; Malholta, 2010).

A case study is a prevalent research method in the business field (Stake, 2005). Case studies main goal is to analyse specific issues within the margins of a precise environment, situation or organisation (Malholta, 2010). Moving forward, there are situations where multiple cases may be appropriate, which is also known as a collective case. A case which concentrates on more than one specific unit (business) or event sometimes over different times (Stake 2005).

The main benefits of case study method includes data collection and analysis within the context of the phenomenon, integration of qualitative and quantitative data in data analysis, and the

capacity to capture difficulties of real-life situations so that the phenomenon can be studied at greater depths (Stake, 2005).

Case studies do have some drawbacks that may include a lack of rigourness, they are challenges related with data analysis and the very little basis for generalisations of results and conclusions (Fisher and Ziviani, 2004). Case studies put forward data that is frequently collected through a selection of means, but not limited to interviews, observations, audio and video data and document collection (Welman *et al.*, 2007). The objective of collecting data through a selected means is both to improve the theory generating capabilities of the case, and to offer additional validity to claims made by either the investigator or the respondents in the case itself (Stake, 2005).

3.4.2 Categories of Case Study Research Approach

According to Schindler (2008), the case study research design is divided into three categories: explanatory, descriptive and exploratory, and these categories are discussed below.

Exploratory Case Studies

Exploratory case studies central focus is to find answers to the questions of ‘what’ or ‘who’ (Stake, 2005). Stake (2005) goes on to explain that exploratory case study methods are often accompanied by additional data collection method(s) such as interviews, questionnaires, experiments. The selection of case study as a research design is relative because it helps in finding out ‘what’ corporate social responsibility initiatives are and their impact on ‘who’ (Stake 2005). Exploratory case study design is the relevant choice for the study at hand.

Descriptive Case Studies

Cooper and Schindler (2003) describe a descriptive study as one in which data is gathered without changing; the environment (i.e. nothing is manipulated). Sometimes these are mentioned as correlational or observational studies (Stake, 2005). The Office of Human Research Protections (OHRP, 2006), defines a descriptive study as any study that is not truly experimental. In human research, a descriptive study can provide information about the naturally occurring health status, behaviour, attitudes or other characteristics of a particular group. Descriptive studies are also carried out to prove associations or relationships between things in the world around us (Cooper and Schindler, 2003).

Descriptive studies can contain a one-time interaction with groups of people (cross-sectional studies), or a study might follow individuals over time (longitudinal studies). Descriptive studies, where the investigator interrelates with the respondent, may include surveys or interviews to collect the necessary data (Cooper and Schindler, 2003). Cooper and Schindler (2003) further point out that descriptive studies where the investigator does not interrelate with the respondent include observational studies of people in an environment and studies involving data collection using existing records (e.g., medical record review).

Explanatory Case Studies

Stake (2005) puts forward that explanatory case studies are distinctive from all of the mentioned above categories of case studies, and unlike most qualitative research that is employed to explore certain phenomena. Yin, (1999), debates that explanatory case studies ought to consist of an accurate description of the facts of a case, considerations of different details, and a conclusion based on credible explanations that are consistent with the facts.

3.5 Qualitative and Quantitative Study

Santos (2010) outlines what qualitative and quantitative are often used in as two distinct discourses, one relating to what is more commonly understood to be the research paradigm and the second referring to research methods correspondingly in that order. At one level quantitative and qualitative talk about the distinctions about the nature of knowledge; understanding the world and the definitive purpose of the research (McMillan and Schumacher, 2006). On another level of discourse Santos (2010) points out, that the terms refer to research methods on how information is collected and examined and the types of generalisations and representations derived from the information.

O'Leary (2004) discusses another way of thinking about these terms by defining qualitative and quantitative as adjectives for types of data and their corresponding modes of analysis, i.e. qualitative data is data characterised through words, pictures, or icons examined using thematic exploration is; and quantitative data is information that is represented by numbers and analysed using statistics. Therefore the researcher used qualitative data. This option influenced how data was collected in the field of study to shed light on the research problem. In-depth interviews with managers of the CSR programs was used as a source of data (McMillan and Schumacher, 2006).

3.6 Target Population

The target population for the study included fourteen (14) managers who work in the organisation being studied. Target population refers to people appropriate for consideration in the study (Welman *et al.*, 2005; Malholta, 2010). According to Malholta (2010), it is critical to understand the intended population units of analysis and geographical location. Understanding the characteristics of the targeted population will go a long way in reducing problems associated with research costs, response rate and quality of data (Saunders *et al.*, 2009). According to the information provided by the Human Resources Manager for the company under study, there are a total number of fourteen (14) managers. This figure is, therefore, the target population of the study.

Table 3. 2 Target Population

Target population	Proposed Sample Size	Research objectives to be addressed by the sample size	Justification for choosing the sample size
14 Top Managers	14 Top Managers	All research objectives	Top Managers are responsible for the formulation of CSR strategy

Adapted from: Authour's own compilation

3.7 Sample Size

A sample size is recognised as the number of elements (which can be individuals or different items) to be included as a sample to represent the population for the study (Welman *et al.*, 2005). The sample size you need is entirely dependent on the nature of your research questions, what you hope to achieve with your study and the resources that are available to you (Krathwohl, 1998). The important issue is the link between the sample procedure and emphasis laid on the research in view (Saunders *et al.*, 2009).

When collecting quantitative data, you can use a statistical formula to give you a rough estimate of the sample size (Krathwohl, 1998). When collecting qualitative data, however, the rule of thumb is to have as a representative sample that allows the researcher to exhaust the knowledge that could be learnt from the population (Krathwohl, 1998). Arguing further, Saunders *et al.*,

(2009), believes that the understanding and validity of the data collected has more to do with the interpretation of the data collected than the sample size. The sample size will need to be dependent on the nature of the research questions entirely, what is hoped to be achieved with the study, and the resources that are available to the researcher. When collecting quantitative data, the researcher can use a statistical formula to give you a rough estimate of the sample size that will be needed (Saunders *et al.*, 2009).

The determination of the sample size for this study was guided by the underlying principles of data saturation and the fact that the study is using a case study research approach, which is qualitative in nature.

3.7.1 Saturation of Data

Saturation of data is achieved when the researcher has reached a point data collected through in-depth interviews will not lead to more information related to their research questions (Welman *et al.*, 2005). Theoretical saturation of data is a term in qualitative research, mostly used in the grounded theory approach (Cooper and Schindler, 2003). Theoretical saturation of data means that researcher has reached a point in their analysis of data that sampling more data will not lead to more information related to their research questions (Seale, 1999; Bowen, 2008; O'Reilly and Parker, 2013). Cooper and Schindler (2003) deliberate that additional data can be found to develop new properties of categories, and the relationships between the categories are disentangled. Investigators see that in gathering similar data cases over and over again as empirical confident or evidence that their categories are saturated, the descriptions of these categories are thick, and theory can emerge. Researchers are permitted to stop sampling data and to round off their analysis (Cavana *et al.*, 2001).

Cooper and Schindler (2003) argue firstly that explicit guidelines for determining theoretical saturation are lacking, and therefore researchers have to support their claims of saturation by an explanation of how they achieved saturation including clear evidence. Secondly, that the application of the term saturation beyond the grounded theory approach is a topic of debate (Cooper and Schindler, 2003).

Based on the arguments presented above, the study was used a sample size of ten (10) managers. This sample size takes into consideration the fact that managers are extremely busy

individuals who are difficult to get hold off. Therefore, it is difficult to secure appointments with them.

3.8 Study Site

The study will be conducted in Harare, Zimbabwe. Harare is the capital city of Zimbabwe, located in the Mashonaland Central province. The population for the study exists in one industrial area which is named Willowvale.

3.9 Sampling Strategy

Sampling strategies according to Saunders *et al.* (2003) is a technique applied in primary research to help the researcher in choosing the most appropriate and relevant amount of data for a particular exploration study. According to Saunders *et al.* (2003), sampling techniques can be divided into probability and non-probability sampling. Probability sampling technique is used to choose research participants where every individual of the population has the same chances of being chosen (Quinlan, 2011; Dahlberg and McCaig 2010). Non-probability sampling is a technique used to choose respondents from the population where the chance of anyone being selected in the population is not known (Zikmund *et al.*, 2010). Non-probability sampling technique was used to select participants from the population. The researcher used the convenience sampling technique to identify participants for in-depth interviews. Convenience sampling is explained below.

3.9.1 Convenience Sampling

Convenience sampling, is a specific type of non-probability sampling method that relies on data collection from population members who are conveniently available to contribute in a study (Welman *et al.*, 2005; Malholta, 2010). Cooper and Schindler (2003) put forward that convenience sampling is a type of sampling where the first available primary data source will be used for the research without added requests. In other words, this sampling method encompasses getting participants wherever they can find them and usually wherever is convenient. In convenience sampling, no additional criteria identified prior to selection of subject (Saunders *et al.*, 2003). This sampling strategy is relative to the study at hand; it also will be applicable to the population the data is being collected from (Saunders *et al.*, 2003). Convenience sampling was also used because it is a quick and less expensive way of identifying research participants (Welman *et al.*, 2005). This technique was used because it is reliable and it assists the researcher to select participants who will be available on the day when the

researcher gets to the sampled (selected) site. Convenience sampling has its strengths and weaknesses, which have been pointed out by Saunders *et al.*, (2003) that are mentioned below.

Strengths of Convenience Sampling

The strengths of convenience sampling are firstly the simplicity of sampling and ease of research because of the convenience of the respondent, secondly it is helpful for pilot studies which helps in hypothesis generation, thirdly data collection can be facilitated in a short space of time because of the nature of the data collection method used and lastly convenience sampling is cost effective in terms location of respondents is central in light of this study; they are not much travelling involved and use of complicated data analysis methods (Saunders *et al.*, 2003).

Weaknesses of Convenience Sampling

The weaknesses of convenience sampling are firstly it is highly vulnerable to selection bias and secondly generalisability of research findings is unclear (Saunders *et al.*, 2003).

3.10 Data Collection Methods

The study utilised both primary and secondary data sources.

3.10.1 Primary Data

Primary data is information that is specifically collected for the purpose of a research project or study (Saunders *et al.*, 2009). An advantage of primary data is that it is specifically tailored to your research needs (Morris, 2012). The most important benefit of using primary data is that researchers are gathering information for the particular purpose of their study. In essence, the questions the researchers ask are personalised to stimulate the data that will help them with their study (Kumar, 2005). Researchers gather the data themselves, using various research instruments such as surveys, interviews and direct observations (Varkesser, Pathmanathan and Brownlee, 2003; Connaway and Powell, 2010; Quinlan, 2011). In-depth interviews were the main instrument used in this study. The interview guide is presented as Appendix C.

3.10.2 Secondary Data

Secondary data was collected from books, the internet, journal articles, theses, magazines, industry reports and newspapers (Dawson, 2007). A comprehensive literature survey was used to ensure that important information from previous studies with impact on the study has been

explored. Secondary data collection method is a very important method because it is cheaper than primary data collection method (Quinlan, 2011). It can also result in the discoveries of other information that could not have been obtained using primary data method (Saunders *et al.*, 2009). Compared to primary data, secondary data tends to be readily available and inexpensive to obtain (Connaway and Powell, 2010).

3.11 In-depth Interviews

As previously mentioned by Boyce (2006) in-depth interviews were used to collect data from the respondents. In-depth interviewing is a qualitative research technique that consist of conducting exhaustive separate interviews with an individual or a small number of respondents to explore their insights on a particular idea, program, or situation (Boyce, 2006). Interviews are useful when detailed information about a person's thoughts and behaviours or want to explore new issues in depth (Kumar, 2005). According to Morris (2012) an in-depth interview is an easy way of collecting data and allows new questions to emerge during the interview (Morris, 2012). New questions are vital in enriching the study. This is also consistent with Bickman and Rog's (2009) view that in-depth interviews are essential ways of collecting data because they offer face-to-face interactions with participants. The researcher took notes of key issues discussed during the interviews. A voice recorder was also used to make sure that all information from the interviews was recorded. Each interview was conducted for about thirty minutes (30) to forty-five (45) minutes.

The main benefit of in-depth interviews outlined by Boyce (2006), is that they provide much more detailed information than what is available through other data collection approaches, such as surveys. They also may provide a more relaxed atmosphere in which to gather information where people may feel more relaxed having a conversation with you about their program as opposed to filling out a survey (Abraham, 2002). The other advantage of interviews includes possibilities of collecting detailed information about research questions (Connaway and Powell, 2010). Moreover, Carolyn (2006) points out that "during interviews the researcher has direct control over the flow of primary data collection process and has a chance to clarify certain issues during the process if the need arises.

3.11.1 Types of In-depth Interviews

In-depth interviews differ from informal conversations to more formal interviews, which may be unstructured, semi-structured or structured (Abraham, 2002). This information is depicted in Table 3.3 below.

Table 3. 3 Types of In-depth Interviews

Types of in-depth interview	Individual	Group
Structured	Set of broad questions asked more or less in order but flexible to adjust to respondent's answers. It is primarily a one-way data collection technique (Connaway and Powell, 2010).	Focus group (structured discussion)
Semi-structured	Broad topics are discussed and respondents are allowed to develop ideas, while the interviewer uses prompt to probe and keep the conversation covering the broad areas. The interviewer may contribute but mainly one-way information flow.	Questions posed and any group member can answer. Respondents may elaborate based on responses from other members.
Unstructured	More of a conversation with little evident of direction to the interview, but just the broad topic area. These are referred to as 'open-ended'. In some cases, the conversation, which is often one-sided, develops into a dialogue where the interviewer contributes as much as the respondent does (Connaway and Powell, 2010).	Connaway and Powell (2010), outline that a guided conversation with the group leading the situation and the interviewer in a position of almost overhearing the exchanges, prompting further discussion amongst the group.

Source: Adapted from: Abraham (2002)

Semi-structured interviews have been chosen to gather primary data for this study. Semi-structured interviews are relevant in the study that is being carried out as a data collection method because it contains components of both, structured and unstructured interviews. In semi-structured interviews, interviewer prepares a set of questions to be answered by all

interviewees (Boyce and Neale, 2006). However Boyce and Neale (2006), support that additional questions might be asked during interviews to clarify or further clarify certain issues. Most in-depth interviews are one-to-one interactions, but at times the interview may consist of two respondents, such as a married couple, or parent and child, or even a small group of respondents (Denscombe, 2003). Harvey, Little and Turner (1982), for example, interviewed football supporters on the terraces prior to matches and although they focused their questions at one respondent, the setting was such that other members of the group listened in and often provided contributions to the interview (Abraham, 2002). However, most in-depth group interviewing is done via more structured group interview methods, such as focus groups (Atkison, 2005).

3.11.2 Structure of the In-depth Interview Guide

In-depth interviews were used to collect primary data because they afford the researcher the opportunity to get deep insights and a thorough understanding of research topic (Quinlan, 2011). The interview guide was designed based on issues discussed in literature review chapters. The in-depth interview guide had seven sections designed to draw insights from participants. Five variables (CSR perceptions, drivers, implementation, challenges, benefit and the relevance of CSR) were used to get insights for the study.

Section A: This section profiled the background information of the managers. It involved five questions designed to understand age category, gender, their position in the organisation, highest educational qualification of managers while the last question looked at how long the specific manager has worked for the company.

Section B: This section provided the business profile of the organisation in case. The section had three questions, which looked at the period the business has been operating. The last two questions looked at the sector, which the business fell under, and the type of ownership of the company.

Section C: This section looked at managers perceptions on CSR. The section had three questions, which looked at understanding the perceptions of managers with regards to CSR. The section was also used to understand why it is necessary for large organisations to engage in CSR activities.

Section D: This section was used to draw insights on what drives the business to engage in CSR practices. The managers were also asked what motivated their business to engage in CSR activities. The section puts focus on how the organisation participating in CSR initiatives and the mentioning of the initiatives that the organisation is involved in.

Section E: The section looked at how the company is implementing CSR initiatives. The section looked at who makes CSR decisions and whether they consulted stakeholders on making CSR decisions. The section also looked at whether the way the company is implementing CSR activities was achieving intended results.

Section F: This section looked at the benefits that are gained from engaging in CSR initiatives to the organisation. The section was also used to understand the relationship between CSR and ‘business performance’. The section further looked at benefits that accrued to businesses when they engage in CSR initiatives.

Section G: This section looked at exploring challenges the organisation faces when they engage in CSR initiatives. The section looked at the type of challenges and the intensity they have in the implementation of CSR programs. The section looked at strategies that are used to counter the challenges that are faced when trying to successful implementing of CSR activities; it also looked at the effectiveness of CSR strategies being used by the large business and the exploring of other alternative strategies that the company can recommend in order to overcome CSR related challenges.

Section H: This section looked at the extent of the relevance of the CSR initiatives to meet the needs of the community. They was further analysis on how this was fulfilling their social responsibility goals to the community. The section looked if the company was targeting a certain group of people within the community and if so where their positive results are coming out of the ongoing programs when given adequate attention.

3.12 Data Analysis

Data analysis is the “*exploring of the raw data collected in an attempt to identify the underlying themes, insights and relationships within the phenomenon being researched*” (Lincoln and Guba, 1985; Polit and Beck, 2012:9). Qualitative data analysis is basically a non-mathematical procedure that analyses the meaning of people’s words and behaviour (Lincoln and Guba, 1985; Polit and Beck, 2012:9).

Saunders *et al.*, (1997) also highlight that qualitative data analysis is problematic in the sense that there is no standardised approach that can be used for data analysis, as there are a plethora of qualitative research approaches that are used. Because of this, different strategies and methods can be used to analyse the research data. This study used content analysis for analysing qualitative data. Content analysis is explained in detail below.

3.12.1 Content Analysis

Denscombe (2003) defines content analysis as a method that helps the researcher to analyse the contents of documents, and this method can be used with any information text such as writing, sound or pictures. Content analysis is useful in analysing the results of open-ended questions (Graneheim and Lundman, 2004). This process involves the analysis or examination of the contents of the sources in a systematic manner in order to record the relative incidences (frequencies) of themes and how they are portrayed (Welman and Kruger, 2001).

3.12.2 Steps of Content Analysis

Content analysis in qualitative research is carried out by recording the communication between the researcher and its subjects. One can use different modes such as transcripts of interviews/discourses, protocols of observation, video tapes and written documents for communication (Graneheim and Lundman, 2004). Its strength lies in its stringent methodological control and step-by-step analysis of material. In other words every element in the data collected is categorized into themes which are identified through secondary literature (Kohlbacher, 2005). The method of the analysis comprises following 8 steps:

1. **Preparation of data:** One needs to be transform the data before the analysis can start. From the data set which the researcher has collected, choice of “content” needs to be clearly defined and justified. Before initiation of data preparation (Denscombe, 2003).
2. **Defining the unit or theme of analysis:** Unit or theme of analysis means classifying the content into themes which can be a word, phrase or a sentence. When deciding the unit of analysis, one theme should present an “idea”. This means the data related to the theme has to be added under that unit. Furthermore, unit or themes should be based on the objectives of the study.
3. **Developing categories and coding scheme:** Next step is to develop sub-categories and coding scheme for the analysis. This is derived from three sources, the primary data, theories on similar topic and empirical studies (Kohlbacher, 2005). Since the qualitative

content analysis can be based on both inductive and deductive approach, the categories and codes needs to be developed based on the approach adopted (Denscombe, 2003).

4. **Pre-testing the coding scheme on sample:** Like quantitative data, pre-testing qualitative data is also important. In order to ensure consistency, the researcher needs to code the sample of existing data (Denscombe, 2003).
5. **Coding all the text:** After the coding consistency in the previous stage, it is important to apply the coding process to the data (Kohlbacher, 2005).
6. **Assessing the consistency of coding employed:** After coding the whole data set validity and reliability should be checked (Kohlbacher, 2005).
7. **Drawing inferences on the basis of coding or themes:** In this step, one has to draw inferences on the basis of codes and categories generated. It is important to explore the properties, dimensions and identify the relationship and uncover patterns in order to present the analysis (Denscombe, 2003).
8. **Presentation of results:** To present the results under each theme with conclusions and the results should be supported by secondary data and quotes from the literature. Furthermore, based on the analysis, the researcher can also present the results in the form of graphs, matrices, or conceptual frameworks. The results should be presented in such a way that the reader is able to understand the basis of interpretations (Kohlbacher, 2005).

3.13 Data Quality Control

It is believed that the data collection process in a research study has consequences for the validity and reliability of the research (Babbie and Mouton, 2005). Validity, reliability and pre-tests (pilot testing) will be used to measure standards.

3.13.1 Validity and Reliability

According to Cooper and Schindler (2003) there are three main criteria for evaluating a measuring tool. These are validity, reliability and practicality (Cooper and Schindler, 2003). In this case, a measuring tool is an interview guide. These three principles are discussed below with regards to how they relate to the measuring instrument.

3.13.1.1 Validity

Validity refers to the degree to which the instrument measures what it is intended or supposed to measure in order for the researcher to be able to address the objectives of the study (Cooper

and Schindler, 2003). Validity is also related to the extent to which the conclusions drawn from the research are true (Hair, Bush and Ortinau, 2006). The most common forms of validity are content validity, criterion-related validity and construct validity. Content validity and construct validity are discussed below.

3.13.1.2 Content Validity

Content validity measures the extent to which the measuring tool adequately covers the objectives of the study (Cooper and Schindler, 2003). To guarantee the content validity, the researcher reviewed the relevant literature on CSR in both developed and developing countries. Apart from this, the literature review of this study provided information on the initiatives that businesses have been engaging and why they are engaging in CSR as a business. In addition, the findings of this study were compared to similar research studies (Schindler, 2003).

3.13.1.3 Construct Validity

An instrument has construct validity if it measures the constructs that it is intended to measure (Graneheim and Lundman, 2004). In other words, the instrument should measure the variable, which it is intended to measure (Welman *et al.*, 2007). In this regard, the interview guide was subjected to pre-testing (pilot testing) in order to evaluate whether it encompassed most of the variables that were used to address the research objectives.

3.13.2 Reliability

Reliability is related to the accuracy and the precision of the measurement procedure (Cooper and Schindler, 2003). Thus, a measure is reliable if it provides consistent results (Cooper and Schindler, 2003). It is also associated with the credibility of the research findings. According to Rubin, (2009), the researcher is able to ensure that the data gathering instruments used to measure what they are supposed to measure and measure in a consistent manner: reliability and validity, respectively.

3.14 Trustworthiness

Qualitative content analysis is a popular method for examining written material. This means that findings covering a wide range of qualities have been acquired using the method. Shenton (2004), debates that content analysis is a method that requires researchers who use it to make a solid case for the trustworthiness of their data. Every result should be as trustworthy as conceivable, and the study must be assessed in relation to the techniques used to generate the

findings (Graneheim and Lundman, 2004; Lockhart, Hoobler and Tepper, 2001). The use of models for explaining trustworthiness varies amongst the qualitative and the quantitative research traditions (Shenton, 2004). Within the tradition of qualitative content analysis, they are qualitative research concepts, which are credibility, dependability, transferability and conformability that are used to describe various aspects of trustworthiness (Guba, 1981; Lincoln and Guba, 1985; Patton, 1987; Polit and Hungler, 1999; Berg and Welander Hansson, 2000). The study at hand is qualitative in nature, which is dependent upon the credibility of the information collected from the participants to be used in the study, which aids in the aspect of trustworthiness (Van Rensburg and Smit, 2004). The meeting of the trustworthiness measure is challenging in qualitative work, although researchers should at least strive to enable a future investigator to repeat the study (Shenton, 2004).

Credibility deals with the emphasis of the research and refers to the assurance in how well the data addresses the intended focus (Polit and Beck, 2012). Thus, the investigator should put a lot of thought into how to collect the most appropriate data for content analysis (Graneheim and Lundman, 2004). The strategy to ensure trustworthiness of content analysis starts by selecting the best data collection method to answer the research questions put forward (Denscombe, 2014).

Dependability refers to the constancy of data over time and under various conditions (Denscombe, 2014). Consequently, it is significant to state the principles and criteria used to select respondents and their details are the main characteristics so that the transferability of the findings to other contexts can be evaluated (Moretti et al., 2011). The central question is then, *“would the findings of inquiry be repeated if it were replicated with the same or similar participants in the same context”*? (Lincoln and Guba, 1985; Polit and Beck, 2012:9).

According to Graneheim and Lundman (2004), an important consideration when discussing the trustworthiness of findings from a qualitative content analysis is that there is always some degree of analysis when approaching a text. Conformability of findings means that the data truthfully represents the information that the respondents have provided and the analyses of those results are not invented by the inquirer (Polit and Beck, 2012).

Transferability refers to the degree to which the findings can be transferred to other settings or groups (Koch, 1994; Polit and Beck, 2012). Authors may offer recommendations about

transferability, but it is down to the reader's judgment as to whether or not the reported results are transferable to another context (Graneheim and Lundman, 2004).

Polit and Beck (2012), state that conformability refers to objectivity and suggests that the information accurately embodies the information that the participants provided, and analysis of the data is not invented by the inquirer. The outcomes must reflect the participants voice and situation of the inquiry, and not the investigator's biases, motivations, or perspectives (Lincoln and Guba, 1985; Polit and Beck, 2012) This is one reason why authors often present representative quotations from transcribed text, mainly to display a connection between the data and results (Graneheim and Lundman, 2004). For example, each main idea (theme) should be connected to the data by a quotation. Quotations from various respondents as possible will help confirm the link between the outcomes and data as well as the richness of data (Denscombe, 2014). The trustworthiness of content research outcomes is determined by the accessibility of rich, applicable, and well-saturated data (Graneheim and Lundman, 2004).

3.15 Pilot Testing

Conducting a pilot test refers, to testing research instruments on a minor portion of the main research sample, to check the reaction of participants when completing them before the main study is conducted (Denscombe, 2014). The intention of conducting a pilot test is to detect and eliminate any complications in the research instruments. According to Denscombe (2014), if pilot test results are positive, this will mean that research instruments may produce the same results when used with the rest of respondents (Johnson and Turner, 2003). To ensure reliability, the research instrument (i.e. the in-depth interview was pre-tested on one manager who was sampled outside the target population of the study). The data collected from the pilot test did not form part of the data sets used for data analysis.

3.16 Ethical Requirements

Before any conduct was made with research participants, the researcher obtained ethical clearance certificate for the study from the Humanities and Social Science Research Ethics Committee (HSSREC) of the University of KwaZulu-Natal. The protocol reference number HSS/2123/016M was given for the study. The certificates were issued after the research and data collection instruments were verified if they do not infringe on the rights of participants and comply with ethical requirements of the university, the ethical clearance certificate and informed consent form are attached in Appendix A and B of the study respectively. During

data collection, participants were given information sheets, which include information about the research goals, the matters to be addressed in the study, and that their participation is voluntary. Participants were told that they could excuse themselves from the study anytime. All participants were told of all the procedures of the study in order to maintain confidentiality and to protect their identity.

3.17 Chapter Summary

This chapter presented on research methodology used for this study. It highlighted critical research elements such as research philosophy, research paradigms, research design, qualitative and quantitative study approaches, targeted population, and sample size, study site, sampling strategies which convenience sampling was chosen, data collection methods, which are primary and secondary in nature. In-depth interviews have been the data collection tool used and data analysis. The chapter outlined how reliability and validity issues were dealt with in this study and the trustworthiness of the source of data. It also discussed pilot testing of research instruments and how ethical issues were addressed in the study. The following chapter presents and interprets empirical results the data collected.

CHAPTER 4

PRESENTATION AND DISCUSSION OF RESULTS

4.1 Introduction

The previous chapter explained the research methods adopted for this research. Chapter four gives and interprets results obtained from in-depth interview data collected. The chapter goes further to provide the discussion of research findings in line with reviewed literature. In view of this information, the study seeks to ascertain how a selected manufacturing organisation in Zimbabwe is using CSR to promote sustainable community development through CSR programmes. Chapter four is divided into two sections. Section A profiles demographic results of participants. Section B presents the qualitative results obtained from the in-depth interviews. The results are organised according to the objectives of the research study.

4.2 Response Rate

The number of respondents are highlighted on Table 4.1.

Table 4. 1 Response Rate

Research Activity	Respondents	Sample Size	Number of Responses
In-depth interviews	Managers	14	5
Total		14	5

The study targeted fourteen (14) managers. Five (5) managers participated in the research project. This, therefore, gives a response rate of 35.7%. This low response rate was attributed to the timing of data collection which was conducted between December 2016 and January 2017. Most of the managers were not available for interviews because of they had very busy schedules that include numerous travelling commitments.

4.3 Section A: Demographic Profile of Respondents

Section A presents the demographic results of the respondents. During the interviews, respondents were requested to provide background information regarding their age, gender, a

position held in the company, highest level of educational qualification and the number of years that the managers had been employed by the selected organisation. In addition, the respondents were also requested a short description of their company. Descriptive information includes the information about the number of years that the business has been operating for, the sector that the business belongs to and type of business registration. The research results are presented below.

4.3.1 Age Distribution of the Respondents

The respondents' ages categories are depicted in Figure 4.1

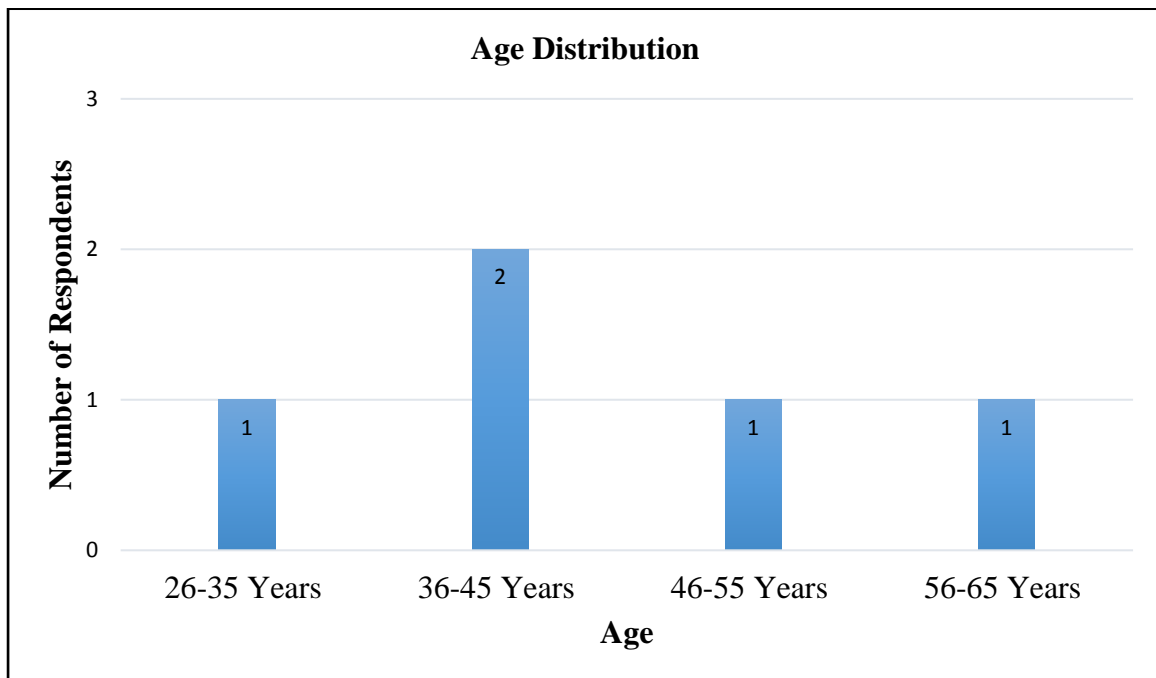


Figure 4. 1 Age Distribution of Respondents

As shown in Figure 4.1, two managers were found in the the 36 and 45 years age category. This age category had the most respondents. The rest of the age groups had one respondent each. The first age group constituted one respondent aged between 26 and 35 years. The age group between 46 and 55 had one respondent. The last age group between 56 and 65 had the oldest member of the management team.

4.3.2 Gender of the Respondents

The empirical results for gender representation are displayed in Figure 4.2.

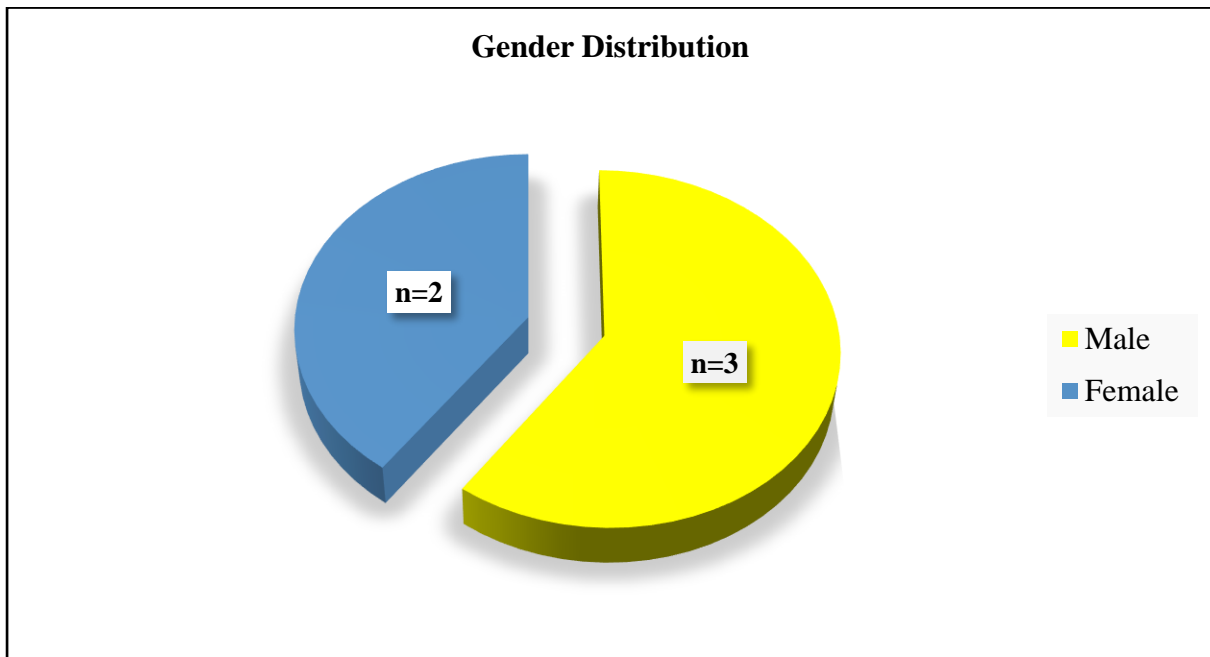


Figure 4. 2 Gender Distribution of Respondents

The empirical results indicate that the majority (n=3) of the respondents were male participants. Female respondents constituted (n=2) of the respondents.

4.3.3 Management position held in the organisation

Table 4.2 presents the positions occupied by the respondents in the organisation.

Table 4. 2 Position held by the Manager in the Organisation

Management level	Position in Organisation (Department)	Number of Respondents
Senior Management	<ul style="list-style-type: none"> • Finance and Administration • Operations and Costing • Information Technology (IT) 	3
Middle Management	<ul style="list-style-type: none"> • Commercial Sales and Marketing • Human Resources (HR) 	2

Table 4.2 shows the distribution of the management positions held by respondents in the organisation. The majority (n=3) of the respondents occupied senior management positions within the organisation. These senior managers held positions in Finance and Administration, Operations and Costing, and Information Technology (IT) departments. The remainder (n=2) of the respondents were in middle management and they held positions in Commercial Sales and Marketing, and Human Resources (HR) departments.

4.3.4 Highest Educational Levels of Participants

Figure 4.3 displays the highest educational qualifications of the participants.

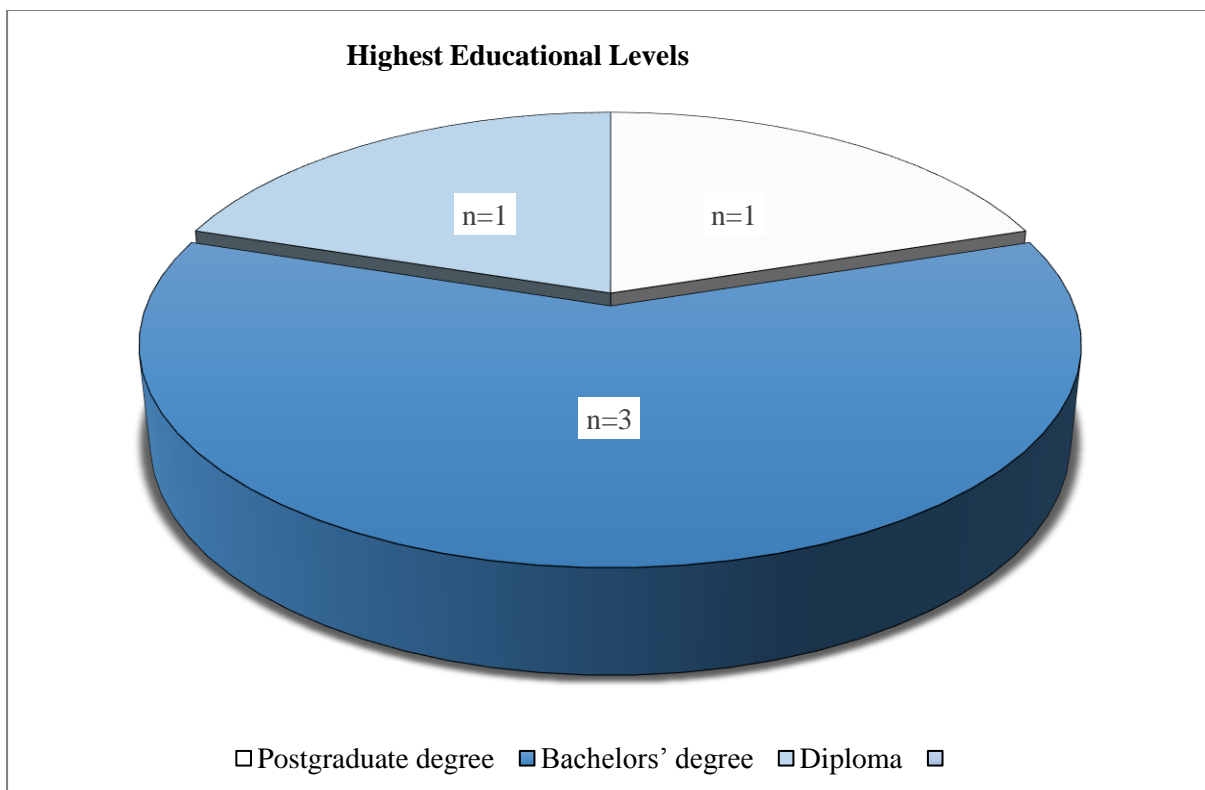


Figure 4. 3 Highest Educational Levels of Respondents

The results in Figure 4.3 show that all of the managers have acquired a certain level of qualification. Sixty percent of the respondents had acquired a bachelors' degree, while (n=1) of the managers had a postgraduate degree. Twenty percent (n=1) of the respondents had a diploma qualification.

4.4 Brief Description of the Organisation

The organisation under study is registered as a Private Limited Company. The organisation is participating in the manufacturing industry, specifically in the energy sector. The

manufacturing company is involved in making different types of machine lubricants which are used for multiple purposes such as engine lubrication. The business has been operating for the past forty-seven (47) years in Zimbabwe.

4.5 Section B: Qualitative Research Results

This section discusses the qualitative insights derived from in-depth interviews of the study. The data collected from in-depth interviews was analysed using content analysis. Various themes emerged from the qualitative data. The themes are discussed according to the research objectives.

4.5.1 Research Objective 1: Management perceptions on the concept of CSR

Research Objective One: “To analyse the perceptions of management regarding the concept of CSR”.

The focus of research objective one was to analyse the perceptions of management regarding the concept of CSR. In order to address this objective, one question was developed and the question is denoted as Question 9 in the questionnaire. Various themes were identified and linked to literature.

Question 9: “What do you understand by the term Corporate Social Responsibility”?

The following themes were extracted from the response gathered from question nine of the interview guide. The themes are shown in Table 4.3.

Table 4. 3 Emerging Themes on Perceptions of CSR

Themes	Response Frequency
CSR is seen as a business strategic tool	3
Giving back to society	2
Uplifting lives of surrounding communities	2
Doing something voluntarily	1

Helping people who are struggling in our society	1
--	---

The results show that managers have varying perceptions regarding CSR. As depicted in Table 4.3, five themes emerged from the managers. The first theme relates CSR as a business strategy tool. Below is a quote from Respondent 1 which support the theme.

“We see CSR as a good business strategy tool that can help business perform better”.

(Respondent 1)

The results also show that two respondents associated CSR with giving back to society, while the other two respondents associated CSR with uplifting the lives of people residing in the surrounding communities. One respondent linked CSR with an act of doing voluntary work to the society and another manager linked CSR with assisting poor people who are struggling in the society. Overall, the majority of the respondents associated CSR with aligning of the business with the needs of the communities. One could also argue from the themes presented in Table 4.3 that the managers also perceive CSR as acts of doing good deeds to the society in which the business operates. The following quotes support the different themes mentioned in Table 4.3. For example, Respondent 1 argued that CSR is about:

“...CSR is doing something voluntarily with the intention of uplifting lives of people living in surrounding communities”

(Respondent 1)

Respondent 2 on the other hand, mentioned that CSR is associated with:

“Giving back to the society”

(Respondent 2)

The empirical results are in agreement with the literature on CSR. For example, Ljubojevic and Maksimovic (2012) and Fatoki and Chiliya (2012) states that firms can use CSR initiative as differentiating strategy that is used to gain competitive advantage. Further, researchers such as Waddock (2004) and Vogel (2005) who argue and associate the concept with emerged responsibilities companies have in the surrounding communities. Furthermore, Muthuri and Golbert (2011) point out that the concept also looks what communities expect from companies. Additionally, Prieto-Carron *et al.* (2006) and Blowfield *et al.* (2005) support the notion that the concept is more related to the expectations that communities have towards

companies' programs and investments they have in uplifting them. The results are consistent with Carroll and Shabana (2010) who acknowledge communities have huge expectations from organisations that could be fulfilled through CSR initiatives.

4.5.2 Research Objective 2: Drivers for CSR

Research Objective Two: To investigate what drives the manufacturing organisation to engage in CSR initiatives that promotes sustainable community development in Zimbabwe.

The purpose of research objective two was to explore factors that drive the selected organisation to carry out CSR initiatives. In order to address this objective, three questions (question 10, 11 and 12) were asked to the respondents with the intention of getting a deeper understanding of the drivers for CSR. Thus, the three questions focussed on what motivates or drives the selected organisation to participate in CSR programmes. The themes identified from the three questions are presented in Table 4.4.

The questions analysed in Table 4.4 are listed below.

Question 10: Could you please explain why it is necessary for organisations to engage in Corporate Social Responsibility initiatives?

Question 11: Could you please explain what motivates your company to engage in Corporate Social Responsibility initiatives?

The above questions are similar and the researcher developed these questions with the objective of ensuring that reliable data was collected by using different wording for the same question. The following themes were extracted from the responses gathered from question ten and question eleven of the interview guide. The results are shown on Table 4.4.

Table 4. 4 Emerging Themes on the Reasons or Motivation for Engaging in CSR Initiatives

Themes	Response Frequency
We see CSR as our responsibility to contribute to the community.	2
The company is in a better position to help the society.	2
Ploughing back to communities	2
CSR benefits both the business and the community.	1
We strive to support and assist disadvantaged communities	1

Table 4.4 illustrates five themes and the frequency of responses that emerged from the findings from the two questions. The results show that managers have varying perceptions regarding drivers of CSR. One theme that emerged was the fact that managers believe that it is the organisation’s responsibility to contribute to the community. Below is a quote from Respondent 1, supporting why the selected organisation is engaging in CSR.

“It is necessary to engage in CSR because as a company we see it as our responsibility to contribute to the community”

(Respondent 1)

In addition, managers are of the view that the organisation is in a better position to help the society. This theme is supported by the following quote from Respondent 3.

“It’s important for organisations to engage in CSR because they in a better position to help the communities”

(Respondent 3)

The other theme raised by two managers was that CSR is used to plough back profits of the organisation into the communities or rather the customers. The other manager indicated that CSR benefits are linked to business performance as CSR could be used to gain more customers. In support of this theme, Respondent 5 states that:

“Yes the CSR benefits are linked to business performance” (Respondent 5)

One manager pointed out that the organisation should engage in CSR initiatives because CSR initiatives are beneficial to both society and the community. Below is the quote from Respondent 5 who mentioned that:

“Oooh...It is very difficult for business to engage in CSR initiatives, but it benefits both the business and the community if it is practised”.

(Respondent 5)

Question 12: What are the drivers that compel your organisation to take part in Corporate Social Responsibility initiatives?

The themes that emerged from question 12 are presented in Table 4.5.

Table 4. 5 Emerging Themes for Drivers of CSR Initiatives

Themes	Response Frequency
Promoting goodwill is an important business practice	2
These activities will help the company get more customers and business	2
Good business strategic tool	1
CSR programmes improve employee relations	1
Building of an image of the business by aligning business with communities	1
Marketing tool to advertise the business	1

As depicted in Table 4.5, six themes emerged from five respondents that were interviewed. The results show that two of the managers’ point out that the promoting of the reputation is important for the business. For example, Respondent 5 indicated that:

“To promote good will is an important business practice”

(Respondent 5)

Two managers believe that CSR assists the business to get more customers. The other manager believes CSR is a very important business tool used to market the products and services of the organisation to the customers, while two managers highlighted that CSR increases publicity for the company. For example, Respondent 1 indicated that:

“We see CSR as a good business strategy tool that can help business perform better”

(Respondent 1)

Respondent 1 further indicates two other areas which CSR enhances when implemented well. Firstly that CSR is a good strategic tool, which could be used to develop employee relations.

“I see CSR as good business strategy tool that can help business perform better and develop employee relations”

(Respondent 1)

The empirical results agree with the literature on the drivers of CSR. For example, Santos (2011) argue that CSR enhances brand image and reputation which opens up opportunities for more suppliers and customers. He further states that CSR increases sales and customer loyalty because of the increased consciousness of the physical environment (Santos, 2011). Clarkson (1995) also concurs with Santos (2011) by supporting the point that company's environmental initiatives help in improving the bottom-line of the organisation. (Clarkson, 1995; Freeman, 2010). For example, De Schutter (2008) argue that this “CSR” concept hinges on the notion that organisations cannot separate business activities from surrounding communities. The fact of the matter is that earlier perceptions that businesses can survive by themselves are over. Global business environment detects that to remain competitive, businesses must invest in initiatives that seek to uplift surrounding communities. The emerging trend is shifting towards a sustainable community focus approach way of doing business practices to sustainable growth.

Further, De Schutter (2008) also argues that it is necessary for organisations to engage in CSR initiatives because they are in a better economic situation to assist their surrounding communities. Friesleben (2011) asserts that employees are progressively viewing beyond paychecks and benefits and are on the lookout for company's offerings are in line with guidelines which include hiring and retaining skilled employees. In order to achieve this, organisations are encouraged to improve work environment (Friesleben, 2011). One way of

improving employees working conditions is for the organisation to be sensitive to the needs of the communities where the workers form part of. Santos (2011) supports this by pointing out that businesses engage in CSR to give employees a sense of worth by giving back to the community, which is critical in building employee morale and this motivates employees to increase their productivity. Improved productivity lead to improved profitability.

According to Fatoki and Chiliya (2012), large businesses believe that they're investing in CSR initiatives because they want to uplift communities, increase customer base, and enhance company reputation, increase profit margins and growth. De Schutter (2008) states that helping to get talented staff is an important element. Companies that are perceived to be doing good work to surrounding communities are more likely to have a positive relationship with the communities. This relationship will assist the company draw and lure more workers who want to be associated with the works of the organisation. from these communities (De Schutter, 2008). New workers drawn from surrounding communities will be motivated to work harder for their new organisation. This development will result in reduced job retention levels, high performance, increased production, profit increase and subsequent growth of the organisation (De Schutter, 2008).

4.5.3 Research Objective 3: Implementation of CSR Initiatives

Objective Three: To determine how the manufacturing organisation is implementing sustainable community development through CSR initiatives in Zimbabwe

The key focus of Research Objective three was to determine how the manufacturing organisation is implementing CSR initiatives that lead to sustainable community development. In order to address this objective, eight questions were developed with the intention of cross-examining the research objective in detail. Various themes were identified and linked to literature. The empirical findings are presented according to the sequence of the questions asked.

Question 13: Is your organisation participating in any Corporate Social Responsibility initiatives?

The data collected for question thirteen is presented in Table 4.6.

Table 4. 6 Emerging Themes on whether the Organisation is participating in CSR Initiatives

Themes	Response Frequency
Yes, the organisation is participating in CSR initiatives.	5
No, the organisation is participating in CSR initiatives.	0

The collective response to question twelve indicates that all five managers agreed that their organisation is participating in CSR initiatives.

Question 14: If your answer is YES for the previous question (Question 13), could you please mention any examples of the initiatives that your organisation is involved in?

The themes extracted from question fourteen are presented in Table 4.7.

Table 4. 7 Emerging Themes on examples of CSR initiatives for the organisation

Themes	Response Frequency
Assisting vulnerable individuals such as handicapped, orphans and underprivileged people from our society.	3
Promotion of a feeling or sense of belonging among employees	1
Teaching the handicapped children life skills	1
Contributing towards the betterment of our employees' lives and the life of the community	1

Table 4.7 illustrates four themes and the frequency of responses which emerged from the research findings for research objective three. All five respondents indicated ways in which the organisation is implementing CSR initiatives. The theme with the highest frequency was that of assisting vulnerable individuals such as handicapped individuals, orphans and poor people from the society. Below is a quote from Respondent 3 on how the organisation is assisting the handicapped and an orphanage home in Bulawayo:

“Jairo’s Jiri Orphanage is an external initiative that the company inherited from the previous management. The orphanage is specialising in taking care of children and it’s also teaching them life skills that help them contribute to their own lives and the life of their community”.

(Respondent 1)

“We assist handicapped individuals from Jairo’s Jiri Centre and an orphanage home from Bulawayo”

(Respondent 3 and Respondent 5)

Jairos Jiri Orphanage Centre is a non-profit organisation, with a central goal to empower orphans that are disabled. The organisation equips the disabled children with life skills that allow them to embrace their bodies and minds and ultimately assist the children to be able to provide for themselves or to be self-reliant by developing their individual careers or income generating projects. This is promoted by gracious donations they receive for individuals and organisations like manufacturing organisation in case.

The other theme which emerged was centred on the wellbeing of the organisation’s employees. The organisation is promoting a sense of belonging among its employees through its CSR programmes. This theme is supported by the following quote from one of the respondents.

“We support the AFM soccer programme which is an internal initiative to promote a feeling or sense of belonging among our employees”

(Respondent 1)

Two other key themes that were raised were the fact that the organisation is involved in teaching the community with life skills; and that the organisation is contributing to the betterment of their employees and that of the community. The impartation of life skills to

vulnerable people in the society also indicates efforts by the organisation to promote sustainable community development through their CSR initiatives. The organisation is participating in improving the quality of education in disadvantaged rural communities. For example, the organisation contributed towards the construction of a school administration block in a rural area. Investing in education is a contribution that leads to sustainable community development. The following quote from Respondent 5 gives an indication of the nature of initiative and the budget that was spent on the project.

“Our company contributed towards the construction of a school administration block for teachers for one of the schools in rural areas. The cost of building the school administration block was approximately \$60 000 in 2015”.

(Respondent 5)

The picture of the school administration block that was sponsored by the organisation is presented in Photo 1.1 below.



Photo 1.1 The school administration sponsored by the company

Source: High performance lubes Castrol magazine (2016)

The research findings are supported by literature. For example, several authors argue that globally, governments emphasise the importance of “CSR”’s added value to people, the natural environment and various communities (Clarkson, 1995; Freeman, 2010). According to Fatoki and Chiliya (2012), large businesses believe that they're investing in CSR initiatives because they want to uplift communities.

Question 15: Could you please explain how decisions of Corporate Social Responsibility are taken in your company?

The following themes were extracted from the response gathered from question fifteen of the interview guide which aimed at understanding how decisions for CSR initiatives are made by the managers for the selected organisation. The results are depicted in Table 4.8.

Table 4. 8 Decision making of CSR in the Company

Themes	Response Frequency
Decisions are made by the managers	5
Areas that we see would need urgent attention	1

As depicted in Table 4.8, two themes emerged from five respondents that were interviewed from question fifteen. All the respondents pointed out that decisions are made wholesomely as a collective group of managers, after careful deliberations. In addition, these managers identify areas that would need intervention from the communities in deciding the recipients of CSR initiatives. The following quotes from Respondent 5 and Respondent 1 explain how decision making is done by the organisation.

“Decisions are made by all the managers”

(Respondent 5)

Respondent 1 gives a more detailed explanation of how CSR decisions are made he says:

“As managers, we come up with ideas for areas that we see would need attention or rather an intervention. For example, the Managing Director suggested the building of an administration block at a school that was located in his rural area that he grow up in and the initiative got a thumbs up from all the managers..... so usually decisions are made upon voting”. (Respondent 1)

Question 16: Do you consult with stakeholders on Corporate Social Responsibility decisions?

The following themes were extracted from the response gathered from question sixteen of the interview guide which aimed at gathering information about whether external key stakeholders are consulted on CSR decisions. Identified themes are shown in Table 4.9.

Table 4. 9 Emerging Themes of whether Stakeholder are consulted on CSR Decisions

Themes	Response Frequency
We do consult stakeholders	3
No, we do not consult stakeholders	1
Our own initiatives	1

As depicted in Table 4.9, three themes emerged from five respondents that were interviewed from question sixteen. Three managers except two confirmed that they consult with stakeholders in making decisions about the recipients for CSR programme. Respondent 1 puts this response clearly by stating that:

“Yes, we do consult stakeholders. We consult these stakeholders because we believe it will give us a clear picture of what they want us to assist them with. It also allows the company to effectively focus its attention on those needs thereby cut on costs which were going to be wasted”.

(Respondent 1)

Contrary to the rest of the managers’ responses, two managers mentioned that they do not consult any stakeholders. For example, Respondent 3 states that:

“No, we do not consult stakeholders”

(Respondent 3)

Question 17: Please identify the stakeholders that you consult on Corporate Social Responsibility decisions.

The following themes were extracted from the response gathered from question seventeen of the interview guide. Derived themes are shown in Table 4.10.

Table 4. 10 Emerging Themes on the consulted Stakeholders

Themes	Response Frequency
Local authorities and their communities	3
Employees of the organisation	2

As depicted in the Table 4.10, two themes emerged from the five respondents that were interviewed from question seventeen. The theme with the highest frequency was that the managers consult with local authorities and their communities on the urgent needs of the communities. The fact that local authorities and the communities are consulted points out to the promotion of CSR activities that promote community development. This is put across by Respondent 1 who indicates that:

“We consult the communities and also the municipality before we think of any CSR initiative that we want to assist them with. We also consult the managers on how best we can assist them to improve their skills through or on the job focused training initiatives”

(Respondent 1).

Respondent 3 enhance on the fact that there is much encouragement from employees because of their involvement in the CSR decision-making process. Respondent 3 has this to say:

“We (the managers) including workers in CSR decisions”

(Respondent 3)

Question 18: Could you please explain why you consult these stakeholders?

The following themes were extracted from the response gathered from question eighteen of the interview guide. These themes are presented in Table 4.11.

Table 4. 11 Emerging Themes for reasons for consulting Stakeholders

Themes	Response Frequency
---------------	---------------------------

We consult stakeholders to better understand the needs so that we can address them effectively.	2
Consultation assists in improving the company's reputation.	1
Consultation with stakeholders improves our profits and company growth.	1
Consultation assists in establishing loyalty from the society	1

As depicted in the Table 4.11, four themes emerged from the five respondents. The results show that all the managers have varying opinions regarding the consulting of the stakeholders, in the implementing of CSR initiatives. Two of the respondents do point out that they is a need to consult so that they know how they can help and with what. For example, Respondents 1 and Respondent 5 indicated that:

“We consult stakeholders to better understand their needs so that we can address them effectively. The fact that we consult these stakeholders helps us as a company understand areas that they need help”

(Respondent 1)

“By consulting these stakeholders, it also helps us to channel our resources directly to their needs”

(Respondent 5)

Respondent 3 and 4, point out the reasons why they consult with stakeholders and the outcomes of consulting with the stakeholders. Respondents 3 and 4 indicated that:

“To show that we genuinely want to help and this also improves the company's reputation and we manage to get more customers. This eventually improves our profits and growth of the company in the long term and this also establish loyalty from the communities who are also our customers”

(Respondent 4)

“To be credible to the community...”

(Respondent 3)

Question 19: To what extent do these stakeholders influence your Corporate Social Responsibility decisions? Please explain why?

The following theme was extracted from the response gathered from question nineteen of the interview guide. The theme is presented in Table 4.12.

Table 4. 12 Description of emerging theme of Stakeholder Influence in CSR Decisions

Themes	Response Frequency
The stakeholders influence our CSR decisions to a great extent	4

As depicted in the Table 4.12, one dominant theme emerged from the five respondents that were interviewed from question nineteen. The results show that all the managers except one agrees that stakeholders influence the company’s CSR decisions to a larger extent. For example, Respondent 1 indicated that:

“The stakeholders influence our CSR decisions to a great extent, because as I have mentioned we consult these stakeholders to help us as a company understand areas that they need help”

(Respondent 1)

Question 20: Do you think the way you are implementing Corporate Social Responsibility initiatives in your company is achieving the intended results? (Please explain your answer).

The following themes were extracted from the response gathered from question twenty of the interview guide. The identified themes are depicted in Table 4.13.

Table 4. 13 Emerging Themes on whether CSR Initiatives are achieving Intended Results

Themes	Response Frequency
---------------	---------------------------

Our challenges are financially driven	4
Our recipients of our programmes are content	1
Shortage of focused skills and manpower to deal with CSR programs	1

As depicted in the Table 4.13, three themes emerged from the five respondents that were interviewed from question twenty. The results show that four of the managers point out that the main setback of not being able to implement CSR programmes effectively, was because of financial challenges. This problem is also compounded by a lack of skills and personal to carry out the CSR programs. For example, Respondent 5 indicated that:

“The major challenges we face when implementing CSR initiatives are a lack of finance, shortage of focused skills and manpower to deal with CSR programs. Coupled with financial shortages, human capital is also a great challenge because we do not have enough skilled workers to engage in CSR initiatives”

(Respondent 5)

To the contrary, one manager stated that the recipients of the CSR programmes are content with the form of assistance that is provided by the company.

The findings on the implementation of CSR initiatives is backed up literature that points out that organisations face difficulties in practicing it. The difficulties are often associated with financial challenges which are key factor hindering the implementation of CSR programs in the surrounding communities (Pomering and Dolnicar, 2009). These financial challenges are the results of operating in a harsh economic environment, shortage of skills because of the exodus of qualified personnel to neighbouring and the overseas countries, manpower to deal with CSR initiatives, governance related problems, or managerial related challenges are often embedded in the culture of the organisation (Clarkson, 1995; Cramer, 2003). According to Fombrun (2005), when the roles of governments are less defined, company authorities experience difficulty in implementing CSR practices. However, the emerging of CSR is now spearheaded by global “watch dogs” who continue to lobby and fight for concrete measures and actions towards misbehaving entities. Firms have to answer for all malpractices happening with their organisations (Clarkson, 1995).

4.5.4 Research Objective 4: The Benefits of CSR to Large Businesses

Research Objective Four: To evaluate how the manufacturing organisation is benefiting from CSR initiatives that promote sustainable community development in Zimbabwe.

The focus of Research Objective 4 was to investigate the benefits that are experienced by the organisation and surrounding communities where CSR initiatives are been implemented. Various themes were identified under all two questions and tabulated into Tables 4.14 to 4.15.

Question 21: In your opinion, are these benefits linked to business performance? If so, please explain why?

The following themes were extracted from the response gathered from question twenty-one of the interview guide. The identified themes are depicted in Table 4.14.

Table 4. 14 Emerging Themes on large businesses Benefits on CSR

Themes	Response Frequency
Yes they are linked	2
Organisation works as a whole	1

As depicted in the Table 4.14, two themes emerged from five respondents that were interviewed from question twenty-one. The link between CSR benefits is linked to business performance, which was a frequent theme that was pointed out by three respondents, followed by the aspect that the whole organisation has to work as a whole. For example, Respondent 1 indicated that CSR is:

“Yes the CSR benefits are linked to business performance because the organisation works as a whole... organisation part (departments) or functions complement each other...”

(Respondent 1)

Question 22: In your opinion, what are the benefits that accrue to your businesses when they participate in Corporate Social Responsibility activities?

The following themes were extracted from the response gathered from question twenty-two of the interview guide. The themes are highlighted in Table 4.15.

Table 4. 15 Emerging Themes on large businesses benefits on CSR Activities

Themes	Response Frequency
Promoting business reputation	4
Increase profit margins	1
Image management	1
More business (customers) for the company	1

As depicted in the Table 4.15, four themes emerged from five respondents that were interviewed from question twenty-two. Four respondents indicated that CSR improves business reputation while one indicated that CSR encourages profit margins to increase. One of the respondents emphasised that CSR builds on the image of the company. For example, Respondents 1 and Respondent 5 pointed out that:

“As I have mentioned earlier on, we see CSR as strategic tool to help the business perform and it also acts as an adverting tool to sell the company to potential customers and promote good will”

(Respondents 1)

“Building of an image of the business”

(Respondents 3)

This response is in agreement with Carroll and Shabana (2010) who pointed out that economic activity is “to produce products and services that will translate into profit to the organisation”. Additionally, this finding is in support of Carroll and Shabana (2010) who highlight that when a company achieves its economic expectations it will be able to perform other responsibilities. According to De Schutter (2008), CSR exist beyond the notion that firms’ focus is to create employment, product offering and services. Organisation that focus on CSR compliant have the

advantage to lure more workers (Barton, 2007). These workers will go an extra mile in increasing their performance since they will be motivated by the reputation of the company (De Schutter, 2008).

4.5.5 Research Objective 5: To Investigate the Challenges Experienced by Large in Implementing CSR.

Research Objective Five: To analyse the challenges faced by the manufacturing organisation in promoting sustainable community development through CSR initiatives in Zimbabwe.

The focus of Research Objective 5 was to investigate the challenges experienced by the organisation in implementing CSR initiatives. Various themes were identified and are presented in Tables 4.16 to 4.17.

Question 23: Are you experiencing any challenges in implementing Corporate Social Responsibility activities in your organisation? If so, please explain these challenges in detail.

The following themes were extracted from the response gathered from question twenty-three of the interview guide. The identified themes are shown in Table 4.16.

Table 4. 16 Themes on CSR Challenges

Themes	Response Frequency
Lack of Financial Resources	5
Shortage of skills and manpower to deal with CSR programmes	3
Harsh economic environment	2
Difficulty in accessing bank loans	2
High operational cost such as municipality rates	2
Lack of government funding and generally no support	2

Challenge of striking a balance between our daily business initiatives and CSR initiatives	1
--	---

As depicted in Table 4.16, seven themes emerged from respondents. All respondents highlighted that the organisation is facing finance-related challenges when implementing CSR initiatives. This challenge is intensified further with the economic hardships that the country is undergoing. For example, Respondents 1 indicated that:

“The major challenges we face when implementing CSR initiatives are a lack of finance, shortage of focused skills and manpower to deal with CSR programs. Coupled with financial shortages, human capital is also a great challenge because we do not have enough skilled workers to engage in CSR initiatives. The company is joining hands with Non-Governmental Organisations (NGOs,) and other various other stakeholders in implementing CSR initiatives not easy to carry out the initiatives in a harsh economic environment”

(Respondents 1)

“Oh. It is very difficult for any business to carry out CSR in the hard economy at present, but in a harsh environment they are no persons or entities that are untouchable”

(Respondent 3)

Firstly they are two respondents that highlighted that they find it difficult to strike a balance between the daily business initiatives and CSR initiatives, which is an internal challenge. Respondent 1 and 2 lamented that:

“As a business, we seem to face a difficult challenge of striking a balance between our daily business initiatives and CSR initiatives”. Time is also a contributing factor to our CSR initiatives success”.

(Respondent 1)

“Our company does not employ many people so it is difficult to maintain a balance between CSR programs and the core mandate of the company especially in busy times during the year”.

(Respondent 2)

The themes highlighted that large businesses face various internal challenges to implement CSR initiatives. The respondents also pointed out that a lack of bank loans and government assistance which are external forces that contribute to a large extent the challenges they face when implementing CSR initiatives. On that issue, Respondents 2 stated that:

“As a business, assistance from government, banks and other lending institutions is lacking because of the high-risk business environment that we are currently operating under...”

(Respondents 2)

From the themes that emerged, two stood out where managers indicated that CSR engagements are hampered by external forces. For example, the words “*government*” and “*banks and other financial institutions*” emerged as the major themes. Without financial assistance, the business will struggle to give any external aid. This finding is consistent with Carroll and Shabana (2010) who state that when a company achieves its economic expectations it will be able to perform other responsibilities. When a company achieves its economic responsibilities it will not be able to breach ethical and legal expectations by committing crimes and fail to invest in philanthropic initiatives (Carroll and Shabana, 2010). For example, Respondent 1 explained that:

“Yes, there are various external forces that hinder our business from implementing CSR initiatives. Some of these factors include lack of government funding, high municipality rates and failure to access to bank loans”.

(Respondent 1)

Two managers spoke up on their experience with various external challenges in accessing loans from the institutions that have the capacity to help for example the government and financial institutions. Respondent 1 highlighted in part of his response that:

“External business assistance from government, banks and other lending institutions is lacking because of the high-risk environment”

(Respondent 1)

The views were echoed by Respondents 2 and 4 who emphasised that internal challenges are also compounded by the lack of skills and few employees because of cutting down to save costs. The findings show that the company faced challenges related to a shortage of funding, skills shortages and lack of manpower to develop their surrounding communities which are supported by the literature. For example, Santos *et al.* (2010) state that the key test facing corporations is the ability to have dependable measures and strategies that are relevant in the CSR domain. Accuracy reporting can also assist organisation to appeal much reliable and value to the company engaging in CSR activities (Santos *et al.*, 2010). In support of this notion, Respondent 4 indicated that:

“Lack of skills also hampers my company to understand how to effectively implement CSR initiatives”.

(Respondent 4)

The findings also point out that governments from developing countries face constraints from international pressures which are associated with debt servicing, structural adjustment and downsizing because of lack of skills (Utting, 2003; Barton, 2007). As a result, these governments fail to introduce laws and policies that stimulate CSR investments in companies (Utting, 2003; Barton, 2007). The CSR agenda tends to be Northern driven and focuses on a narrow set of issues, sectors and companies (Dudovski, 2012). Home grown CSR activities that are available in communities that do not get much attention from these communities because these communities put to put more recognition on standardised strategies that most appeal to them (Reinhardt *et al.*, 2008).

Question 24: How are you are overcoming some of these challenges?

The following themes were extracted from the response gathered from question twenty-four of the interview guide. The resultant themes are shown in Table 4.17.

Table 4. 17 Emerging Themes on Overcoming CSR Challenges

Themes	Response Frequency
Fundraising initiatives	3
Partnership with other businesses as a strategy	2
By being dynamic in decision making	1
Work with other businesses	1
We trying by all means to reduce operating costs	1

As depicted in Table 4.17, five themes emerged from respondents. Three respondents highlighted that the organisation engages in fundraising programs in order to overcome finance-related challenges when implementing CSR initiatives. For example, Respondent 4 and 5 indicated that:

“We have started internal initiatives like the ‘drag racing’ to generate funds”

(Respondent 4)

Respondent 1 mentioned that:

“The funding for CSR initiatives come from HP Lubes Castrol 4X4 Jamboree, which is a 4x4 competition set up to raise funds for all our CSR initiatives”.

(Respondent 1)

“As usual a portion of our gate entry will go to charitable initiatives, which are selected at the end of the collection of entry money for the 4x4-Jamboree competition” (Respondent 5)

Respondent 1 goes on to mention the internal initiative the managers do to fundraise more funds that:

“...our managing director came up with an internal initiative that any manager who is late for a board meeting will be fined \$50, which is kept and used at the end of the

year to any one of the CSR programmes that are been run in the communities this was agreed upon by the board of directors and developed in liaison with the employees...”

(Respondent 1)

Respondent 2 pointed out that they overcome challenges by paying attention to their decision making:

“By been dynamic in decision making”

(Respondent 2)

Another strategy used by the selected organisation is partnering with other organisations to try and overcome some of the challenges that are being experienced. Respondent 1, indicated that:

“We work with other businesses, NGOs, local Municipality, rural authorities (Chiefs) and Government Departments as a way of overcoming some of the challenges we face when implementing relevant CSR initiatives”

(Respondent 1)

Two respondents highlighted that the organisation tries to partner with other businesses that are the surrounding industrial area. This is indicated by respondent 3 through his comment that:

“We try by all means to forge partnership with other businesses so that we can pull our resources together and implement successful CSR initiatives that are relevant to the community needs”

(Respondent 3)

Respondent 4 also adds on to say:

“We try, by all means, to reduce operating costs so that we can realise better profits...This will help us invest some of the profit to CSR initiatives”

(Respondent 4)

Photo 1.2 presents an example of a flyer that was used to advertise the organisation's fundraising event known as the HP Lubes Castrol 4x4 Jamboree in 2016.

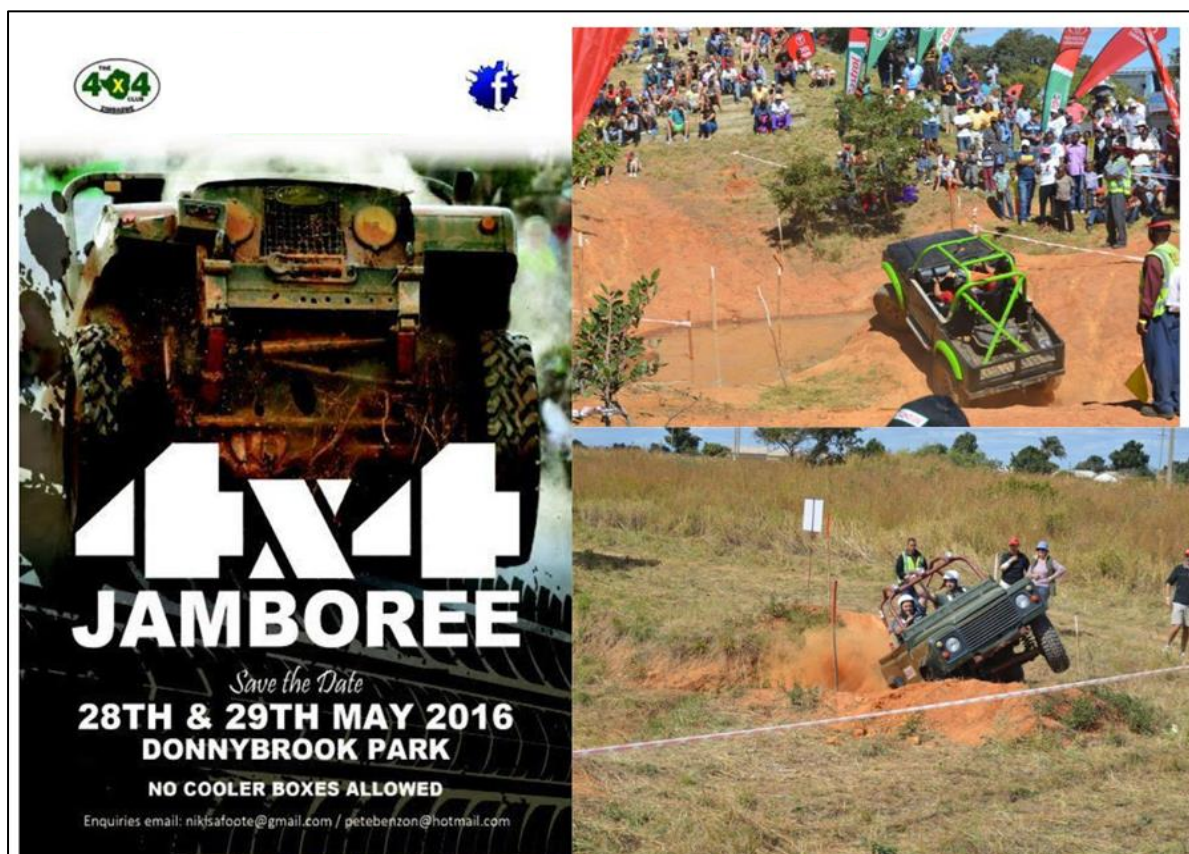


Photo 1. 2 HP Lubes Castrol 4X4 Jamboree fundraising event flyer

Source: High performance lubes Castrol magazine (2016)

Another critical theme that came up was on the effectiveness of the strategies used by the manufacturing organisation to overcome some of the challenges that the organisation is experiencing. Respondent 2 and 4, shared the same sentiment that the strategies used by the organisation are very effective. Respondent 2 mentioned that: *“Yes! The strategies that we are using are very effective”*.

The findings for CSR implementation through fundraising is supported by the literature. Fundraising is based on an understanding of mutual needs, the building of a lasting relationship, identifying the structure of the assistance and monitoring of the implementation of received

funds (Colleoni, 2013). Visser and Tolhurst, (2010) point out that fundraising has its own structure, which means that it's often more important than the act itself to provide help.

4.5.6 Research Objective 6: Relevance of CSR initiatives to Community Needs

Research Objective Six: To assess the extent to which CSR initiatives practised by the manufacturing organisation are relevant to the needs of

The focus of Research Objective six was to examine the extent to which the CSR practised by the manufacturing company are relevant to the needs of the communities.

Question 25: To what extent are the initiatives relevant to the needs of the community?

The following theme was extracted from the response gathered from question twenty-five of the interview guide. This theme is presented in Tables 4.18 to 4.21.

Table 4. 18 Emerging Theme for the Relevant CSR initiatives

Theme	Response Frequency
Relevant to the needs of the community	5

The results show that all respondents stressed the point that the company's CSR initiatives are indeed relevant to the needs of the communities. Respondent 3, indicates that:

“They are highly relevant, considering the situation in Zimbabwe at the current moment”

(Respondent 3)

Question 26: To what extent has your organisation been fulfilling this social responsibility?

The following theme was extracted from the response gathered from question twenty-six of the interview guide. This theme is presented in Table 4.19.

Table 4. 19 Emerging theme on the extent the organisation has been fulfilling its Social Responsibility

Theme	Response Frequency
-------	--------------------

To a high extent	4
Yes they have had positive results	4

As depicted in the Table 4.19, one theme emerged from five respondents that were interviewed from question twenty-six. Four managers perceive that the organisation has been fulfilling its social responsibility roles that it is committed to. For example, respondent 1 indicates that:

“To a greater extent, it is also very dependent on our capacity to help at a given moment”

(Respondent 1)

Question 27: Have the initiatives that you are currently engaging in producing positive results? (Please explain your answer).

The following theme was extracted from the response gathered from question twenty-seven of the interview guide. The identified themes are shown in Table 4.20.

Table 4. 20 An Emerging theme for the relevant CSR initiatives in terms of positive results

Theme	Response Frequency
CSR initiatives are yielding positive results	4

As depicted in the Table 4.20, one theme emerged from five respondents that were interviewed from question twenty-seven. Four managers agree that the initiatives that they are currently engaging in are producing positive results. For example, respondent 1 indicates that:

“Yes, they (CSR) have had positive results”

(Respondent 1)

This is backed up by literature that states that the contribution of businesses to the community on long-term bases well consistently uplift the members of the community (Jacqueline, Jonker and Van der Heijden 2006).

Question 28: In your own opinion are you as management giving CSR programmes enough attention? (Please explain your answer).

The following theme was extracted from the response gathered from question twenty-eight of the interview guide. The extracted themes are shown on Table 4.21.

Table 4. 21 Emerging themes from the Relevant CSR initiatives, time allocation was given

Themes	Response Frequency
Yes, but the access to cash has been a drawback	4
Volatile economic environment	1

As depicted in the Table 4.21, two themes emerged from five respondents that were interviewed from question twenty-eight. All respondents agreed that, as management, they are giving CSR programs enough attention. For example, respondent 1 indicates that:

“We have tried to give as much attention as we can, where our financial capacity has allowed us, but it is hard with the current economic hardships”

(Respondent 1)

Respondent 3, gives a more detailed account of why management has not been able to give its full attention to its CSR programs, by stating the following that:

“Oh. It is very difficult for an enterprise like ours to engage in CSR initiatives that can have a lasting impact on the surrounding communities because of the volatile economic environment where all businesses have forced to cut and focus on just our primary objective of making profits. We know that CSR is done by large businesses because they have money to engage in such activities, but not so easy in the present economic environment in Zimbabwe”.

(Respondent 3)

Literature supports the view that CSR is prominent in more developed nations, but there is much potential for organisations to engage in CSR activities in developing economies (Barton, 2007). Barton, (2007) states that the regulation in developed country tends to be supportive of CSR activities. Organisations are mandated to comply with environmental and non-discriminating laws (Barton, 2007). However, these laws are limited to local firms not merely recognised by the mult-national companies operating in the country (De Schutter, 2008).

However, studies indicate that international organisations need to pay attention to the laws and environmental policies of the country they are situations (Alkire and Santos, 2010). Additionally, international firms must comply with global regulation guidelines that seek to regulate the businesses practices foreign companies operating in the country (De Schutter, 2008). To the contrary, Alkire and Santos (2010) argues foreign firms must advocate for new laws policies and statutes since there are existing ones that they follow from their home countries. that various elements of such an international framework already exist such that there is no need for campaigning for new regulations. However, it is adviceable to join these regulations and have one statute that can used by both countries regulating mulpractices (Barton, 2007).

4.6 Chapter Summary

This chapter presented, interpreted and outlined an analytical discussion of research findings in line with the objectives of the study. Content analysis results were presented and interpreted in accordance with objectives broken down into different sections of the study. The chapter goes on to discuss the research findings in conjunction with the supporting reviewed literature which points out the critical areas that the study tries to bring out. The ensuing chapter will conclude the study by outlining the conclusion of the study where it points out and highlights on research contributions and recommendations for further research.

CHAPTER 5

SUMMARY, CONCLUSIONS, RECOMMENDATIONS AND AREAS FOR FURTHER RESEARCH

5.1 Introduction

The prior chapter offered, interpreted and outlined an analytical discussion of research findings in conjunction with research aims of the study. This chapter presents the conclusion, recommendations and areas for further studies. The purpose of the research was to get a deeper understanding how CSR is used as a strategic tool to promote sustainable community development by large organisations in Zimbabwe. In particular, this study sought to ascertain how a manufacturing organisation is promoting sustainable community development through engaging CSR initiatives in a country like Zimbabwe.

The study explored the perceptions, the drivers of CSR activities, the benefits of practising CSR as an organisation, the challenges of implementing CSR initiatives and the relevance of strategies employed by the manufacturing company to overcome some of the challenges they encounter in their pursuit for promoting sustainable community development through engaging in CSR initiatives. Additionally, the study created an in-depth knowledge on the challenges and strategies used by big business in implementing CSR initiatives in the harsh economic environment.

The focus of chapter four is to compile a summary of the entire research project and provide comprehensive discussion on contribution of the study to the area of management. The chapter gives recommendations for future research in the CSR domain. in corporations in Zimbabwe. Furthermore, this chapter outlined some limitations of the study to enlighten readers on the glitches encountered in the study. This section provides a summary of the study in a chapter format.

5.2 Summary of the Study

Chapter 1: Introduction and Background of Study

Chapter one provided a comprehensive introduction of the heightened interest in “Corporate Social Responsibility (CSR)” in current times in a global perspective, narrowed down to local

level viewed in a company state. Followed by the background and context of study where the model of Corporate Social Responsibility (CSR) is explained to have evolved over many years (Bondy, Moon, and Matten, 2012) and finding that they are still no consensus on the definition of this concept (Luken, 2006). The chapter goes on further to point out that CSR targets to examine the activities of companies in surrounding communities and to make the most of the positive community outcomes of corporate activity (Bondy, Moon, and Matten, 2012). They are emphasis put on the research aspect on CSR at an advanced stage, that most research studies are found in developed nations (Dahlsrud, 2008), where the political, economic and social conditions are conducive for business growth (Dahlsrud, 2008).

Governments with stable political environments support the formation of CSR policies within organisations ((Bondy, Moon, and Matten, 2012)). The chapter goes on to give lay out research problem, with the pointing out the research objectives and research questions. The rationale of study is important because it looks at corporate social responsibility as the composite of elements put together to impact communities. The study also seeks to bridge the gap in strategic business management where CSR worldwide has been associated with organisations in developed countries over the past decades. The study is also guided by CSR theories that focus on sustainable practices. The overview of research methodology given in that adopts a grounded interpretive on the constructivist paradigm. The study has implemented a qualitative research approach that allows for the selection of a case study research design, which suits and identifies with the chosen topic. The limitations of the study are explained, and finally, the chapter presents the structure of the dissertation.

Chapter 2: Literature Review and Background of Zimbabwe

The focus of chapter two was to introduce what Corporate Social Responsibility is to the business environment, providing background information and motivation why organisations are embracing this concept at a strategic level in a developing country. This chapter begins by mentioning the theories that give rise to the idea of CSR which is being adopted by the business worldwide and what drives businesses to incorporate the concept in their company policy. The various approaches (dimensions) are then outlined and explained in detail, which are then followed by the challenges and benefits that are inherited through the adoption of CSR concept. The framework and the view of CSR are utilised as a strategic tool this is discussed in depth, before narrowing it down from a global perceptive to a single economy outlook which for this study is a manufacturing organisation located in Zimbabwe.

Chapter 3: Research Methodology

The chapter discussed what research methodology is and four research paradigms. It further explained why the constructive paradigm was relevant to this study. This discussion choose an exploratory case study for the research design. The section of research methods which are qualitative and quantitative. Outlined the chosen target population of ten (10) managers. The chapter indicated that only five (5) managers participated in the study. Study site population is located in Zimbabwe, Harare Willovale industrial area. The sampling strategy that was chosen was (convenience sampling), followed by data collection methods which were primary and secondary in nature. Unstructured in-depth interviews were used as a data collection method. Data analysis was conducted through content analysis. Data quality control, which includes the validity, reliability and trustworthiness of the research, was also discussed as well as ethical consideration.

Chapter 4: Presentation and Discussion of Results

This chapter presented, interpreted and outlined analytical discussion of research findings according to the identified aims of the research study. The response rate from the fourteen (14) targeted managers was at 35.7%. This low response rate was attributed to the timing of data collection which was conducted in December and January because as managers they have a busy schedule to attend too and a lot of travel commitments because of it been holiday season. Furthermore, since the participation was voluntary, the researcher continuously made efforts to reach the research participants after so many failed scheduled meetings. Content analysis results were presented and interpreted through interview guide questions, under all six objectives broken down into two different sections of the study. The first section which was Section A dealt with the demographic profile of respondents and a brief description of the organisation. Section B discussed the qualitative insights derived from in-depth interviews of the study. The results were presented and analysed in line with the aims and focus of the study. The proceeding sections outline the conclusion of the research project.

5.3 Conclusions of Research Objectives

Objective One:

To analyse the perceptions of management regarding the concept of CSR

Research results showed that managers have a positive attitude towards CSR practices. The findings also revealed varied perceptions of how large businesses are determined by the background, how the business's operations functions and the economic environment of the company. Additionally, they are many various benefits that the organisation enjoys when they engage in CSR activities for example building schools for children in a struggling community. These benefits influence their understanding and association with CSR in their business activities.

Objective Two:

To investigate what drives the manufacturing organisation to engage in CSR initiatives that promote sustainable community development in Zimbabwe.

The findings revealed that various drivers that influence the manufacturing business to engage in CSR activities. The identified key CSR drivers in organisations where the shared perceptions that CSR increases competitive advantage. Through CSR acting as a marketing tool, which helps in increasing sales, improves brand image and loyalty through positive publicity, and attract customers who are eyewitnesses of the initiatives that are implemented, improves employee satisfaction and motivates them to have a sense of belonging. Which helps large businesses to invest in CSR initiatives in the surrounding communities. The business wants to uplift communities, increase customer base, enhance company reputation, increase profit margins and growth. Ploughing back to communities, in turn, improves communities that the business has chosen to align themselves. However, CSR benefits are mainly linked to business performance.

Objective Three:

To determine how the manufacturing organisation is implementing sustainable community development through CSR initiatives in Zimbabwe.

The findings showed that manufacturing organisation have a positive attitude towards CSR practices; the organisation is trying to implement sustainable development in the communities that are located around it. The findings also revealed various perceptions of the company which

are influenced by the outlook of business' operating environment and its activities. Additionally, the company acknowledged various benefits that it gets from engaging in CSR activities, for example, good publicity to potential clients or customers. These benefits influence their understanding and association with CSR in their business activities.

Objective Four:

To evaluate how the manufacturing organisation is benefiting from CSR initiatives that promote sustainable community development in Zimbabwe.

The results show that large businesses use various activities as ways of implementing CSR, to help the communities that are aligned to the corporate voluntary. Some of the identified activities include donating food parcels to children homes and elderly homes, participating in community awareness programmes, help in building and donating to community's clinics, schools and fewer privileged pupils. The findings also showed that large businesses consult stakeholders (i.e. area Chiefs or local government authority) when implementing CSR initiatives. The organisation benefits from being corporately responsible, by attracting customers through their goodwill which tiles an improved image of the business, which in the future increases profit margins.

Objective Five:

To analyse the challenges faced by the manufacturing organisation in promoting sustainable community development through CSR initiatives in Zimbabwe.

The research findings also showed that large businesses face various challenges when implementing CSR activities. Firstly to point out the Zimbabwean economy is in a downturn, which puts many initiatives on the back foot. These challenges include lack of finance in an economically struggling environment, lack of government support through various structures, access to finances, lack of managerial skills, lack of information and time is a contributing factor to our CSR initiatives success and inadequately qualified workers. The business has also allocated short time for CSR initiatives. Forming partnerships with other firms is a challenge in an economically harsh environment, as pointed out by the respondents that it is high risk to use resources that are not directly linked to making an immediate profit for the business.

Objective Six:

To assess the extent to which CSR initiatives practised by the manufacturing organisation are relevant to the needs of communities in Zimbabwe.

The results showed that businesses are providing to a large extent relevant needs to the communities they engage with. This is made possible through the fundraising initiatives that are done like the 4x4 Jamboree and Drag Racing. The element of the formation of partnerships is also seen as a strategy for dealing with challenges the company faces when implementing CSR initiatives. The findings revealed that this approach helps the corporate to have an advantage of pulling their limited resources together in a volatile economic environment, learning from each other and having the ability to achieve successful CSR programmes. The programmes have proved to be relevant to the needs of the community for example the support given to Jairo's Jiri Orphanage; in particular, for groups of people, we feel that require assistance in uplifting their lives.

5.4 Recommendations

Drawing from the conclusion highlighted in the above sections, the researcher recommends the following:

- ❖ Since research findings showed that managers understand CSR as a business concept, it would be a worthwhile exercise for the managers to educate the employees of the organisations about CSR and how the organisation and the community benefit from engaging in CSR activities. This activity could assist the organisation in getting more employees to participate in CSR.
- ❖ The sharing of CSR obligations among managers to increase the effectiveness of the initiatives the organisation running and promoting the development of new CSR programs. The uniting of the managers would be key in order to carry out CSR obligations effectively, which is not entirely reflective of the unit of the management team were the results show that all the managers accept one agrees that stakeholders influence the company's CSR decisions to a larger extent.
- ❖ Lack of financial resources has been acknowledged as a major hindrance for engaging in CSR. The organisation should explore more innovative ways of participating in CSR with a special focus on such activities that would require other sacrifices other than money. Examples of such activities include managers and employees involvement in community activities that require them to donate their time in the form of labour.

- ❖ The organisation could also build more networks within the industry and try and participate in CSR programmes as a collective of the organisation within the industry.
- ❖ Where possible, the organisation could try and convince their customers to also participate in CSR activities. This could be achieved by convincing the customers that solving community issues requires a collective effort. In this case, the organisation could add a few cents (say five cents or so) on the selling price of their products and use this money for CSR initiatives.
- ❖ Where possible, key customers could be invited to participate in the selected organisation's CSR initiatives. This would assist in covering the gap for CSR initiative manpower shortages.
- ❖ The results show that selected organisation assist a school in one of the rural areas in Zimbabwe. These school children (learners) could be used as manpower for CSR initiatives in the form of labour to surrounding communities. Thus, the school could partner with the school and select one day where they could assist vulnerable members of the community. Such activities would have long term ripple effects where children a taught at a tender age to care for the communities.
- ❖ One way of encouraging members of the organisation is through incorporating CSR activities in Performance Management for all managers and employees of the organisation. This could assist the organisation in trying to strike a balance between business operations and CSR activities.
- ❖ Managers of manufacturing organisation should design more comprehensive strategic plans, with well spelled out deliverables and targets which must be achieved by workers and other partners of the business. This approach will assist in defining the way worker behave. The policy will serve as a guideline in dealing with customers, employees, and communities' environmental responsibilities. It will serve as a guideline on how they will address customers, employees, communities and environmental responsibilities. The managers of the firm should also institute precise, quantifiable and achievable goals.

5.5 Research Limitations

The main limitation of this study is that the study adopts a case study approach which focuses a manufacturing organisation located in Willovale industrial area in Zimbabwe. In addition, primary data was collected from the employees of the one selected organisation using convenient sampling techniques which fall under non-probability sampling methods.

Therefore, the results cannot be generalised to all manufacturing organisations in Zimbabwe. However, the study lays a foundation for how organisations could promote sustainable community development through engaging in different CSR initiatives, especially in a challenging economic environment and lastly a low response rate.

5.6 Managerial Implications

A critical literature review was done on CSR and has shown huge benefits to the large businesses. Previous studies have indicated that CSR is equally important to the firm's strategic plans as much as any department in playing a critical role in economic growth of the organisation and over-all respective countries. The results showed that large businesses alike are driven by internally intrinsic and broad external benefits associated with CSR engagements. The study revealed that stakeholders are essential players when designing and implementing CSR programs. They are evidence in the study where managers and respective authorities played a critical role in successful implementation of CSR initiatives in the receiving communities. The study reflected that there is a strong relationship between stakeholders and the corporate. The researcher agrees with the sentiments of stakeholder theorists who associate it with CSR. CSR has been widely recognised as the glue that binds business with workers and communities together in developing countries. The results also speak to economic theorists' emphasis on profit maximisation. The study showed that profit agenda for large firms could be achieved as CSR programs improve labour relations, business reputation, and customer loyalty and enhance productivity.

Although the study acknowledges the divergent views of stakeholders on CSR, the researcher identified that CSR benefits are good for business on a larger scale than the benefits that are enjoyed by the community. Therefore, the contributions made by the study will assist managers in large firms to acknowledge and embrace CSR as a strategic tool that can advance a business. The advancing of the community and country that it is located in, with this being said they are grey and dark areas that are faced especially in the volatile economic environment that the manufacturing organisation under study finds itself. Companies face varying different challenges in developing countries than in developed countries, so the same perception of CSR cannot be identified for both sides.

5.7 Areas for Further Research

More studies need to be conducted to understand further CSR concept in developing countries. A “longitudinal case study model” can be used to provide more insights in proceeding CSR research in manufacturing companies in Zimbabwe. Future researchers can test the theoretical framework by setting this study in a different context, and the future studies should focus on applying exploratory sequential mixed methods approach on a bigger sample size. This method will assist researchers to test in-depth qualitative results to larger sample size with various qualitative methods such as focus groups discussions. The study will provide a broader thorough understanding of firm’s perceptions on CSR engagements.

CSR investments differs between first and third world nations which should be considered for the future research because of the different cultural elements within the collective communities. Future studies can also be carried out in selected sectors in the economy to get deeper insights on CSR experiences and challenges organisations are facing in those respective areas. In future government agencies should motivate organisations about the essence of CSR and assist them with specific business related input that makes them relevant to the cause, which may result in implementing sound business management principles such as internally and externally CSR initiatives.

Future studies must focus on the introduction of regulatory frameworks that can be adopted by governments as policies (tax incentives) that encourage large businesses to engage in CSR programs. This approach will redefine the voluntary nature of CSR and mitigate some of the daily challenges that organisations experience in pursuit of sustainable business practices. Since organisations investments in CSR activities are influenced internal and external, the environment makes it of paramount importance to create strategic plan that will give direction to CSR program direction of the company. However, this should include CSR in its central elements. Large businesses should act as mentors to small businesses and educate them about the importance of embracing CSR in their functions of activities at an early beginning of the businesses. The promotion or the birth of small businesses for the engaging in CSR initiatives should be encouraged. The study results propose future research to explore CSR in the perspective of the community.

REFERENCES LIST

- Aid, C., 2004. Behind the mask: The real face of corporate social responsibility.
- Alkire, S. and Santos, M.E., 2010. Acute multidimensional poverty: A new index for developing countries.
- Arevalo, J.A. and Aravind, D. 2011. Corporate social responsibility practices in India: approach, drivers, and barriers. *Corporate Governance the International Journal of Business in Society*, 11(4), 399-414.
- Babbie, E. and Mouton, J., 2005. Qualitative studies. The practice of social research, pp.269-311.
- Bampton, R., Odemilin, G. and Samy, M. 2010. Corporate social responsibility: a strategy for sustainable business success. An analysis of 20 selected British companies. *Corporate Governance*, 10(2), 203-207.
- Barnett, L. and Salomon, M. 2006. Beyond dichotomy: The curvilinear relationship between social responsibility and financial performance. *Strategic Management Journal* 27(11): 1101–1122.
- Baron, S. Field, J. and Schuller, T., 2000. *Social Capital - Critical Perspectives*. London: Oxford University Press.
- Barton, J. H. 2007. New Trends in Technology Transfer: Implications for National and International Policy, Issue Paper No. 18. Geneva: International Centre for Trade and Sustainable Development (ICTSD).
- Baskin, J., 2006. *Corporate responsibility in emerging markets*. *Journal of Corporate Citizenship*, 24(Winter), pp.29-47.
- Beiske, B. (2007). *Research Methods: Uses and limitations of questionnaires, interviews and case studies*, Munich: GRIN Verlag.
- Belal, A.R. and Owen, D.L., 2007. The views of corporate managers on the current state of, and future prospects for, social reporting in Bangladesh: An engagement-based study. *Accounting, Auditing & Accountability Journal*, 20(3), pp.472-494.

- Bevan, D., Corvellec, H. and Fay, E., 2011. Responsibility beyond CSR. *Journal of business ethics*, 101(1), pp.1-4.
- Bichta, C. 2003. Corporate socially responsible industry (CSR) practices in the context of Greek. *Social Responsibility and Environmental Management*, 10, 12-24.
- Bickman, L. and Rog, D.J. eds., 2008. *The Sage handbook of applied social research methods*.
- Birley, S. and Westhead, P., 1994. A taxonomy of business start-up reasons and their impact on firm growth and size. *Journal of business venturing*, 9(1), pp.7-31.
- Blowfield, M. and Frynas, J.G., 2005. Editorial Setting new agendas: critical perspectives on Corporate Social Responsibility in the developing world. *International affairs*, 81(3), pp.499-513.
- Bondy, K., Moon, J. and Matten, D., 2012. An institution of corporate social responsibility (CSR) in multi-national corporations (MNCs): Form and implications. *Journal of Business Ethics*, 111(2), pp.281-299.
- Bondy, K., Moon, J. and Matten, D., 2012. An institution of corporate social responsibility (CSR) in multi-national corporations (MNCs): Form and implications. *Journal of Business Ethics*, 111(2), pp.281-299.
- Bowen, M., Morara, M. & Mureithi, S. (2009). *Management of Business Challenges Among*
- Boyce, C. and Neale, P., 2006. *Conducting in-depth interviews: A guide for designing and conducting in-depth interviews for evaluation input* (pp.3-7). Watertown, MA: Pathfinder International.
- Broomhill, R., 2007. *Corporate Social Responsibility: Key Issues and Debates*. Don Dunstan Foundation.
- Brown, J.A. and Forster, W.R. 2012. *CSR and Stakeholder Theory: A Tale of Adam Smith*. <http://www.csringreece.gr/files/research/CSR>. [Accessed: 13 April 2015].
- Bryman, A. 2012. *Social research methods*. 5th ed. Oxford: Oxford University Press.
- Burke, L. and Logsdon, J.M., 1996. How corporate social responsibility pays off. *Long range planning*, 29(4), pp.495-502.

- Campbell, D.T. and Stanley, J.C., 2015. *Experimental and quasi-experimental designs for research*. Ravenio Books.
- Carroll, A.B. & Shabana, K.M. 2010. The Business Case for Corporate Social Responsibility:
- Carroll, A.B. and Hoy, F., 1984. Integrating corporate social policy into strategic management. *Journal of Business Strategy*, 4(3), pp.48-57.
- Carroll, A.B. and Shabana, K.M., 2010. The business case for corporate social responsibility: A review of concepts, research and practice. *International journal of management reviews*, 12(1), pp.85-105.
- Cavana, R.Y., Delahaye, B.L. and Sekaran, U., 2001. *Applied business research: Qualitative and quantitative methods*. John Wiley & Sons Australia.
- Chamberlain, K. and Camic, P., *Qualitative analysis of experience: grounded theory and case studies*. Research methods for clinical and health psychology. Edited by: Marks DF, Yardley L. 2004.
- Churchill, G., A., Brown, T, J. & Suter, T, A. 2010. *Basic marketing research*.
- Claire, A. 2010. Presenting and Evaluating Qualitative Research. *American Journal of Pharmaceutical Education* 74: 1-7.
- Clarkson, M.E., 1995. A stakeholder framework for analysing and evaluating corporate social performance. *Academy of management review*, 20(1), pp.92-117.
- Cohen, L., Manion, L. and Morrison, K., 1994. Educational research methodology. *Athens: Metaixmio*.
- Cohen, L., Manion, L., Morrison, K, and Morrison, R.B. 2007. *Research Methods in Education*. London: Routledge.
- Cohen, L.. Manion, L. 1994. Research Methods in Education. *London & New*.
- Colleoni, E., 2013. CSR communication strategies for organizational legitimacy in social media. *Corporate Communications: an international journal*, 18(2), pp.228-248.
- Connaway, L.S. and Powell, R.R., 2010. Basic research methods for librarians. ABC-CLIO.
- Cook, T.D., Campbell, D.T. and Day, A., 1979. *Quasi-experimentation: Design & analysis issues for field settings (Vol. 351)*. Boston: Houghton Mifflin.
- Cooke, D. 2010. Building social capital through corporate social investment. *Asia-Pacific Journal of Business Administration*, 2(1), pp.71-87.

- Cooper, D. R. and Schindler, P. S. 2006. *Business Research Methods* (12th Ed.). New York: A Review of Concepts, Research and Practice. *International Journal of Management Reviews*, 10(1), 85-105.
- Cooper, D.R., Schindler, P.S. and Sun, J. 2003. *Business research methods*. 11th ed. McGraw-Hill International.
- Corporate Watch 2006. *Corporate Watch CSR Report*. [Online]: Available: <http://www.corporatewatch.org.uk/?lid=2682>. [Accessed: 01 September 2015].
- Cramer, J., 2003. Corporate social responsibility: Lessons learned. *Environmental quality management*, 13(2), pp.59-66.
- Cramer, J., Jan Jonker, J. and van der Heijden, A. 2004. Making sense of corporate social responsibility. *Journal of Business Ethics*, 55, 215–222.
- Cramer, J., Van Der Heijden, A. and Jonker, J., 2006. Corporate social responsibility: making sense through thinking and acting. *Business Ethics: A European Review*, 15(4), pp.380-389.
- Crane A., and D. Matten 2010. *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalisation* (Oxford, UK: Oxford University Press). An excellent entry-level textbook about the world of business ethics. This covers the foundation of business ethics, applying understandings to each of. *The Business Student's Guide to Sustainable Management: Principles and Practice*, p.76.
- Creswell, J.W. and Clark, V.L.P., 2007. *Designing and conducting mixed methods research*.
- Creswell, J.W. and Designm, R., 2003. Qualitative, quantitative, and mixed method approaches. *Aufl. Thousand Oaks*.
- Cronbach, L.J. 1951. Coefficient alpha and the internal structure of tests psychometric problems. 16, 297-334.
- Dahlsrud, Alexander., 2008. “How corporate social responsibility is defined: an analysis of 37 definitions”. *Corporate social responsibility and environmental management* 15.1, 1- 30.
- Darnolf, S. and Laakso, L. eds., 2016. *Twenty years of independence in Zimbabwe: from liberation to authoritarianism*. Springer.
- Dartey-Baah, K. and Amponsah-Tawiah, K., 2011. Exploring the limits of western corporate social responsibility theories in Africa. *International Journal of Business and Social Science*, 2(18).

- Davis, M. and Putnam, H., 1960. A computing procedure for quantification theory. *Journal of the ACM (JACM)*, 7(3), pp.201-215.
- De Oliveira, J.A.P., 2006. JCC theme issue: corporate citizenship in Latin America: new challenges for business: an introduction. *The Journal of Corporate Citizenship*, (21), pp.17-21.
- De Schutter, O. 2008. Corporate Social Responsibility European style. *European Law Journal*, 14, 203–236.
- De Schutter, O., 2014. Corporate Social Responsibility European Style.
- Denscombe, M., 2014. The good research guide: for small-scale social research projects.
- Denzin, N.K. and Lincoln, Y.S. 2000. *Handbook of Qualitative Research*. 2nd ed. Thousand Oaks: Sage.
- Desjardins, J. 2009. *An Introduction to Business Ethics*. 3rd Ed. New York: McGraw Hill International.
- Detomasi, D.A., 2008. The political roots of corporate social responsibility. *Journal of Business Ethics*, 82(4), pp.807-819.
- Di Norcia, V. and Larkins, J.T., 2000. Mixed motives and ethical decisions in business. *Journal of Business Ethics*, 25(1), pp.1-13.
- Du, S., Bhattacharya, C.B. and Sen, S., 2010. Maximizing business returns to corporate social responsibility (CSR): The role of CSR communication. *International Journal of Management Reviews*, 12(1), pp.8-19.
- Edmiston, K.D., 2007. The role of small and large businesses in economic development.
- Elkington, J. and Fisk, P., 2014. Crane A., and D. Matten (2010). *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalisation* (Oxford, UK: Oxford University Press). An excellent entry-level textbook about the world of business ethics. This covers the foundation of business ethics, applying understandings to each of. *The Business Student's Guide to Sustainable Management: Principles and Practice*, p.76.
- Elkington, J. and Fisk, P., 2014. McGraw-Hill International: *Grounded Theory and Case Studies*. London: SAGE publications, p13.
- Elkington, J., 2004. Enter the triple bottom line. *The triple bottom line: Does it all add up*, 11(12), pp.1-16.

- Elo, S., Kääriäinen, M., Kanste, O., Pölkki, T., Utriainen, K. and Kyngäs, H., 2014. Qualitative content analysis: a focus on trustworthiness. *Sage Open*, 4(1), p.21-df33.
- Erbel, R., Di Mario, C., Bartunek, J., Bonnier, J., de Bruyne, B., Eberli, F.R., Erne, P., Haude, M., Heublein, B., Horrigan, M. and Ilsley, C., 2007. Temporary scaffolding of coronary arteries with bio absorbable magnesium stents: a prospective, non-randomised multicentre trial. *The Lancet*, 369(9576), pp.1869-1875.
- Eve, E.E., 2009. Democratization in Zimbabwe.
- Fatoki, O. and Chiliya, W., 2012. An investigation into the attitudes toward business ethics and corporate social responsibility by local and immigrant SME owners in South Africa. *Journal of Social Science*, 32(1), pp.13-21.
- Fisher, H.I. and Ziviani, J. 2004. Explanatory case studies: Implications and applications for
- Fitoussi, J.P. and Stiglitz, J., 2009, July. The Shadow GN: The ways out of the crisis and the building of a more cohesive world. In *Chair's Summary of the Rome meeting of* (pp. 6-7).
- Fombrun, C.J., 2005. A world of reputation research, analysis and thinking building a corporate reputation through CSR initiatives: evolving standards. *Corporate reputation review*, 8(1), pp.7-12.
- Fox, T. 2005. *Small and Medium-Sized Enterprises (SMEs) and Corporate Social Responsibility: A Discussion Paper*, IIED. A Baseline Study.
- Fox, T., Ward, H. and Howard, B. 2002. *Public Sector Roles in Corporate Social Responsibility*.
- Freeman, R.E., 2010. Strategic management: A stakeholder approach. Cambridge University Press.
- Freeman, R.E., Harrison, J.S., Wicks, A.C., Parmar, B.L. and De Colle, S., 2010. *Stakeholder theory: The state of the art*. Cambridge University Press.
- Freeman, R.E., Wicks, A.C. and Parmar, B., 2004. Stakeholder theory and “the corporate objective revisited”. *Organisation Science*, 15(3), pp.364-369.
- Freisleben, G., 2011. Benefits & burdens of CSR for SMEs. *Financial Executive*, 27(8), pp.53-57.

- Galbreath, J., 2009. Building corporate social responsibility into strategy. *European business review*, 21(2), pp.109-127.
- Garriga, E. and Melé, D., 2004. Corporate social responsibility theories: Mapping the territory. *Journal of business ethics*, 53(1-2), pp.51-71.
- Goddard, W. & Melville, S., 2004. *Research Methodology: An Introduction*, (2nd Ed.). Oxford: Blackwell Publishing.
- Graneheim, U.H. and Lundman, B., 2004. Qualitative content analysis in nursing research: concepts, procedures and measures to achieve trustworthiness. *Nurse education today*, 24(2), pp.105-112.
- Guthrie, E., Patton, G.C., Kapur, N., Mackway-Jones, K., Chew-Graham, C., Moorey, J., Mendel, E., Marino-Francis, F., Sanderson, S., Turpin, C. and Boddy, G., 2001. Randomised controlled trial of brief psychological intervention after deliberate self-poisoning Commentary: Another kind of talk that works? *BMJ*, 323(7305), p.135.
- Hack, L., Kenyon, A.J. and Wood, E.H., 2014. A Critical Corporate Social Responsibility (CSR) Timeline: how should it be understood now. *International Journal of Management Cases*, 16(4), pp.46-55.
- Hair, J., Bush, R. and Ortinau, D., 2006. Marketing Research within a changing environment.
- Hatcher, L. (1994). *A Step-by-Step Approach to Using the SAS(R) System for Factor Analysis and Structural Equation Modeling*. Cary, NC: SAS Institute. Available at <http://www.csringreece.gr/files/research/CSR>. [Accessed: 13 October 2016]
- Hemingway, C.A. and Maclagan, P.W., 2004. Managers' personal values as drivers of corporate social responsibility. *Journal of Business Ethics*, 50(1), pp.33-44.
- Herbst, J., 2014. *States and power in Africa: comparative lessons in authority and control*. Princeton University Press.
- Heslin, P.A. and Ochoa, J.D., 2008. Understanding and developing strategic corporate social responsibility. *Organizational Dynamics*, 37, pp.125-144.
- Hsieh, H.F. and Shannon, S.E., 2005. Three approaches to qualitative content analysis. *Qualitative health research*, 15(9), pp.1277-1288.

- Husted, B.W. and Allen, D.B., 2007. Strategic corporate social responsibility and value creation among large firms: lessons from the Spanish experience. *Long Range Planning*, 40(6), pp.594-610.
- Islam, I., 2014. Macroeconomic policy after the global recession of 2008-2009: a development perspective. *The twin challenges of reducing poverty and creating employment*, pp.123-139.
- Ismail, M., 2009. Corporate social responsibility and its role in community development: An international perspective. *The Journal of International Social Research*, 2(9), pp.199-209.
- Jamali, D. and Mirshak, R., 2007. Corporate social responsibility (CSR): Theory and practice in a developing country context. *Journal of business ethics*, 72(3), pp.243-262.
John Wiley & Sons Inc.
- Johnson, B. and Turner, L.A., 2003. Data collection strategies in mixed methods research. *Handbook of mixed methods in social and behavioural research*, pp.297-319.
- Kanyenze, G., 2011. *Beyond the Enclave: Towards a pro-poor and inclusive development strategy for Zimbabwe*. African Books Collective.
- Kell, G. and Ruggie, J., 2001. 13 Global markets and social legitimacy. *The Market or the Public Domain: Redrawing the Line*, 9, p.321.
- Kennedy Nyahunzvi, D., 2013. CSR reporting among Zimbabwe's hotel groups: a content analysis. *International Journal of Contemporary Hospitality Management*, 25(4), pp.595-613.
- Kolk, A. and Van Tulder, R., 2002. The effectiveness of self-regulation: Corporate codes of conduct and child labour. *European Management Journal*, 20(3), pp.260-271.
- Kothari, C.R. 2004. *Research methodology: Methods and techniques*. New Age International.
- Kumar, S. and Phrommathed, P., 2005. Research methodology (pp. 43-50). Springer US. Libraries. <https://www.lib.msu.edu/resources/articles>. [Accessed: 20 June 2016]
- Lincoln, Y.S. and Guba, E.G., 1985. *Naturalistic inquiry* (Vol. 75). Sage.

- Ljubojevic, C., Ljubojevic, G. and Maksimovic, N., 2012. Social Responsibility and Competitive Advantage of the Companies in Serbia. In MIC 2012: Managing Transformation with Creativity; Proceedings of the 13th International Conference, Budapest, 22–24 November 2012 (pp. 555-569). The university of Primorska, Faculty of Management Koper.
- Logsdon, J.M. and Wood, D.J., 2002. Business citizenship: From domestic to global level of analysis. *Business Ethics Quarterly*, 12(02), pp.155-187.
- Luken, R.A., 2006. Where is developing country industry in sustainable development planning? *Sustainable Development*, 14(1), pp.46-61.
- MacGregor, S.P. and Fontrodona, J., 2011. Strategic CSR for SMEs: paradox or possibility. Una RSE estratégica para las Pymes: una paradoja o una posibilidad. *Universia Business Review*, (30), p.80.
- Mackenzie, N. and Knipe, S., 2006. Research dilemmas: Paradigms, methods and methodology. *Issues in educational research*, 16(2), pp.193-205.
- Mackenzie, N. and Knipe, S., 2006. Research dilemmas: Paradigms, methods and methodology. *Issues in educational research*, 16(2), pp.193-205.
- Maclagan, P., 1998. *Management and morality: A developmental perspective*. SAGE Publications Ltd.
- Madueno, J.H., Jorge, M.L., Conesa, I.M. and Martínez-Martínez, D., 2015. Business Research Quarterly.
- Madueno, J.H., Jorge, M.L., Conesa, I.M. and Martínez-Martínez, D., 2015. Business Research Quarterly.
- Maphosa, F. (1997). Corporate Social Responsibility in Zimbabwe: Content Analysis of Mission Statements and Annual Reports. *African e-journals Project*, Michigan State University.
- Matten, D. and Moon, J., 2008. “Implicit” and “explicit” CSR: a conceptual framework for a comparative understanding of corporate social responsibility. *Academy of Management Review*, 33(2), pp.404-424.
- McWilliams, A., Siegel, D.S. and Wright, P.M., 2006. Corporate social responsibility: Strategic implications. *Journal of management studies*, 43(1), pp.1-18.

- Meadowcroft, J., 2007. Who is in charge here? Governance for sustainable development in a complex world. *Journal of Environmental Policy & Planning*, 9(3-4), pp.299-314.
- Merriam, S. B. 2009. *Qualitative Research: A Guide to Design and Implementation*. San Francisco: Jossey-Bass.
- Miles, M.B. and Huberman, A.M., 1994. *Qualitative data analysis: An expanded sourcebook*. Sage.
- Mirvis, P. and Googins, B., 2006. Stages of corporate citizenship. *California Management Review*, 48(2), pp.104-126.
- Moon, J., 2004. Government as a driver of corporate social responsibility: The UK in comparative perspective.
- Morris, G., 2012. Is Corporation Taxation Practice a CSR Issue? The Duke of Westminster's guide to tax "avoidance". *Corporate Social Responsibility: A Research Handbook* Ed, Haynes, K., Murray, A., Dillard, J., Routledge, ISBN-13, pp.978-0415781718.
- Murombo, T., 2010. Law and the indigenisation of mineral resources in Zimbabwe: any equity for local communities? *Southern African Public Law*, 25(2), pp.568-589.
- Muthuri, J.N. and Gilbert, V., 2011. An institutional analysis of corporate social responsibility in Kenya. *Journal of Business Ethics*, 98(3), pp.467-483.
- Neuman, W.L. 2003. *Social Research Methods: Qualitative and Quantitative Approaches*, London: Allyn & Bacon.
- O'Reilly, M. and Parker, N. 2013. Unsatisfactory Saturation: a critical exploration of the notion of saturated sample sizes in qualitative research. *Qualitative Research*. 13(2), 190-7.
- O'Leary, Z., 2004. *The essential guide to doing research*. Sage.
- Oliver, V. 2010. *Smart Answers to Tough Business Etiquette Questions*, New York: Skyhorse Publishing.
- Paton, R. and Dempster, L., 2002. Managing change from a gender perspective. *European Management Journal*, 20(5), pp.539-548.
- Payne, R.F., Chan, C.S.R. and Palermo, S.M., Texas Instruments Incorporated, 2003. High-speed voltage mode differential digital output driver with edge-emphasis and pre-equalization. U.S. Patent 6,624,670.
- Perrin, T., 2009. The business of urban animals survey: the facts and statistics on companion animals in Canada. *The Canadian Veterinary Journal*, 50(1), p.48.

- Polášek, D. 2010. *Corporate Social Responsibility in Small Medium -Sized Enterprise in the Czech Republic*. Unpublished thesis, Czech Republic. Czech Management Institute.
- Polit, D. and Beck, C., 2012. Essentials of nursing research. *Ethics*, 23(2).
- Polit, D., F. & Beck, C, T.2012. *Nursing research: Generating and assessing evidence for nursing practice*, 9.
- Pomeroy, A. and Dolnicar, S., 2009. Assessing the prerequisite of successful CSR implementation: are consumers aware of CSR initiatives? *Journal of Business Ethics*, 85, pp.285-301.
- Porter, M.E. and Kramer, M.R., 2003. Corporate philanthropy: Taking the high ground. *Foundation Strategy Group*, 13.
- Prieto-Carrón, M., Lund-Thomsen, Peter., Chan, A., Muro, A.N.A. and Bhushan, C., 2006. Critical perspectives on CSR and development: what we know, what we don't know, and what we need to know. *International Affairs*, 82(5), pp.977-987.
- Raftopoulos, B. and Ian Phimister., 2006. The Zimbabwean crisis and the challenges for the left. *Journal of Southern African Studies*, 32(2), pp.203-219.
- Rahman Belal, A., 2001. *A study of corporate social disclosures in Bangladesh*. *Managerial Auditing Journal*, 16(5), pp.274-289.
- Ranger, T., 2004. Nationalist historiography, patriotic history and the history of the nation: The struggle over the past in Zimbabwe. *Journal of Southern African Studies*, 30(2), pp.215-234.
- Reinhardt, F.L., Stavins, R.N. and Vietor, R.H., 2008. Corporate social responsibility through an economic lens. *Review of Environmental Economics and Policy*, 2(2), pp.219-239.
- Responsibility: A Baseline Assessment, Foreign Affairs of the Kingdom of the Netherlands*. World Bank Group. Amsterdam. Revised international edition. McGraw-Hill, New York, USA, 589, p.566.
- Roja, P. and Sherina, J.S., 2015. The role of Corporate Social Responsibility in Community. Available at SSRN 2583171.

- Rolfe, G., 2006. Validity, trustworthiness and rigour: quality and the idea of qualitative research. *Journal of advanced nursing*, 53(3), pp.304-310.
- Santos, J.R.A., Lippke, L., and Pope, P. 1998. Proc factor: A tool for extracting hidden gems from a mountain of variables. *Proceedings of the 23rd Annual SAS Users Group International Conference*. Cary, NC: SAS Institute Inc.
- Saunders, M., Lewis, P., and Thornhill, A. 2007. *Research Methods for Business Students*, (6th Ed.). London: Pearson.
- Seale, C. 2001. Grounding theory. In: Seale C, Ed. *The Quality of Qualitative Research*.
- Secchi, D., 2007. Utilitarian, managerial and relational theories of corporate social responsibility. *International Journal of Management Reviews*, 9(4), pp.347-373.
- Sekaran, U. and Bougie, R., 2010. *Research Method for Business, A Skill Building Approach*.
- Sen, S. 2011. *Corporate Social Responsibility in Small and Medium Enterprises: Application of Stakeholder Theory and Social Capital theory*. Published DBA thesis, Southern Cross University.
- Siegel, D.S., Waldman, D.A., Atwater, L.E. and Link, A.N., 2004. Toward a model of the effective transfer of scientific knowledge from academicians to practitioners: qualitative evidence from the commercialization of university technologies. *Journal of engineering and technology management*, 21(1), pp.115-142.
- Skalnes, T., 2016. *The politics of economic reform in Zimbabwe: continuity and change in development*. Springer.
- Small and Micro Enterprises in Nairobi-Kenya. *KCA Journal of Business Management*, 2(1), pp.16-31.
- Smith, C.W. and Stulz, R.M., 1985. *The determinants of firms' hedging policies*. *Journal of financial and quantitative analysis*, 20(04), pp.391-405.
- Somekh, B. and Lewin, C. eds., 2005. *Research methods in the social sciences*. Sage.
- Somekh, B. and Lewin, C. eds., 2005. *Research methods in the social sciences*. Sage.
- Sprinkle, G.B. and Maines, L.A., 2010. *The benefits and costs of corporate social responsibility*. *Business Horizons*, 53(5), pp.445-453.
- Stake, R.E. 1995. *The Art of Case Study Research*. Thousand Oaks: SAGE.

- Stake, R.E. 2005. *Qualitative case studies*. 3rd ed. Thousand Oaks: SAGE, 443-466.
- Stebbins, L.F. 2001. *Work and family in America*. Santa Barbara, CA: ABC-CLIO, Inc.
- Teddle, C. and Tashakkori, A., 2003. Major issues and controversies in the use of mixed methods in the social and behavioural sciences. *Handbook of mixed methods in social & behavioural research*, pp.3-50.
- Twenge, J.M. and Campbell, W.K., 2009. *The narcissism epidemic: Living in the age of entitlement*. Simon and Schuster.
- UN 2003. *Norms on the responsibilities of transnational corporations and other business enterprises with regard to human rights*. E/CN.4/Sub.2/2003/REV.2 Sub-commission on the Promotion and Protection of Human Rights.
- US Department of Health and Human Services, 2006. Office for Human Research Protections (OHRP). *Additional Protections Pertaining to Biomedical and Behavioral Research Involving Prisoners as Subjects Subpart C, Code of Federal Regulations Title, 45*.
- USCIB 2002. *Corporate Responsibility Initiatives in Europe*. United States Council for International Business, New York.
- Utting, P., 2003. Promoting development through corporate social responsibility-does it work. *Global Future, Third Quarter*, pp.11-13.
- Vajo, J.J., Skeith, S.L. and Mertens, F., 2005. Reversible storage of hydrogen in destabilised LiBH₄. *The Journal of Physical Chemistry B*, 109(9), pp.3719-3722.
- Van Fleet, D.D., McWilliams, A. and Siegel, D.S., 2000. A theoretical and empirical analysis of journal rankings: The case of formal lists. *Journal of Management*, 26(5), pp.839-861.
- Van Marrewijk, M., 2003. Concepts and definitions of CSR and corporate sustainability: Between agency and communion. *Journal of business ethics*, 44(2), pp.95-105.
- Vilanova, M., Lozano, J.M. and Arenas, D., 2009. Exploring the nature of the relationship between CSR and competitiveness. *Journal of Business Ethics*, 87(1), pp.57-69.
- Visser, W. and Tolhurst, N. eds., 2010. *The world guide to CSR: A country-by-country analysis of corporate sustainability and responsibility*. Greenleaf Publishing.
- Visser, W., 2006. Revisiting Carroll's CSR pyramid. *Corporate citizenship in developing countries*, pp.29-56.

- Vogel, D.J., 2005. Is there a market for virtue? The business case for corporate social responsibility. *California management review*, 47(4), pp.19-45.
- Von Frantzius, I., 2004. World Summit on Sustainable Development Johannesburg 2002: A critical analysis and assessment of the outcomes. *Environmental Politics*, 13(2), pp.467-473.
- Waddock, S., 2004. Parallel universes: Companies, academics, and the progress of corporate citizenship. *Business and Society Review*, 109(1), pp.5-42.
- Waddock, S.A., Bodwell, C. and Graves, S.B., 2002. Responsibility: The new business imperative. *The Academy of Management Executive*, 16(2), pp.132-148.
- Warhurst, A. 2001. A Corporate citizenship and corporate social investment: drivers of tri-sector partnerships. *The Journal of Corporate Citizenship*, 1 (1), 57–73.
- Welman, C, Kruger, F, and Mitchell, B. 2012. *Research Methodology*. 3rd ed. Oxford, England.
- Welman, C., Kruger, F. and Mitchell, B., 2005. *Research methodology (pp. 35-40)*. Cape Town: Oxford University Press.
- Werther Jr, W.B. and Chandler, D., 2010. Strategic corporate social responsibility: William N. 2005. *Your research project* .2nd ed. Sage.
- Willig, C. 2000. *Introducing qualitative research in psychology: Adventures in theory and method*. London: Open University Press.
- Willig, C., 2008. Introducing qualitative research methods in psychology. *Maidenhead, England: McGraw Hill*.
- Wilson, D. and Purushothaman, R., 2006. 1. Dreaming with BRICs: the path to 2050. *Emerging economies and the transformation of international business: Brazil, Russia, India and China (BRICs), 1*.
- Wines, M., 2006. How bad is inflation in Zimbabwe? *New York Times*, 2.
- Yin, R.K., 2009. How to do better case studies. *The SAGE handbook of applied social research methods*, 2, pp.254-282.

APPENDIX A: ETHICAL CLEARANCE APPROVAL LETTER



09 December 2016

Mr Tatenda Chibwe (209531282)
School of Management, IT & Governance
Pietermaritzburg Campus

Dear Mr Chibwe,

Protocol reference number: HSS/2123/016M

Project title: Promoting sustainable community development through Corporate Social Responsibility initiatives: A case study of a manufacturing organization in Zimbabwe

Full Approval – Expedited Application

In response to your application received on 08 December 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

.....
Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Dr Evelyn Derera
Cc Academic Leader Research: Professor Debbie Vigar-Ellis
Cc School Administrator: Ms Debbie Cunynghame

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban 4000

Telephone: +27 (0) 31 260 3587/8350/4557 Facsimile: +27 (0) 31 260 4809 Email: ximbap@ukzn.ac.za / [snymanm@ukzn.ac.za](mailto:snymann@ukzn.ac.za) / mohunp@ukzn.ac.za

Website: www.ukzn.ac.za



100 YEARS OF ACADEMIC EXCELLENCE

Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

APPENDIX B: INFORMED CONSENT FORM

UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance

Dear Respondent,

Research Project

Researcher: [Tatenda Chibwe] Telephone number: [+27 84 015 4207 or +263 774 424 664] (Email: chibwejunior@gmail.com)

Supervisor: [Dr Evelyn Derera] Telephone number: [+27 33 260 5781] Email: dererae@ukzn.ac.za

Research Office: Humanities & Social Sciences Research Ethics Administration, Govan Mbeki Building, Westville Campus, Tel: + 27 (0)31 260 8350, Email: hssreclms@ukzn.ac.za

I, Tatenda Chibwe am a Masters of Commerce student in the School of Management, Information Technology and Governance, at the University of KwaZulu-Natal. You are invited to participate in a research project entitled

“Promoting sustainable community development through Corporate Social Responsibility initiatives: A case study of a manufacturing organisation in Zimbabwe”

The aim of this study is to ascertain how your manufacturing organisation promotes sustainable community development through Corporate Social Responsibility initiatives in Zimbabwe.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. Confidentiality and anonymity of records will be maintained by the researcher and [University of KwaZulu-Natal, Pietermaritzburg Campus], UKZN, PMB. All collected data will be used solely for research purposes and will be destroyed after 5 years.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number HSS/2123/016M).

The interviews should take about 45 minutes to 1 hour long to complete. Thank you for your time.

Sincerely

Researcher's signature



Date 2017/11/22

This page is to be retained by participant
Informed Consent Letter

UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance

Research Project

Researcher: [Tatenda Chibwe] Telephone number: [+27 84 015 4207 or +263 774 424 664] (Email: [chibwejunior@gmail.com])

Supervisor: [Dr Evelyn Derera] Telephone number: [+27 33 260 5781] (Email: [dererae@ukzn.ac.za])

Research Office: **Humanities & Social Sciences Research Ethics Administration, Govan Mbeki Building, Westville Campus, Tel: 27 31 2604557, Email: HSSREC@ukzn.ac.za**

CONSENT

I _____ (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview	<u>YES</u> / NO
Video-record my interview	YES / <u>NO</u>
Use of my photographs for research purposes	YES / <u>NO</u>

Signature of Participant

Date

This page is to be retained by researcher

APPENDIX C: INTERVIEW GUIDE: EXECUTIVES

SECTION A: BACKGROUND INFORMATION

1. What is your age category?

1.1	30 years and below	
1.2	31-50 years	
1.3	51 years and above	

2. What is your gender?

3. What is your position in this organisation and which department do you work in?

4. What is your highest educational qualification?

5. How long have you been employed by this organisation?

SECTION B: COMPANY PROFILE

6. How long has your organisation been operating for?

7. In which sector does your organisation fall under?

8. What type of business ownership is your company registered as?

SECTION C: TO ANALYSE THE PERCEPTIONS OF MANAGEMENT REGARDING THE CONCEPT OF CSR.

9. What do you understand by the term “Corporate Social Responsibility”?

SECTION D: THE DRIVES THE OF CSR INITIATIVES

10. Could you please explain why it is necessary for organisations to engage in Corporate Social Responsibility initiatives?

11. Could you please explain what motivates your company to engage in Corporate Social Responsibility initiatives?

12. What are drivers that compile your organisation to participate in Corporate Social Responsibility initiatives?

SECTION E: IMPLEMENTATION OF CORPORATE SOCIAL RESPONSIBILITY INITIATIVES

13. Is your organisation participating in any Corporate Social Responsibility initiatives?
14. If your answer is YES for the previous question (Question 13), could you please mention any examples of the initiatives that your organisation is involved in?
15. Could you please explain how decisions of Corporate Social Responsibility are taken in your company?
16. Do you consult with stakeholders on Corporate Social Responsibility decisions?
17. Please identify the stakeholders that you consult on Corporate Social Responsibility decisions.
18. Could you please explain why you consult these stakeholders?
19. To what extent do these stakeholders influence your Corporate Social Responsibility decisions? Please explain why?
20. Do you think the way you are implementing Corporate Social Responsibility initiatives in your company is achieving the intended results? (Please explain your answer).

SECTION F: BENEFITS OF CSR INITIATIVES TO THE ORGANISATION

21. In your opinion, are these benefits linked to business performance? If so, please explain why?
22. In your opinion, what are the benefits that accrue to your businesses when they participate in Corporate Social Responsibility activities?

SECTION G: CHALLENGES OF IMPLEMENTING CORPORATE SOCIAL RESPONSIBILITY INITIATIVES & STRATEGIES TO OVERCOME SOME OF THE CHALLENGES

23. Are you experiencing any challenges in implementing Corporate Social Responsibility activities in your organisation? If so, please explain these challenges in detail.
24. How are you are overcoming some of these challenges?

SECTION H: RELEVANCE OF CSR INITIATIVES TO COMMUNITY NEEDS

25. To what extent are the initiatives relevant to the needs of the community?
26. To what extent has your organisation been fulfilling this social responsibility?
27. Have the initiatives that you are currently engaging in producing positive results? (Please explain your answer).
28. In your own opinion are you as management giving CSR programs enough attention? (Please explain your answer).

THANK YOU FOR YOUR TIME.