

# Review of Literature on Corporate Social Responsibility: 1953-2012

---

**International Journal of Excellence in Environmental Management**

ISSN: 2220-8283

Vol. 2, Issue 1 & 2

---

**Dr. Abhishek Tripathi**

World Bank Consultant, Ministry of Education, Afghanistan

**Dr. Anupama Bains**

Department of Management, Punjabi University, India

---

## **Abstract**

Now a day's **CSR (Corporate Social Responsibility)** is a topic that has become increasingly important over the last couple of years. As information about third world working conditions and environmental issues reaches the consumers much faster today, consumers are starting to put pressure on companies, they are more selective and conscious about products that companies are producing, supplying and selling. The concept of CSR has a longed and varied history. It is necessary to trace evidences of the business community's concern for society for centuries. A survey of the literature on studies related to **Evolution and Understanding of concept, Awareness, Motivation, Perception and Behaviour, Reporting Practices** towards Corporate Social Responsibility Practices in big as well as Small and Medium Enterprises specifically has been made to identify the current status of research on the topic.

---

## **1.1 Review of Literature: 1953-2012**

The concept of CSR highlighted in **1953** when **Bowen** rose questions that "What responsibilities to society May businessman reasonably be expected to be assumed?" He also set forth an initial definition of social responsibilities of businessman: it refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of actions which are desirable in terms of the objectives and value of society. After a long period of time in **1975**, **American Accounting Association** undertook a study on Corporate Social Reporting Standard in America. They considered social reports of 14 firms and analyzed statistically. A score of 1 (lowest ranking) through 5 (highest ranking) was assigned under each element of corporate social standard determinants. Analysis of ranks revealed that, around 50 per cent of the firms got more than 3 or more score. They concluded that, about half the number of firms who present social reports maintain good standards of reporting. Around 38 per cent of large firms in USA are conscious of reporting the social performance in a meaningful way another survey conducted in **1977** by **National Association of Accountant** which study the current state of accounting for the social contributions of product/service in America. A sample of 800 of the largest corporation was made. This group included large corporations from banking, insurance, retailing, transportation and financial institutes. Objective of the survey was to identify the type of measures normally used to account for social performance. Main finding of the study was, while the corporate perceive the need to fulfill their social responsibilities, they do not in most cases, account for the costs and benefits of these activities.

**1987, Smith** has explored the challenges in terms of the business and society relationship and focuses on the use of consumer boycotts by pressure groups. Conclusions are drawn on how pressure group use of the consumer boycott may be understood. Most notably, it represents an attempt at the social control of business. These observations have a wider application to the many other forms of lobbying of business by pressure groups. The term social responsibility in business is shown to be potentially misleading, unless it is used to refer to corporate doctrines on social responsibility or the outcome of a conflict between (and accommodation of) corporate interests and other interests in society, including those represented by pressure groups. In **1999, Carroll** traces the evolution of the CSR construct beginning in the 1950s, which marks the modern era of CSR. Definitions expanded during 1960s and proliferated during 1970s. In the 1980s, there were fewer new definitions, more empirical research, and alternative themes began to mature. These alternative themes included corporate social performance (CSP), stakeholder theory, and business ethics theory. In the 1990s, CSR continues to serve as a core construct but yields to or is transformed into alternative thematic frameworks.

From 2000 there is a paradigm shift in the perception, behavior, motivation and reporting practices towards Corporate Social Responsibility. Community became very aware which leads to boycotts and organizations are able to understand the concept of CSR. In **2002, Moon** distinguishes three types of CSR reporting practices i.e. 'community involvement', 'socially responsible production processes' and 'socially responsible employee relations'. During the initial stages of development of CSR in emerging economies, the community involvement is more along the lines of a philanthropic involvement with company involvement limited to developing minimal or rather the absolutely necessary amount of communal goodwill necessary to operate in the business environment. As compared with the developed countries like US, CSR in developing countries is seen as part of corporate philanthropy where corporations augment the social development to support the initiatives of the government. However in the US it is seen as a strategic tool which helps the organizations to have a legitimate existence in the society. **Raynard and Forstater, 2002** describe Corporate Social Responsibility as an increasingly important part of the business environment. The past twenty years have seen a radical change in the relationship between business and society. Key drivers of this change have been the globalization of trade, the increased size and influence of companies, the repositioning of government and the rise in strategic importance of stakeholder relationships, knowledge and brand reputation. The relationship between companies and civil society organizations has moved on from paternalistic philanthropy to a re-examination of the roles, rights and responsibilities of business in society. Corporate Social Responsibility (CSR), defined in terms of the responsiveness of businesses to stakeholders' legal, ethical, social and environmental expectations, is one outcome of these developments.

The importance of having a credible programme in place is emphasized, as are credible public relations and reputation management approaches. The views of corporate decision makers on the media's role in CSR are discussed, including the media's roles and responsibilities. Findings include the extent to which CSR is rising in prominence in terms of world events with CSR implications, the impact on perceptions of CSR from the external news events, and the status of ethical investment funds given the continued downward spiral of equities and stock markets **Middlemiss (2003)**. In 2003, **Sarbuttas** has

reviewed a spectrum of views on reputation and CSR and argues that searching for a definitive, value-for-money-based formula for reputation management. CSR is at odds with stakeholder expectations, and that much evidence exists to suggest that truly effective CSR is the result more of pragmatism than theory or corporate strategy and in some ways SMEs is better placed to take advantage of CSR programmes. **Schwartz and Carroll, 2003** extrapolating Carroll's four domains of corporate social responsibility (1979) and pyramid of CSR (1991), an alternative approach of conceptualizing corporate social responsibility (CSR) is proposed. A three-domain approach is presented in which the three core domains of economic, legal and ethical responsibilities are depicted in a Venn model framework. The Venn framework yields seven CSR categories resulting from the overlap of the three core domains. Corporate examples are suggested and classified according to the new model, followed by a discussion of limitations and teaching and research implication.

Since 2004, there is a focus on implementation of the CSR agenda in small-to-medium enterprises (SMEs) **Castka et al. (2004)** reports and research findings from an action research case study that has been conducted in a UK based SME. The case study research demonstrates how the CSR agenda has been implemented using ISO 9001:2000 as a platform and what benefits the case study organization has gained from this approach. These results are compared with a UK survey on feasibility of CSR for SMEs conducted by the UK's Department of Trade and Industry and parallels are drawn. **European Multi stakeholder Forum on CSR (2004)** has studied CSR practices in SMEs. Corporate Social Responsibility (CSR) is not a "bolt-on" to how business is run. It goes to the core of how business does business: how it sources, manufactures, markets and how it engages its stakeholders and the wider environment. CSR is about the long-term sustainability of business and of society. It is relevant for businesses of all shapes and sizes. Relatively little is known about CSR amongst small and medium sized enterprises (SMEs). Where SMEs are doing it, they may not use the language of CSR. Just as the best of SMEs are a source of innovation for business generally, so it can be assumed that the best of environmentally and socially responsible SMEs will offer CSR innovations. Efforts to engage more SMEs in CSR should be mindful of this fact. They should reflect the daily realities of SME life. They should work through channels as close to SMEs as possible, which SMEs already use and trust. This will involve a range of initiatives at local, regional, national, EU and sectoral levels. They will include initiatives from different stakeholder groups such as staff and consumers. There is an important role in improving and sharing knowledge about CSR and SMEs for social partners, business organizations and public institutions as well as universities and business schools. **Siu and Liu (2005)** adopts the context-embedded approach to examine the marketing practices of 307 small and medium enterprises (SMEs) in the People's Republic of China by comparing the survey findings with that of Hong Kong and Guangdong SMEs. Chinese SMEs focuses on regional markets to avoid direct competition with Hong Kong SMEs in the international markets and also their Guangdong counterparts in the turbulent nationwide market To market their own brands, Chinese SMEs have to analyze the market and use superior marketing strategies in the competitive markets. Chinese SMEs do not attain the superior competitive positions as that of their Guangdong counterparts, but they use customer satisfaction surveys and claims investigation to help develop excellence in product performance. Also, Chinese SMEs have to provide value-added products and services and also a well-rounded marketing competitive strategy to gain market shares. The traditional state-owned enterprise structure in China facilitates the development of hierarchical

organizational structure and joint decision making process. Thus, care should be taken in assuming that marketing tools and techniques are equally applicable across all places, even in similar cultural contexts. Socio-cultural influences and mediating environmental factors should be considered when attempting to understand the marketing practices of Chinese small firms, specifically when China is in transition to a socialist market economy. **The Danish National Labour Market Authority (2005)** focuses on the questions like what CSR activities are Danish small and medium –sized enterprises using? What CSR activities have the greatest positive (or negative) impact on the financial results of the enterprise? The survey took the form of an internet based questionnaire of a representative cross section of small and medium –sized enterprises in Denmark. The enterprises were randomly selected from KOB. The participants in the survey were then recruited over the telephone by TNS Gallup’s interview department. The interviews contacted 4178 enterprises in the target group, 2840 (68 per cent) of which wanted to take part in the survey. These 2840 enterprises were sent an email containing a link to the questionnaire, which would then be completed over the internet TNS Gallup received 1,071 valid replies, a response rate of 38 per cent. Cross tabulation and multi various analysis were carried out for each of the five areas (workforce, environment, stakeholder engagement, and marketplace and supply chain). In these analyses geographical location and age were replaced with two new variables: organizational assignment of responsibility for CSR activities and external communication of CSR activities respectively.

**Mujtaba et al. (2005)** using Nike as an example to describe the challenges associated with Corporate Social Responsibility (CSR) for large multinational organization. Furthermore, this paper discusses what Corporate Social Responsibility (CSR) is, and what is not, so managers can clearly and realistically state their goals and perspectives on what social responsibility means to their organizations and stakeholders. As companies work in the international marketplace, a level of corporate responsibility is expected by the international business community and by the consumers. Companies must set standards for operations that satisfy the expectations in the home country as well as the host countries. Multinational companies can no longer set financial goals in terms of sales and profitability as the only measures of success; but they must also set standards for ethical and socially responsible behavior of their own enterprise as well as their stakeholders. In **2006, Golob and Bartlett** examined how two countries Australia and Slovenia, are addressing corporate social responsibility (CSR) reporting issues. The authors see reporting as an important communication tool or channel which can ensure greater corporate transparency and enable a better engagement with multiple stakeholders. The study aims to provide a review and a comparison of the CSR guidelines and standards in both countries by which this communication is guided. In both countries, reporting is largely voluntary and appears to be driven by market pressures. However, differences appear in national culture as a driver with product, management and financial considerations influencing Australian reporting whereas Slovenian reporting is shaped by employee, community and environmental concerns. From Australian and Slovenian perspectives it seems to be important to increase reporting incentives in both countries and to connect and compare them to global reporting requirements. **Murillo and Lozano (2006)** investigated the need to undertake more in-depth field studies in order to discover the organizational culture, the difficulties and the perceptions surrounding CSR in SMEs. This study presents the results of analysis of four case studies on Catalan companies that stand out for their social and environmental practices. The conclusions of this study are

the result of dialogue with the main actors – four medium-sized companies – focusing on their actions, understandings and resistance with regard to CSR. The methodological perspective used was Grounded Theory, with the aim of the study being to contribute towards formalizing CSR in SMEs, in their daily practices, by analyzing some primary data. The results obtained show how difficult it is for SMEs to understand CSR, beyond the explanation of the specific practices carried out by the companies. They highlight the role played by the values of the founding director in the implementation of CSR programmes; they reveal that SMEs still have a long way to go towards learning how to inform both internal and external stakeholders of their best practices, and; finally, they show the interesting links that SMEs establish between responsible practices, improved competitiveness and economic results. **Williamson et al. (2006)** suggested that it is inevitable, given the market-based decision-making frames that permeate and dominate the industry in which manufacturing SMEs operate. Since the environment is a pillar of corporate social responsibility (CSR), the findings have important implications for CSR policy, which promotes voluntary actions predicated on a business case. It is argued that this approach will not alter the behaviour of manufacturing SMEs significantly because CSR practice will be regarded as an optional and costly ,extra' affecting core business activity. Consequently, the use and development of existing regulatory structures, providing minimum standards for many activities covered by CSR, remains the most effective means through which the behaviour of manufacturing SMEs will be changed in the short to medium-term. Another feature of the paper is the distinction made between ,business performance' and the ,business case' argument. Business performance emphasizes cost reductions and efficiency whereas the business case accentuates the benefits to shareholders of good practices as their firms become more attractive to stakeholders and society. Manufacturing SMEs try to improve business performance because of the pressures placed on them by market-dominated decision-making frames. These frames do not encourage manufacturing SMEs to undertake voluntary actions for the benefit of wider stakeholders and society. **Mankelaw and Quazi (2007)** have explored the motivational factors for small and medium enterprises (SMEs) to engage in corporate social responsibility (CSR) practices. A structured questionnaire was used to collect data from members of the Hunter Business Chamber, resulting in 122 usable responses. Exploratory factor analysis identified four underlying dimensions in the CSR motivation of SME managers. Four motivational dimensions emerged that reflected themes ranging from caring for the customer and society to the financial self-interest of SMEs. These findings are important managerial implications for SMEs. SME managers are motivated towards CSR for the profit viability and growth of their businesses whilst also caring for customers and the community. Limitations and areas for further research are also discussed.

In 2007, **Mark-Herbert and Schantz** attempted to legitimize the corporate role as seen in corporate social responsibility as a part of a triple bottom line framework. Corporate principles are communicated in various forms to a wide set of stakeholders. Ideally, what is communicated in terms of principles is also seen in business practice. In cases where the principles and actions differ, the platform for creating a brand territory is limited. The communication platform is affected by, for example, corporate documents, actions and media perceptions. They studied cases, from the construction industry to illustrate how media portrays business conduct. It shows that the corporate communication strategy is affected by media's verdicts. Driven by outside pressure, a set of ethical principles were declared but they received

little attention since their press release was poorly timed; the press release coincided with a scandal of unethical business conduct concerning the same company. Branding represents a cornerstone in the corporate marketing umbrella. It is a simplifying symbol that helps stakeholders distinguish between sales offers. Credence values such as social responsibility and ethical business conduct are intangible; the brand thus becomes a guarantee for the communicated social values. **Mendibil et al. (2007)** has investigated the role of awareness of sustainable CSR practices in SMEs by illustrating that these practices can generate real value to the business. The work described in this paper has an exploratory nature. It presents the findings from a fieldwork study and the initial version of a model that aims to clarify the link between CSR and innovation. **Pacitto et al. (2007)** examine the relationship between marketing and SMEs raises two kinds of questions: the first relates to the categories of SMEs studied, and it goes without saying that their responses will depend on their size (very small, small, and medium); the second depends on the elements likely or not to bring out a marketing approach. In fact, they can infer a large part of this approach from the answers having to do with segmentation practices, positioning, and information research. These three practices constitute the foundation of this approach. For all that, to ask questions directly (especially with regard to segmentation) would lead to biased responses. Taking these premises into account and with understanding of marketing behaviour in the medium-sized firms as an objective, they conducted two surveys in two locations, France and Québec (Canada), in which only enterprises with 50 to 250 employees were retained. The results show that if the marketing approach of the medium-sized firms are always focused on client distinction (more than on the market as such), competition leading to positioning is very much a part of their preoccupations; finally, these enterprises commonly practice commercial intelligence. This implies structuring commercial activity in general and marketing in particular, the two not always well delimited. These last two traits differentiate them from the other categories of SMEs, the very small enterprises (VSEs) and the small enterprises (SEs).

**Sweeney (2007)** aim of this research is to uncover the difference between large firms and SMEs operating in Ireland with regard to their understanding of CSR, the type of CSR activities undertaken and the management of CSR. In addition, this research analyses the barriers and opportunities experienced by SMEs when undertaking CSR. This study reviews the relevant literature of CSR. Then, through semi-structured in-depth interviews with 13 firms, this study analyses CSR from both a large firm and an SME perspective in an Irish context. This study highlights the way in which firms operating in Ireland define CSR. It differentiates between the management and activities of CSR among SMEs and large firms and uncovers barriers and opportunities experienced by SMEs when undertaking CSR. **Vassileva (2007)** used a survey administered to companies in the U.K. and Bulgaria, the author investigate, firstly, organizational members' perceptions of the impact of different CSR-related activities upon corporate branding and, secondly, their beliefs about what customers and shareholders think are the impacts of CSR-related activities upon brand image and brand identity. The findings indicated that while organizational members rated quality products, customer service and corporate governance highly as key components of CSR activity, they were much more ambivalent about their companies' commitment to broader actions which involve the 'community' and 'society'. This study concludes by discussing the implications of the findings for future 'CSR education' among companies. **BP Braun & Partners International (2008)** identify the level of awareness and satisfaction towards companies' social and environmental engagement and



performance. The research was conducted by GfK Bulgaria, GfK Hungária and GfK Polonia. The results are presented by Braun & Partners Network, the leading CSR strategic consultancy in the Central-Eastern European region. One of the most important conclusions was that although at different levels, respondents of all three countries were unsatisfied both with the performance of companies operating in their countries, as with the information they provide to their stakeholders. The majority of respondents found that companies should consider interests of stakeholders, like employees, local communities, customers, civil organizations and the environment. More Bulgarian than Polish respondents agreed completely with this statement, but the total proportion of people who completely and somehow agree is almost the same – around eighty per cent. Hungarian participants had the lowest level of expectation towards companies, less than seventy per cent required corporations to take into account stakeholders' concerns while making business decisions. **Fassin (2008)** has studied ethnographic field analysis, based on discussions within entrepreneurs' circles, tends to suggest that the argument for expanding formalization of CSR to SMEs rests upon several fallacies. It implicitly assumes that an apparent solution for large multinationals can be transposed to SMEs, and it underestimates the drawbacks of bureaucracy. Moreover, many SMEs experience inconsistency between the idealistic CSR communication of some large companies and their actions, especially in the supply chain. The author concludes that reports do not constitute the validation for real CSR, nor the proof of superior ethical behaviour. Formalization can even be counterproductive. Conversely, the absence of social reporting does not imply that SMEs do not behave responsibly. CSR in SMEs needs a specific approach, adapted to the informal nature and entrepreneurial character of the small business. The essence of CSR lies in the implementation of responsible business practices. It lies in the right attitudes, in the corporate culture, not in formalization. In **2008, Cheng al.** examined the small and medium sized companies (SMEs) within the Jönköping region however due to the special conditions of the companies in this region they decided to conduct a case study instead. The case study is conducted with the managing director of Ekenäs Mekaniska AB, the primary information were collected through two face to face interviews. The material was then compiled and analysed. They provide some practical solution to the problems existing within Ekenäs Mekaniska AB and suggest a model for Ekenäs Mekaniska AB as well as for other companies. The purpose of conducting this case study is to make it easier for Ekenäs Mekaniska to implement more CSR in the future as well as it is to serve as an example for other small sized firms that it is possible to still conduct CSR even though you are limited in resources. They also aim at providing a step by step guide on how to implement CSR efficiently that can be used for both small, medium sized companies and large companies however each step needs to be undertaken with the size of the company in mind. The final conclusion of this case study is that the most important stakeholder of Ekenäs Mekaniska AB when implementing CSR is the employees. A clear goal, vision and mission from the top managers are crucial for Ekenäs Mekaniska AB to implement CSR efficiently. The communication with the important internal and external stakeholders and the feedback collected from them are also very important to ensure that everyone in the organization is doing the right things. The employees need to be guided through a systematic guide book to ensure that the current or potential CSR activities satisfy their needs. The strategy of Ekenäs Mekaniska AB should well combine with their CSR agenda by using the model introduced in the thesis. Due to limited financial resource, it is hard for small and medium sized enterprises (SMEs) to implement the whole CSR activities within the organization, therefore, the local government should provide appropriate fund or tax reduction programs to help SMEs

implement CSR efficiently. **Korican and Jelavic (2008)** studied the need of communication towards CSR from four different levels – government, community, company, and the individual. It also aims to stress that women managers in Croatia are still discriminated against and to show that managers in The study is based on several different researches conducted on different populations – those of women managers and of SME managers. The findings of this study show that, for the improvement of CSR awareness in general, the CSR idea needs to be communicated on four different levels simultaneously. Even though there are more women managers in higher positions in Croatia, they are still discriminated against. Managers of small and medium-sized enterprises are still not thinking enough about all stakeholders when making decisions where **Lee (2008)** traces the conceptual evolutionary path of theories on corporate social responsibility (CSR) and to reflect on the implications of the development. The retrospection has revealed that the trend has been a progressive rationalization of the concept with a particular focus on tighter coupling with organizations' financial goals. Rationalization involves two broad shifts in the conceptualization of the concept with a particular focus on tighter coupling with organizations' financial goals. Rationalization involves two broad shifts in the conceptualization of CSR. First, in terms of the level of analysis, researchers have moved from the discussion of the macro-social effects of CSR to organizational-level analysis of CSR's effect on profit. Next, in terms of theoretical criterion, researchers have moved from explicitly normative and ethics-oriented arguments to implicitly normative and performance-oriented managerial studies. Based on the retrospection, the limitations of the current state of CSR research that places excessive emphasis on the business case for CSR are outlined, and it is suggested that the future research needs to refocus on basic research in order to develop conceptual tools and theoretical mechanisms that explain changing organizational behaviour from a broader societal perspective.

**McDonald et al. (2008)** review the literatures on CSR effects and satisfaction and noting gaps in the literature. A series of propositions is put forward to guide future research endeavors. By understanding the likely impact on customer satisfaction of CSR initiatives vis-à-vis customer-centric initiatives, the academic research community can assist managers to understand how to best allocate company resources in situations of low customer satisfaction. Such endeavors are managerially relevant and topical. Researchers seeking to test the propositions put forward in this paper would be able to gain links with, and possibly attract funding from, banks to conduct their research. Such endeavors may assist researchers to redefine the stakeholder view by placing customers at the centre of a network of stakeholders. An understanding of how to best allocate company resources to increase the proportion of satisfied customers will allow bank marketers to reduce customer churn and hence increase market share and profits. Researchers have not previously conducted a comparative analysis of the effects of different CSR initiatives on customer satisfaction, nor considered whether more customer-centric initiatives are likely to be more effective in increasing the proportion of satisfied customers **Potulari and Temesgen (2008)** examined the attitude of Ethiopian corporate sector towards corporate social responsibility (CSR). In addition this research analyzed the opinion of employees, customers' as well the general public about the Ethiopian corporate sector's socially responsible actions. This paper reviewed the relevant literature of CSR. Through structured questionnaires and in-depth interviews with 50 Ethiopian companies, this study analyzed CSR towards different interest groups, e.g. owners or shareholders, employees, customers,



creditors and suppliers, general public or community at large and government. To cross validate, the researcher also conducted a survey with another three questionnaires to obtain the views of 100 employees, 200 customers and another 200 general public. Collected data was analyzed using SPSS and Microsoft Excel software packages. Ethiopian companies expressed 100 per cent positive attitude in implementing CSR towards customers, creditors and suppliers, general public and government. However, only 40 per cent of companies' were positive on periodical disclosure of information to its shareholders, 80 per cent believed in fair wages and security of employment, and 10 per cent of companies were negative on meaningful freedom, job satisfaction and humane treatment. Related to the cross validate section, overall 69 per cent employees were not happy with companies' policies, 71 per cent customers thought they were manipulated and another 75 per cent general public were not pleased with CSR from the Ethiopian corporate sector but **Reich (2008)** argues that the new interest in so-called "Corporate Social Responsibility" is founded on a false notion of how much discretion a modern public corporation has to sacrifice profits for the sake of certain social goods, and that the promotion of corporate social responsibility by both the private and public sectors misleads the public into believing that more is being done by the private sector to meet certain public goals than is in fact the case.

**Udaysankar (2008)** examined the different economic motivations of firms with varying combinations of visibility, resource access and scale of operations. Arguments are presented to propose that in terms of visibility, resource access and operating scale, very small and very large firms are equally motivated to participate in CSR. However, the motivational bases for CSR participation are likely to be different. Medium-sized firms are the least motivated. This suggests a U-shaped relationship between firm size and CSR participation. This study contributes towards resolution of the long-standing debate on the effects of firm size on CSR participation, and highlights the importance of considering configurations of firm characteristics in the study of CSR outcomes. In conclusion, cautions are raised against the broad categorization of firms, without adequate attention to the underlying dimensions of such categorizations. **Viviers and Boudler (2008)** investigate the CSR performance of select mining companies listed on the Johannesburg Securities Exchange. The 2006 Annual Financial Statements of each company were analysed by means of content analysis. According to their study, CSR issues with an economic impact, such as HIV/AIDS, tend to be given priority by mining companies, where as CSR issues related to empowerment receive less attention. The study recommended that mining companies should focus more on health and safety issues and environmental issues which lie on the ethical and philanthropic levels of CSR. **Azamat and Samaratunge (2009)** Developing countries have recently experienced a burgeoning of small-scale individual entrepreneurs (SIEs) – who range from petty traders to personal service workers like small street vendors, barbers and owners of small shops – as a result of market-based reforms, rapid urbanization, unemployment, landlessness and poverty. While SIEs form a major part of the informal workforce in developing countries and contribute significantly to economic growth, their potential is being undermined when they engage in irresponsible and deceptive business practices such as overpricing, sale of underweight or substandard products, or attempts to hoard goods, to name a few. Despite the growing interest in corporate social responsibility (CSR) initiatives of small businesses in developing countries, the SIEs have received almost no attention. To address this void in the literature, they explore the reasons for the less than optimal level of social responsibility demonstrated by some SIEs in developing countries.

They do so by drawing upon the existing literature to develop a comprehensive framework of social responsibility of SIEs highlighting their unique characteristics and the different contextual factors that they encounter in developing countries. Based on this framework, they present a set of propositions specifying the influence of these contextual factors such as business environment, cultural traditions, socio-economic conditions, and both international and domestic pressures on the business practices of SIEs. The framework offers an explanation for the lack of responsible entrepreneurship of SIEs and has important implications for promoting sustainable business practices in developing countries where businesses are striving hard to survive and compete. **Basu and Palazzo (2009)** studied that how managers think, discuss and act with respect to their key stakeholders and the world at large. A set of cognitive, linguistic, and conative dimensions are proposed to identify such an intrinsic orientation that guides CSR-related activities. Recognizing patterns of interrelationships among these dimensions might lead to a better understanding of a firm's CSR impact, as well as generate a rich research agenda that links key organizational features to CSR character. **Blom and Pinzon et al. (2009)** identify that how corporations can increase their competitive advantage by supporting philanthropic projects. In order to achieve this, they have conducted a qualitative study where the collection of the empirical data was done through semi-structured interviews with three big corporations. These firms are all services providing companies who support social/philanthropic projects. This support is assisted by a non-profit organization that deals with social projects around the world while at the same time creates social commitment among corporations. In the theoretical framework, they have presented the concepts of competitive advantage, business ethics, branding, stakeholders and CSR as main theoretic pillars. The thesis also includes theories that relate these theories to each other, such as "Corporations and Society" and "CSR and Competitiveness". Finally in the analysis section they linked the empirical findings to presented theories and ultimately created a framework showing the correlation between competitiveness and business ethics and CSR. The main conclusions are that business ethics and competitiveness can be linked and bridged by the concept of CSR. Unlike previous theories they concluded that these two concepts are compatible which means that it is possible to get competitive advantage by pursuing social objectives. **Morsing and Perrini (2009)** emphasize the importance of understanding the contexts and the ways in which small- and medium-sized companies engage in CSR and how they differ from multinational companies. They suggest that it might be that researchers and practitioners are asking the wrong questions in their ambitions to prove the business case for CSR. Perhaps they should rather focus on the how and the with what impact questions to understand better the SME engagement in CSR. **Adewuyi and Olowookere (2010)** examine the case of a major cement company, WAPCO plc, and its host communities. A total of 15 CSR factors covering the three elements of sustainable development (economic, social and environment) were adopted, and with data extracted from the company's annual reports the contributions of WAPCO to sustainable development in the host communities in Nigeria were analyzed. Analysis of 15 CSR factors shows that WAPCO has gone beyond assistance and community development per se to sustainable development in the host communities; its recent inclusion as a member of Lafarge SA may have attributed to this. However, the position of WAPCO seems not to be clear in the area of social and environmental reporting, and codes of conduct on bribery and corruption. Some areas such as health seem not to be given priority in the WAPCO's CSR expenditure. Further, WAPCO's CSR activities are observed to be directly related with its turnover; however, CSR as a ratio of turnover is less than 0.5 per cent throughout the study period. The limitation of this study lies in

the fact that although the firm used as a case study accounted for over half of the output in the industry, this study is based on a single firm in the cement manufacturing industry. Besides, data extracted from the company's annual reports are taken as given. Thus, caution needs to be exercised in the interpretation and generalisation of the results and conclusions/recommendations. WAPCO and polluting firms in general should devote more resources to CSR activities. Besides, there is the need to design a clear policy/strategy and enforcement mechanism in the area of social and environmental reporting, and codes of conduct on bribery and corruption. The area of health needs to be given priority in a firm's CSR expenditure and regulations.

**Arendt and Brettel (2010)** examine the effects of corporate social responsibility (CSR) on corporate identity, image and firm performance in a multi-industry setting, in order to support evidence that the effects of CSR differ in different industry settings. The study, based on pre-existing CSR scales, was tested using data collected from a sample of 389 European companies. Hypotheses are based on the examination of the moderating effects of CSR using a group comparison method. Contingency models show that CSR triggers the corporate-image-building process and that its relationship to company success varies significantly based on company size, industry and marketing budget. This research was conducted within a specific region in the EU and as such these findings may or may not be generalized to other regions like Asia or the USA. In addition, the secondary data of the study did not include stakeholders other than customers and suppliers, suggesting that further analysis of the model should be made using data from additional stakeholders whereas **Arli and Lasmono (2010)** examine consumer perception towards CSR in the developing country of Indonesia. This research produced mixed results, suggesting that CSR is still a concept waiting to be applied in the developing country. Consumers are often unaware and unsupportive towards CSR. This is the opposite finding of consumer perception in developed countries, where most consumers are willing to support CSR launched by corporations. Nevertheless, there is an interesting finding: When consumers have to buy similar products with the same price and quality, CSR could be the determining factor. They would buy from the firm that has a socially responsible reputation.

**Ferreira et al. (2010)** has investigate whether corporate social responsibility (CSR) would positively influence the benefit and the value perceived by the consumer in the company's offer, the judgment of fairness in the price differential charged for it, and his/her buying intention, in a context where the socially responsible firm practices a price higher than the competition. It also investigates whether a social action, supported by the firm, with direct impact on the consumer's life, would provoke a higher effect in his/her reactions than a social action with indirect impact. The objectives were achieved through experimental methodology, using scenarios. Prior studies contributions to CSR and consumer behavior domains and the theoretical framework supporting the model of perceived value generated the study's proposition, which was translated in a set of hypotheses. The results obtained indicated that consumers perceived greater benefit and value in the offer of the socially responsible firm, and were showed to be willing to pay 10 per cent more for its product, judging this price differential as being fair. Moreover, the social action with direct impact on the consumer's life influenced more positively his/her reactions than the social action with indirect impact. The research instrument opens up the possibility for people to try to give answers that are in accordance with socially established rules and conventions. Also, a non-probabilistic

convenience sample was adopted. Issues for future studies are: price sensitivity in the context of CSR; the importance of CSR as a factor of influence in buying decision compared with other factors; variables that could exert influence on the impact of CSR on consumers' reactions; the influence of information sources about CSR in the consumer's buying decision. **Gunawan (2010)** investigate the most important corporate social disclosure (CSD) as perceived by the Indonesian stakeholders and the disclosures in Indonesian listed companies' annual reports. Questionnaire and content analysis methods were applied for the purpose of the study. A total of 306 people from six primary stakeholder groups (shareholders, investors, customers, employees, suppliers, and communities) provided their opinions by ranking the importance of every theme of disclosure. Further, the information disclosed by 119 Indonesian listed companies in their 2003, 2004, and 2005 annual reports was examined. The results show that there are gaps between the most important information perceived by the stakeholders and the information disclosed by the companies. This result may indicate that the information disclosed by the companies has not fulfilled the stakeholders' needs. Therefore, the stakeholder theory should be investigated further in this context. The study is expected to assist Indonesian businesses to focus on the information they disclose in their CSD particularly as a consequence of their corporate social responsibility (CSR). **Barkemeyer (2011)** explored sustainability-related perceptions of proponents of corporate social responsibility (CSR) from 53 countries in order to shed light on contextual differences regarding the conceptualization of the role of CSR in global governance. The results of a survey of corporate UN Global Compact participants are presented, focusing on respondents' perceptions regarding 23 key issues in sustainability. Non-parametric statistics are applied to identify regional and country-level patterns within the overall sample. While general perceptions regarding the urgency of key global sustainability challenges appear to be relatively homogeneous around the globe, significant differences can be identified regarding the specific roles and responsibilities respondents attribute to their own companies in countries from the global North and South, respectively. – The paper focuses on generic patterns within the overall sample; more detailed analysis is needed in future work to explore their origins and impact on corporate practice. There is a need for an improved integration of Southern stakeholders in CSR practice and policy making in order to fully unfold the potential of CSR in global governance. **Frisko and Arisandi (2011)** has studied the practices of corporate social responsibility (CSR) ran by state owned company in Indonesia which tend to focus on strengthening economies of small medium enterprise (SME) through partnership program as per regulation framework. The analysis included examining the background of program, assess it impact to stakeholder, and evaluate the effectiveness of social program done by state-owned company so far. It characteristic as public service organization as well as profit-generating enterprise, drive companies to follow some regulations pertaining with social responsibility activities. Eventually, this study expected to provide information about effectiveness analysis of CSR programs for company and government to design proper rules in creating sustainability development for a better future.

**Gardarson and Wulff (2011)** ambiguity of the concept of Corporate Social Responsibility (CSR) has been widely debated in academic research over the last decades. There is a consensus that firms ought to take responsibilities for their actions, but there is no unified definition of CSR and which activities are included in the concept. Hence, what the CSR activities entail and how firms have chosen to organize them may differ between firms and industries. According to organizational theory, firm characteristics have a

strong influence on the organizing of firm activities. Yet, the linkage between firm characteristics and organizing of CSR activities has so far been limited. One discussion that has evolved is how organizing of CSR activities depending on firm size differs. Other factors, such as firm age have been neglected in the discussions. In this thesis, the area of how firm size and age influence the organizing of CSR activities in Swedish clothing companies has been discovered. The results show that firm size has an influence in accordance with previous research. Firm age was also found to have an impact on the organizing of CSR activities. **Graaf and Mehrtens (2011)** focuses on the institutional component of CSR in entrepreneurship by analyzing the role of governance systems in SMEs. They argue that a category of medium-sized companies referred to as 'Hidden Champions' can be regarded as role models of CSR, combining an exceptional economic performance with an excellent contribution to local communities and strong ties with all stakeholders, including employees. Based on this they develop some propositions on CSR in SMEs. For example, their review suggests that local self-assurance and a strong product focus enable a company to develop a strong CSR track record combined with a strong position on international markets. This could imply that globalization does not have to lead to a race to the bottom. On the contrary, to be successful in the long run, CSR-awareness for international entrepreneurs seems to be critical. **Gupta and Bagg (2011)** CSR activities started in India by late 1990's and today have become a medium for most Indian corporate to contribute to inclusive growth of Indian society. E-choupals of ITC group that leverages the power of internet to empower the small farmers with knowledge of best practices, timely and relevant weather information, transparent discovery of prices and much more. Similarly Jaipur Rugs have been into developing weaving skills among people of remote villages so that they can earn a self-sustainable livelihood for themselves. These initiatives have resulted in upliftment of under-privileged sections and distribution of wealth. When TCS is making software that aids an illiterate start reading and writing by 40 days, Infosys has been helping students get computer literate by designing course circular for them. Aviva, a life insurance firm have launched street school to educate the under-privileged students. **Islam and Dellaports (2011)** examine perceptions regarding corporate social and environmental accounting and reporting practices in a developing country such as Bangladesh. Members of the Institute of Chartered Accountants of Bangladesh (ICAB) were surveyed to determine their perceptions on issues pertaining to social and environmental accounting and reporting practices in Bangladesh. Whilst the findings show that accountants have positive attitudes toward corporate social and environmental accounting, progress is limited, with the absence of ICAB in making any noticeable effort to develop such practices. Unlike prior studies, the implications of this study suggest that without international influence, it is less likely that institutional forces in Bangladesh (ICAB and the government) would be effective in dealing with social and environmental accounting and reporting issues. **Mozes (2011)** explored the impact of corporate social responsibility (CSR) engagement on employee motivation, job satisfaction and organizational identification as well as employee citizenship in voluntary community activities. Employees (n=224) of a major airline carrier participated in the study based on a 54-item questionnaire, containing four different sets of items related to volunteering, motivation, job satisfaction and organizational identification. The employee sample consisted of two sub-samples drawn randomly from the company pool of employees, differentiating between active participants in the company's CSR programs (APs) and non-participants (NAPs). Significant differences were found between APs and NAPs on organizational identification and motivation, but not for job satisfaction. In addition, positive significant correlations between

organizational identification, volunteering, job satisfaction, and motivation were obtained. These results are interpreted within the broader context that ties social identity theory (SIT) and organizational identification increase. The paper contributes to the understanding of the interrelations between CSR and other organizational behavior constructs. Practitioners can learn from this study how to increase job satisfaction and organizational identification. Both are extremely important for an organization's sustainability.

**Wang (2011)** examines perceptions of CSR both at the emic (observing individuals and stakeholders) and etic levels (conducting cross-cultural comparison) through a descriptive-empirical research strategy. The study is based on quantitative interview data among Chinese, Finnish and US stakeholder groups of industry companies (with an emphasis on the forest industries) and consists of four published articles and two submitted manuscripts. Theoretically, this study provides a valuable and unique philosophical and intellectual perspective on the contemporary study of CSR—'The Harmony Approach to CSR'. Empirically, this study did the values assessment and CSR evaluation of a wide variety of business activities covering CSR reporting, business ethics, and three dimensions of CSR performance. From the multi-stakeholder perspective, this study use survey methods to examine the perceptions and stakeholder salience in the context of CSR by describing, comparing the differences between demographic factors as well as hypothetical drivers behind perceptions. The results of study suggest that the CSR objective of a corporation's top management should be to manage the divergent and conflicting interests of multiple stakeholders, taking others than key stakeholders into account as well. The importance of values as a driver of ethical behaviour and decision-making has been generally recognized. He suggests that since the way to encourage responsible behaviour and develop CSR is to develop individual values and cultivate their virtues, it is time to invoke the critical role of moral (ethics) education. **Adhikari (2012)** examine status of corporate social responsibility (CSR) in Nepalese companies. The study is descriptive cum analytical and is based on the review of literature. Cases presented in the paper show low CSR intensity in Nepal. Both government and employers are somehow not serious to implement labor laws. At the company level, employees' awareness towards CSR can bring the positive attitude towards the company. The main limitations are: although there are many variables to measure CSR initiatives only labor laws, employees' awareness and few HRM dimensions have been covered. This paper is useful to academicians, companies to understand supportive and inhibiting CSR factors in Nepalese companies. This is perhaps the very first investigation of its kind in the Nepalese context. **Azamat and Zutshi (2012)** investigated the importance the entrepreneurs place on CSR, their understanding of stakeholders, the types of CSR activities undertaken by them, and the issue of social capital. Data were collected through in-depth semi-structured interviews with Sri Lankan entrepreneurs based in Victoria, Australia. The interviewees were aware of the term CSR but, nevertheless, had different interpretations of its meaning. However, CSR was considered important and all the interviewees were, in some way, involved in CSR activities and also had a good understanding of the importance of their stakeholders. Findings also highlighted the significance attached to social capital by the entrepreneurs such as informal relationships and trustworthiness which build the intangible attributes of CSR. The present findings can be attributed to immigrant entrepreneurs behaving partly to adapt to the host country, by changing their beliefs, values, traditions and partly by being influenced by their home country culture as found in the extended part of this current study. This paper



addresses gaps in the fields of both CSR and immigrant entrepreneurship literature. However, the small sample size is a limitation and further research is required in order to generalize the findings. **Ladzani and Seeletse (2012)** aims to establish the extent to which small and medium-sized enterprises (SMEs) in Gauteng, South Africa involve business social responsibility (BSR) in their practices. It also aims to bring awareness of the importance that BSR has amongst SMEs. The objectives are to measure the involvement of SME's BSR on management performance, identify strengths and areas that need improvement of BSR and expose the potential usefulness of BSR in South African SMEs. A quantitative comparative design was used to collect primary data from 326 respondents from 64 randomly selected SMEs in the study area. Structured interviews were used. The findings revealed that SMEs in Gauteng had performed worst in the area of BSR out of the ten management performance scores measured. The study further found that most owner-managers of the sampled businesses had university qualifications and most of these businesses had passed the survival stage. The study excluded major components of BSR, and cannot be generalized to the remaining eight provinces. **Young and Maris (2012)** seek to capture the influence of national institutions and industry characteristics on CSR reporting. To explore national institutions, the study compares CSR reporting in France and Australia characterized respectively as state-led market economies (SLMEs) and liberal market economies (LMEs). Comparisons are also made between high-risk and low-risk industries. The interaction between the two main variables is also analyzed. Using corporate published data from a sample of 220 Australian and French companies in 2009, the research finds that CSR reporting is stronger and CSR practices more transparent in France compared to Australia. CSR reporting is also stronger in high-risk industries than in low-risk industries. It also found that industry characteristics override the influence of national institutions in high-risk industries. However, these conclusions vary depending on the sub-categories of CSR reporting and the implicit *versus* explicit form of this type of communication. This study develops a new model of CSR reporting using 99 items. It provides empirical support for the institutional perspective for understanding differences in reporting whilst demonstrating the interaction between industry risk characteristics and national institutions.

## 1.2 Conclusion

In the wake of rapid globalization there is extensive competition in the business environment and for the survival of organizations the perception towards the role of corporate in the broader social paradigm is undergoing a sea change. In the recent years, society and the state have put forward an expectation before public sector corporate to integrate the social responsibility aspects in their business persuasion. This scenario not only affects large scale public sector undertakings, but also includes firms of small scale. The underlying assumption that Corporate Social Responsibility (CSR) is one way through which companies can demonstrate their commitments towards being socially responsible. In fact, CSR as an integral aspect of corporate that has double edge effect in terms of creating goodwill to the company and acting as a social and economic intervention to bring about large scale change in the life of people from different walks. SMEs also tie up with many MNCs and act as a backward linkage. Today stakeholders become very active towards CSR activities and it became as a prerequisite for every organization. Many MNCs largely deal with those SMEs which are focusing on CSR activities and are ethical in order to match the competitive environment.

### 1.3 References

1. Bowen, H. R. (1953), "Social Responsibilities of the Businessman", Harper & Row 1953, p xi, retrieved on dated: 20 August, 2011 from <http://www.corporatewatch.org/?lid=2682>.
2. American Accounting Association Committee Report, 1975, p 48-49.
3. National Association of Accountant Committee Report, 1977, p 13-16 and p 83-86.
4. Smith, C. (1987), "Consumer Boycott and Corporate Social Responsibility", Cranfield University Library, retrieved on dated: 20 July, 2011, from <https://dspace.lib.cranfield.ac.uk/bitstream/1826/355/2/SWP4287.pdf>.
5. Carroll, A. (1999), "Corporate Social Responsibility Evolution of a Definitional Construct", Business Society, Vol. 38, Issue 3, pp 268-295.
6. Moon, J. (2002), "Corporate Social Responsibility: An Overview", International Directory of Corporate Philanthropy, London, European Publications.
7. Raynard, P., & Forstater, M. (2002), "Corporate Social Responsibility: Implications for Small and Medium Enterprises in Developing Countries", UNIDO and the World Summit on Sustainable Development.
8. Middlemiss, N. (2003), "Authentic not cosmetic: CSR as brand enhancement", Journal of Brand Management, Vol.10, Issue 4-5, pp 353-361.
9. Sarbutts, N. (2003), "Can SMEs 'do' CSR? A practitioner's view of the ways small- and medium-sized enterprises are able to manage reputation through corporate social responsibility", [Journal of Communication Management](#), Vol. 7, Issue 4, pp 340-347.
10. Schwartz, M., & Carroll, A. (2003), "Corporate Social Responsibility: A Three Domain Approach", Business Ethics Quarterly, Vol. 13, Issue 4, pp 503-530.
11. Castka, P., Balzarova, M., Bamber, C., & Sharp, J. M. (2004), "How can SMEs effectively implement the CSR agenda? A UK case study perspective", Corporate Social Responsibility and Environmental Management, Vol. 11, Issue 3, pp 140-149.
12. European Multi stakeholder Forum on CSR (2004), "Fostering CSR among SMEs", Report of the Round Table, retrieved on dated: 2 January, 2011 from [http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/documents/main\\_streaming/ms\\_sme\\_round\\_table\\_en.pdf](http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/documents/main_streaming/ms_sme_round_table_en.pdf).
13. Siu, W., & Liu, Z. (2005), "Marketing in Chinese Small and Medium Enterprises (SMEs): The State of the Art in a Chinese Socialist Economy", Small Business Economics, Vol. 25, Issue 4, pp 333-346.
14. The Danish National Labour Market Authority (2005), "Mapping of CSR activities among small and medium-sized enterprises", People and Profit Phase 2, retrieved on dated: 20 October, 2011 from [http://www.samfundsansvar.dk/graphics/publikationer/CSR/Survey\\_Gallup.pdf](http://www.samfundsansvar.dk/graphics/publikationer/CSR/Survey_Gallup.pdf).
15. Mujtaba, B., Cavico, F., & Jones, C. (2005), "Global Labor Practices And Corporate Social Responsibility ", International Business & Economics Research Journal, Vol. 4, Issue 9, pp1-10.
16. Golob, U., & Bartelle, J. (2006), "Communicating about Corporate Social Responsibility: A Comparative Study of CSR reporting in Australia and Slovenia", retrieved on dated: 20 October, 2011 from <http://www.deepdyve.com/lp/elsevier/communicating-about-corporate-social-responsibility-a-comp-aratie-FIPzyD0hc>.

17. Murillo, D., & Lozano, J. (2006), "SMEs and CSR: An Approach to CSR in their Own Words", *Journal of Business Ethics*, Vol. 67, Issue 3, pp 227-240.
18. Paul, C., & Seigel, D. (2006), "Corporate Social Responsibility and Economic Performance", *Journal of Productivity Analysis*, Vol. 26, Issue 3, pp 207-211.
19. Williamson, D., [Lynch-Wood, G.](#), & [Ramsay, J.](#) (2006), "Drivers of Environmental Behaviour in Manufacturing SMEs and the Implications for CSR", *Journal of Business Ethics*, Vol. 67, [Issue 3](#), pp 317-330
20. [Mankelow, G.](#), & [Quazi, A.](#) (2007), "Factors affecting SMEs motivations for corporate social responsibility ", Australian and New Zealand Marketing Academy (ANZMAC) Conference 2007 (ANZMAC, 2007). 3Rs: Reputation, Responsibility & Relevance: Conference Proceedings and Refereed Papers (Dunedin, New Zealand 3-5 December, 2007), pp2367-2374.
21. Mark-Herbert, C., & Schantz, C. (2007), "Communicating Corporate Social Responsibility – Brand management", *Electronic Journal of Business and Management Ethics*, Vol.12, Issue 2.
22. Mendibil, K., Hernandez, J., Espinach, X., Garriga, E., & Macgregor, S. (2007), "How Can CSE Practices Lead to Successful Innovations in SMEs?", retrieved on dated: 02 September, 2011 from <http://kantakji.com/fiqh/Files/Companies/z132.pdf>.
23. Pacitto, J. C., Julien, P. A., & Bizeul, P. (2007), "Marketing in medium-sized manufacturing firms: The state-of-the-art in France and in Quebec", *International Entrepreneurship and Management Journal*, Vol. 3, Issue 1, pp 29-50.
24. Sweeney, L. (2007) "Corporate social responsibility in Ireland: barriers and opportunities experienced by SMEs when undertaking CSR", *Corporate Governance*, Vol. 7 Issue 4, pp 516-523.
25. Vassileva, B. (2007), "Corporate Social Responsibility – Corporate Branding Relationship: An Empirical Comparative Study", journal [Management & Marketing](#), Vol. VII, Issue: 1, pp 13-28.
26. BP Braun & Partners International (2008), "CSR awareness Measured in Bulgaria, Hungary and Poland", CSR 24/7 Composite Index: 8, retrieved on dated: 15 January, 2012 from <http://knowledge.braunpartners.hu/index.php?menu=1799&langcode=en>.
27. Fassin, Y. (2008), "SME and the Fallacy of Formalising CSR", *Business Ethics: A European Review*, Vol. 17, Issue 4, pp 364-378.
28. Cheng, Y., Karlsson, M., Sinset, I., & Michele (2008), "Implementing CSR: A case study of Ekenäs Mekaniska AB", retrieved on dated: 20 February, 2011 from <http://hj.diva-portal.org/smash/record.jsf?pid=diva2:134464>.
29. Korican, M., & Jelavic, L. (2008), "CSR, Women and SMEs: The Croatian Perspective" *Social Responsibility Journal*, Vol. 4, Issue 1-2, pp 56-62.
30. McDonald, Lynette, M., & Rundle-Thiele, S. (2008), "Corporate Social Responsibility and Bank Customer Satisfaction: A Research Agenda, *International Journal of Bank Marketing*, Vol. 26, Issue 3, pp 170-182.
31. Potulari, R., M., & Temesgen Z. (2008) "Corporate social responsibility: an attitude of Ethiopian corporates", *Social Responsibility Journal*, Vol. 4, Issue 4, pp 456 - 463
32. Reich, R. (2008), "The Case Against Corporate Social Responsibility", Goldman School of Public Policy Working Paper no. GSPPO8-003, retrieved on dated:" 21 July, 2012 from [http://papers.ssrn.com/nol3/papers.cfm?abstract\\_id=1213129](http://papers.ssrn.com/nol3/papers.cfm?abstract_id=1213129).

33. Udaysankar, K. (2008), "Corporate Social Responsibility and Firm Size", *Journal of Business Ethics*, Vol. 83, Issue 2, pp 167-175.
34. Viviers, S., & Jean-Michel, B. (2008), "Corporate Social Responsibility in the Mining Sector: Critical Issues", *International Society of Business, Economics and Ethics: USA*.
35. Azamat, F., & [Samaratunge](#), R. (2009), "Responsible entrepreneurship in developing countries: understanding the realities and complexities", *Journal of Business Ethics*, Vol. 90, Issue 3, pp 437-452.
36. Basu, K., & Palazzo, G. (2009), "Corporate Social Responsibility: A Process Model of Sense Making" *Academy of Management Review*, Vol. 33, Issue 1, pp 122-136.
37. Blom, C., & Pinzon, M. (2009), "In the Bed with CSR-A Study of Corporate Philanthropy", Independent thesis Advanced level (degree of Master (One Year)), Umeå School of Business,
38. Morsing, M., & Perrini, F. (2009), "CSR in SMEs: do SMEs matter for CSR Agenda?", *Business Ethics A European Review*, Vol. 18, Issue 3, pp 1-6.
39. Adewuyi, A., & Olowookere, A. (2010) "CSR and sustainable community development in Nigeria: WAPCO, a case from the cement industry", *Social Responsibility Journal*, Vol. 6, Issue 4, pp 522 – 535.
40. Arendt, S., & Brettel, M. (2010) "Understanding the influence of corporate social responsibility on corporate identity, image, and firm performance", *Management Decision*, Vol. 48, Issue 10, pp1469– 1492.
41. Arli, D., & Lasmono, H. (2010), "Consumers' Perception of corporate social responsibility in a developing country", *International Journal of Consumer Studies*, Vol. 34, Issue 1, pp 46-51.
42. Ferreira, D., Avila, M. & Faria, M. (2010), "Corporate Social Responsibility and Consumer Perception of Price", *Social Responsibility of Journal*, Vol. 6, Issue 2, pp 208-221.
43. Gunawan, J. (2010) "Perception of important information in corporate social disclosures: evidence from Indonesia", *Social Responsibility Journal*, Vol. 6 Issue 1, pp62 – 71.
44. Barkemeyer, R. (2011), "Corporate perceptions of sustainability challenges in developed and developing countries: constituting a CSR divide?", *Social Responsibility Journal*, Vol. 7, Issue 2, pp257 – 281.
45. Frisko, D., & Arisandi, D. (2011), "Aligning Corporate Social Responsibility with Government Social Mission in Creating Sustainability Development", [Society of Interdisciplinary Business Research \(SIBR\) 2011 Conference on Interdisciplinary Business Research](#).
46. Gardarson, C., & Wulff, G. (2011), "Small, Medium or Large- Does it Matter? How firm Characteristics influence the organizing the CSR activities in Swedish Clothing Firms", retrieved on dated: 15 November, 2011 from [https://gupea.ub.gu.se/bitstream/2077/26230/1/gupea\\_2077\\_26230\\_1.pdf](https://gupea.ub.gu.se/bitstream/2077/26230/1/gupea_2077_26230_1.pdf).
47. Graff, F., & Mehrtens, A. (2011), "SME Role Models on a Global Market: How International Entrepreneurs Can Thrive on Social Responsibility", retrieved on dated: 20 February, 2011 from [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1742841](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1742841).
48. Gupta, S., & Bagg, D. (2011), "Corporate Social Responsibility of Indian Corporate and its Contribution to India's Inclusive Growth", *Conference on Inclusive & Sustainable Growth Role of Industry, Government and Society Conference Proceedings: 2011, Institute of Management Technology*.
49. Islam, M., & Dellaportas, S. (2011), "Perception of Corporate Social and Environmental Accounting and Reporting Practices from Accountants in Bangladesh", *Social Responsibility Journal*, Vol. 7, Issue 4, pp 649-664.

50. Mozes, M., Josman, Z. & Yaniv, E. (2011) "Corporate social responsibility organizational identification and motivation", *Social Responsibility Journal*, Vol. 7, Issue 2, pp 310 - 325.
51. Wang, A. (2011) "The Effects of Firms Advertising Disclosures as a Reflection of CSR Practices on Consumer Responses", *Social Responsibility Journal*, Vol. 7, Issue 4, pp 592 – 603.
52. Wang, L. (2011), "Factors affecting perceptions of corporate social responsibility implementation: an emphasis on values", retrieved on dated: 25 January, 2012 from [http://www .metla.fi/dissertations/df\\_130.pdf](http://www.metla.fi/dissertations/df_130.pdf).
53. Adhikari, D. (2012), "Status of corporate social responsibility in selected Nepalese companies", *Corporate Governance*, Vol. 12, Issue 5, pp 642 – 655.
54. Azamat, F., & Zutshi, A. (2012), "Perceptions of corporate social responsibility amongst immigrant entrepreneurs", *Social Responsibility Journal*, Vol. 8, Issue 1, pp 63 – 76.
55. Ladzani, M., & Seeletse, S. (2012) "Business social responsibility: how are SMEs doing in Gauteng, South Africa?", *Social Responsibility Journal*, Vol. 8, Issue 1, pp 87 – 99.
56. Young, S., & Maris, M. (2012), "A multi-level perspective of CSR reporting: the implications of national institutions and industry risk characteristics", *Corporate Governance: An International Review*, Sep 2012, Vol.20, Issue 5, pp 432-450.