PERCEPTIONS OF OCCUPATIONAL SOCIAL WORKERS IN GAUTENG REGARDING THEIR POTENTIAL ENGAGEMENT IN CORPORATE SOCIAL RESPONSIBILITY

Carolyn Elizabeth Dugmore

A research report submitted to the Department of Social Work, Faculty of Humanities at the University of the Witwatersrand, Johannesburg in partial fulfillment of the requirements for the Master of Arts by course work and research report in Occupational Social Work.

Johannesburg
November 2013

DECLARATION

I, Carolyn Dugmore declare that this research report is my own unaided work. It is submitted in partial fulfillment of the requirements for the degree of Master of Arts in Social Work in Occupational Social Work at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any other University.

_____ _____

Carolyn Dugmore Date

DEDICATION

For my precious dad Stan, mom Eileen, whose intriguing presence we dearly miss, and sister Heather.

ACKNOWLEDGEMENTS

My heartfelt thanks go to the following people:

-my supervisors Professor Edwell Kaseke and Mrs Roshini Pillay for their expert guidance and understanding;

-the participants and key informants who so willingly gave of their time and knowledge;

-my dad for his love, tireless support and wonderful example as a father;

-my mom, who passed away during the latter part of my study, for her unique source of inspiration and example of tenacity and courage;

-my sister, Heather, for her valued encouragement, inspiration and able assistance with the proof-reading;

-my friends, for their interest, emotional support and understanding;

-my colleagues and the staff at the Wits School of Social Work; particularly Edmarie Pretorius who assisted me with the pre-test.

ABSTRACT

Occupational social work and corporate social responsibility share commonalities which could provide significant avenues for occupational social worker practice, especially at a macro level of intervention, the area most lacking in their service delivery. The engagement of occupational social workers in corporate social responsibility in South Africa seems to have been misunderstood, with consequent limited involvement of the profession in this field. The main aim of this qualitative exploratory study was to explore the perceptions of occupational social workers in Gauteng regarding their definition and envisaged engagement in corporate social responsibility interventions in order to motivate for the incorporation of corporate social responsibility into their practice. To achieve the aim of the study, semi-structured interviews were held with seven occupational social workers and three social workers with five years practical experience in occupational social work. Sampling was not necessary given the small size of the research population. Data analysis took the form of thematic content analysis. The main findings were that the participants' primarily defined corporate social responsibility as the contribution made by companies to the community outside the workplace however, they subsequently identified internal stakeholders, such as employees, as legitimate recipients of corporate social responsibility services. The data analysis revealed a clear perception that occupational social workers were well-suited to play roles in corporate social responsibility, utilising a full range of their micro, meso and macro skills. The identification of avenues for macro practice with internal and external company stakeholders was particularly significant, given that this is the area of intervention which has been most lacking in occupational social work service delivery. It was also established that the objectives of developmental social welfare could be incorporated into occupational social work roles in corporate social responsibility. The conclusion was reached that occupational social workers could play valuable roles in the social responsibility endeavours of companies to contribute towards change efforts to address the social problems and transformation challenges which plague South African society. The support of company leadership, who are open to the ideas of occupational social workers and champion an increased mandate for them, would be facilitative to the development of an occupational social work domain in the field of corporate social responsibility.

KEY WORDS: corporate social responsibility, occupational social work, macro practice developmental social welfare.

TABLE OF CONTENTS

LIST OF FIGURES AND LIST OF TABLES

LIST OF FIGURES

LIST OF TABLES

CHAPTER 1

1.1 INTRODUCTION

Corporate social responsibility focuses on the relationship between organised corporate activity and human and social issues. Through corporate social responsibility companies have an opportunity to contribute to the reciprocal relationship between themselves and society in a mutually beneficial way. The vision of a sustainable world including the meeting of social needs and human development is fundamental to this relationship and comprises social responsibility, environmental stewardship and economic prosperity, which has come to be known as the triple bottom-line (Hollender & Fenichell, 2004; Institute of Directors, 2009). Corporate social responsibility is a strategic decision taken by companies to engage in ethical and moral responsibilities to both internal and external company stakeholders, and is activated through adopting practices focused on improving the quality of life of these stakeholders. It takes various forms such as the fair and equal treatment of employees, charitable giving, employee volunteering, the socio-economic development of communities, compliance with the law and caring for the environment.

1.2 STATEMENT OF THE PROBLEM AND RATIONALE FOR THE STUDY

Occupational social workers' active engagement in corporate social responsibility initiatives within South African companies has been limited and yet corporate social responsibility could provide significant avenues for macro practice (organisation/company and community). This research study sought to understand how occupational social workers define and envisage actively participating in corporate social responsibility with internal and external company stakeholders.

A body of knowledge has been developed by mainly business, legal and marketing researchers about the reciprocal relationship between for-profit business and social responsibility (Epstein, 2008). However, perhaps surprisingly so, social work research has been limited in this area,

more especially in the South African context where it has been established that occupational social workers provide important social services in the work community (Du Plessis 1994; Du Plessis & Van Breda 2009; Van Breda, 2009). However, these services have only marginally included corporate social responsibility activities (Du Plessis, 1994; Van Breda, 2009). Yet it has been argued by Burke (cited in Carapinha 2009) that social workers, who are trained in community work, are the ideal professionals to facilitate corporate social responsibility. Moreover, there are strong correlations between corporate social responsibility and occupational social work practice. For instance the HIV and AIDS pandemic in South Africa is considered a corporate responsibility issue and is well supported by a majority of companies through their corporate social responsibility programmes (De Wet, 2009). In addition, the magnitude of South Africa's development agenda as articulated in the White Paper for Social Welfare (Republic of South Africa, 1997), requires a strategic and coordinated effort by a multiplicity of role players to address the social and economic needs of the country, to which business has explicitly been called upon to contribute (Patel, 2005). The question is why are such efforts, which are by definition corporate social responsibility activities, not practised by occupational social workers?

It is suggested that there are four possible reasons as to why occupational social workers only contribute marginally to corporate social responsibility activities. Firstly, there is a gap in empirical information about the conception of corporate social responsibility in the social work literature, resulting in a lack of clarity about the roles that could be assumed, the skills that could be utilised and the activities that could be delivered by the profession. If the profession could conceive of the idea from an occupational social work point of view, it could contribute to the occupational social work knowledge base, and then motivate for the incorporation of corporate social responsibility into their role within companies, based on a legitimate understanding of what they have to offer. Secondly, occupational social workers may not feel equipped to engage in corporate social responsibility activities, more especially at the macro level of practice. Thirdly, there is a possibility that occupational social workers have not identified the possible continuum of social welfare services company-community that could be offered by them through corporate social responsibility based on the themes that

inform developmental social welfare in South Africa. Fourthly, it would seem that there is a gap in the knowledge of corporate decision-makers about the abilities and appropriateness of occupational social workers to contribute to the corporate social responsibility activities of companies (Googins & Godfrey, 2001); thereby leading to their lack of recognition of the change agent role that occupational social workers could play within their organisations.

The study was a response to a perceived gap in research and practice regarding occupational social work interventions within corporate social responsibility especially at a macro level of practice. Research studies in South Africa have indicated that although occupational social workers have a professional mandate to deliver developmentally orientated services on micro (individual), meso (group) and macro(organisation/company and community) levels of intervention, their practice is currently limited by its primary focus on micro therapeutic interventions, with minimal involvement in the corporate social responsibility activities of companies.

Yet, both corporate social responsibility and occupational social work have an ethical foundation which is based on the value of the quality of life, and aim to address the human and social needs of the workforce and the broader community (Institute of Directors, 2009; Department of Social Development, 2010). With better formulated ideas about their active engagement in corporate social responsibility occupational social workers can help companies initiate changes that lead to improved human and economic health.

In addition, the researcher identified that although corporate social responsibility complements the themes that inform the developmental welfare system in South Africa, there is a gap in the continuum of occupational social work service provision between companies and communities to the ends of comprehensive practice at the macro level of intervention with a potential value-add for the work community and broader society.

The study primarily sought to contribute information to ameliorate the gap between the occupational social work mandate and current practice by identifying how occupational social workers in Gauteng, South Africa defined and perceived engaging in corporate social responsibility with company stakeholders, especially at a macro level of intervention. In addition, the study sought to understand whether the objectives of the developmental social welfare system in South Africa could be incorporated into roles that occupational social workers could play in corporate social responsibility.

1.3 RESEARCH QUESTION

How do occupational social workers define and envisage actively engaging in corporate social responsibility interventions with internal and external stakeholders?

1.3.1 AIM AND OBJECTIVES

1.3.1.1 Primary aim

To explore the perceptions of occupational social workers in Gauteng regarding their definition and envisaged engagement in corporate social responsibility interventions in order to motivate for the incorporation of corporate social responsibility into their practice.

1.3.1.2 Secondary objectives

1. To explore how occupational social workers define corporate social responsibility.
2. To determine the roles occupational social workers play, or could play in corporate social responsibility
3. To explore the perceptions of occupational social workers about factors that enhance or limit the ability of the occupational social work to engage in corporate social responsibility activities.
4. To establish whether occupational social workers consider developmental social welfare objectives could be incorporated into corporate social responsibility interventions within companies.

1.4 OVERVIEW OF THE RESEARCH DESIGN AND METHODOLOGY

The research design utilised in this study was primarily exploratory and qualitative. The study population resided in Gauteng Province, South Africa and was composed of ten people; seven occupational social workers and three social workers who had five or more years of appropriate experience within the scope of occupational social work service. Three key informants who were knowledgeable about the research topic were included in the study. The research instrumentation utilised was a semi-structured interview schedule which was pre-tested. The same interview schedule was utilised with the research participants and the key informants. The data was analysed using thematic content analysis. Ethical care was taken throughout the research process. A detailed account of the study method is included in Chapter 3 of the research report.

1.5 ASSUMPTIONS UNDERLYING THE STUDY

The following assumptions underlie this research study:

Firstly, research participants will primarily identify corporate social responsibility interventions as being orientated towards the broader community outside the workplace due to the enormous social challenges facing South African society.

Secondly, occupational social workers have not actively or adequately identified the possible continuum of occupational social work services that could be offered by them from companies to the broader community outside the workplace, through corporate social responsibility, incorporating the objectives that inform developmental social welfare in South Africa.

Thirdly, there is a gap in the knowledge of corporate decision-makers about the abilities and appropriateness of occupational social workers to contribute to the corporate social responsibility activities of companies (Googins & Godfrey, 2001); thereby leading to their lack of recognition of the role that occupational social workers could play within their companies within corporate social responsibility.

1.6 OUTLINE OF THE RESEARCH REPORT

The research report is divided into five chapters. Chapter one provides an introduction which contextualises the topic and explains the nature of the problem; the purpose of the study is clarified; the overall aim and research questions are noted; the research design and methodology is described; underlying assumptions are given; the rationale and significance of the study is noted. In chapter two a literature review is given which provides a basis for understanding the findings of the research as well as the conclusions and recommendations.

Chapter three outlines the research methodology, sampling procedures, research instrumentation, the pre-test of the research tool, data collection, data analysis, the ethical considerations of the study and the strengths and limitations of the research design. In chapter four the semi-structured interviews are analysed and discussed in relation to the existing literature and the research questions. In the final chapter the main findings of the analysed data are linked to the aims and objectives of the study, conclusions are discussed and recommendations for future research and practice are identified. The following chapter provides a literature review.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter outlines the literature review. The literature review is divided into three parts. The first part focuses on identifying the nature of corporate social responsibility and various theories and approaches. Following this is a section on occupational social work. Thereafter the incorporation of corporate social responsibility into occupational social work is discussed and an alignment to developmental social work is identified.

2.2 THE NATURE OF CORPORATE SOCIAL RESPONSIBILITY

Corporate social responsibility is a growing concept which broadly refers to the social role of business in society and how business should respond or be responsive to the social, economic and environmental issues of the day (Locke & Siteman, undated, Matten & Crane, 2005).

There is a no unanimously accepted definition of corporate social responsibility due to a wide divergence of opinion over its numerous key dimensions, resulting in it being a complicated, much debated and contentious topic (Wood, 1991; Locke & Siteman, undated, Garrige & Mele, 2004). According to Van Marrewijk (2003), corporate social responsibility definitions are often biased because they are influenced by specific interests. For instance, Business for Social Responsibility (2003) considers that companies are being socially responsible if they are profitable. Pinney (undated) on the other hand emphasises the importance of ethical management practices. Dahlrsrud (2008) suggests that to receive any guidance with managing the challenges that corporate social responsibility presents, it is not as important to define the concept as to understand how it is socially constructed in a particular context and to develop strategies accordingly. Blowfield & Murray (2008) identify that corporate social responsibility definitions seek to answer the question; for what and to whom is business responsible? Moir (2001) recognises that an abundance of approaches and theories to corporate social responsibility have been developed, with no unifying concept. He further notes that corporate

social responsibility is covering an ever increasing range of issues such as employee relations, human rights, community relations, corporate ethics and the environment.

Rahman (2011) detects that a variety of corporate social responsibility definitions have emerged in the decades from the 1950s to the 21st century, based on the economic, social, political and environmental context of that period. He analysed numerous corporate social responsibility definitions that emerged in each decade. As a result of his analysis, he concluded that the more recent definitions of corporate social responsibility that occurred in the 1990s and 21st century produced the following dimensions; stakeholder involvement, improving the quality of life of all citizens, social, economic and environmental stewardship and the integration of social and environmental concerns, economic development, ethical behaviour, human rights, labour rights, transparency, accountability, the fight against corruption, and voluntariness (Rahman, 2011). Despite the lack of a unifying corporate social responsibility definition, the dimensions identified by Rahman provide a useful understanding of the potential areas of engagement for occupational social workers within corporate social responsibility in the current and past decade.

In South Africa, the King Code of Governance, is a foundational document pertaining to business governance in the country, and provides a framework for the delivery of corporate social responsibility to stakeholders. The King Code regards corporate social responsibility to be; an ethical relationship between a company and the society in which it operates, evidenced by working together with employees, their families, the local community and broader society to improve their quality of life through sustainable development which includes the health and welfare of the economy, society and the natural environment (Institute of Directors, 2009).

The King Code of Corporate Governance is pertinent to this research study because it is contextually applicable to the interests of South Africa, and, more especially, its people. The King Code identifies a reciprocal relationship between social, economic and environmental issues and sustainability or what has come to be known worldwide as the triple bottom line (Institute of Directors, 2009). Furthermore it identifies both the internal and external

responsibilities of business and the interdependency and interrelationship between the two domains making it systemic in nature (Carapinha, 2009). In the past, companies focused their corporate social responsibility on external responsibilities in the community outside the workplace known as corporate philanthropy. However, increasingly, internal responsibilities within the companies are being addressed strategically due to both the framework provided by the King Code as well as pertinent legislation such as the Constitution of South Africa from a corporate citizenship perspective.

A review of the literature indicated that corporate social responsibility is often applied interchangeably with such concepts as; corporate citizenship, corporate social investment, corporate involvement and sustainability and is applied contextually by different companies or organisations in the world as well as in South Africa. For the purposes of this research study corporate social responsibility incorporates corporate citizenship, corporate social investment and sustainability.

Although there is no unifying concept in corporate social responsibility, various theories and approaches assist to explain the role of business in society and the private sector's expectations regarding that role.

2.3 THEORIES AND APPROACHES TO CORPORATE SOCIAL RESPONSIBILITY

2.3.1 Introduction

Philanthropy has been practiced for decades, in part, through significant contributions made by the social work profession with reformers such as Jane Adams who in 1912 alerted the leaders and legislators in the United States of America to the social needs and concerns of the workforce and the community (Weinstein, 1995). The more contemporary concept of corporate social responsibility can to be credited to Bowen, who explored the study of economic life and Christian ethics and framed the concept in terms of the responsibility of the individual or business person to be guardians and stewards of society's resources (Weinstein, 1995). Since that time social responsibility has developed beyond the individual to include companies. This trend can be partly attributed to the growth of large corporations, the call for

good governance, the promotion of human rights, the management of internal and external company stakeholders, globalisation and growing concerns regarding triple bottom line sustainability. It is suggested that companies enhance and invest in the well-being of the economy, society and the environment (Institute of Directors, 2009). Business leadership recognise that long-term economic growth is not possible unless it is socially and environmentally sustainable (Epstein, 2008).

What distinguishes much of present-day corporate responsibility from corporate philanthropy, often known as corporate social investment, is that corporations are becoming involved in implementing programmes and policies that affect their governance including core management practices, rather than only the former philanthropic emphasis of giving back to the community outside the workplace (Blowfield & Murray, 2008). Present-day corporate social responsibility emphasises both the internal (within the company) and external (in the community outside the workplace) responsiveness of companies to social well-being thereby indicating a corporate citizenship perspective.

According to Epstein (2008), companies employing best corporate social responsibility practices incorporate social issues strategically into the fabric of their organisations rather than treating them as a separate business issue. Pinney (undated) identifies four key domains in which this strategic integration should occur in a company, they include; governance, market risks and opportunities, responsible business practices and the need to address social challenges through community engagement.

Just as there are numerous definitions of corporate social responsibility so too are there abundant theories, approaches and models that identify a wide divergence of opinion on the nature of corporate social responsibility. Garriga and Mele (2004) attempted to clarify this situation by classifying them into four groups: integrative, political, instrumental and ethical theories. Their four dimensions provide perspectives on how business can be responsible, for what are they responsible and to whom (Blowfield & Murray, 2008). Their classification would hopefully assist the occupational social worker to understand the primary motivations

for companies engaging in corporate social responsibility because business is primarily based on a capitalist business model, which frames their responsiveness to corporate social responsibility. The following is a brief outline of the four dimensions and some of the associated models and theories.

2.3.2 Integrative theories

Integrative theories aim to explain how business incorporates social demands by attempting to integrate them into various social responsibility models. The argument put forward by integrative theories is that business depends on society for its continuity and growth and even the existence of business itself (Garriga & Mele, 2004).

An early conceptualisation of corporate social responsibility is represented by Sethi (1975) who developed a three-tier Corporate Social Performance Model for classifying corporate behaviour, which aimed to move business beyond social obligation or legal compliance, towards management proactively engaging with stakeholders and responding effectively to their social issues and concerns. Carroll (1991) built on Sethi's model by identifying the social responsibilities of business to be: economic (to be profitable); legal (to obey the law); ethical (to do what is right and fair and to avoid harm) and philanthropic (to be a good citizen by contributing resources to the community, thereby improving peoples' quality of life). Carroll (1991) represented the responsibilities in pyramid form (profit being the foundation), based on an historical sequence of how the responsibilities of business were understood (Garriga & Mele, 2004).

Matten & Crane (2005), criticise Carroll's Model for failing to capture the complexity of corporate social responsibility practice, especially when social responsibilities are in conflict with one another. The model also does not identify the reciprocal relationship between the economic, legal, ethical and philanthropic responsibilities of business, and is consequently static rather than systemic. Carroll's Model also does not identify the more recent integration of the social, economic and environmental aspects of corporate social responsibility.

Figure 1. The Pyramid of Corporate Social Responsibility (Carroll, 1991)

Visser (undated) challenged the relevance of Carroll's Pyramid in the African context, because according to him it has a classic American ordering and did not properly represent corporate social responsibility on the continent. Consequently, he developed what he considered to be a more indigenised model based on Carroll's Pyramid (Caroll, 1991), with what he perceived was applicable in the African context regarding the ordering of business responsibilities within corporate social responsibility. In Visser's Model, economic responsibilities continue to form the basis of the pyramid, because profit is considered essential to the success of business. What is more, the economic contribution of companies is highly prized in Africa, because in many cases it exceeds the Gross Domestic Product of numerous African countries (Visser, undated). Economic responsibilities are followed on Visser's Pyramid by philanthropic responsibilities, because as he argues, the socio-economic needs of African society are so great that philanthropy is an expected norm. The third tier of Visser's Pyramid is legal, followed by ethical responsibilities. He does not suggest that the third and fourth tiers of the pyramid should get such a lower priority, but motivates that in practise they have the least influence. He concludes that the key to improvement in all the dimensions is good governance, incorporating ethical priorities.

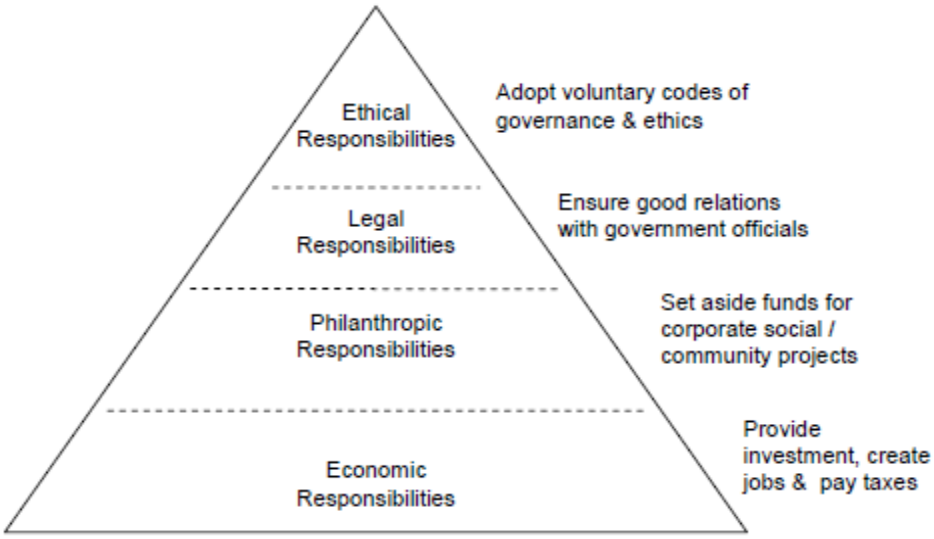

Figure 2. Africa's Corporate Social Responsibility Pyramid (Visser, undated)

2.3.3 Instrumental theories

Instrumental theories identify that corporations are instruments for the creation of wealth. The responsibility of business in these theories is to make profit, pay taxes and provide employment (Moir, 2001). These theories, also known as the neo-classical perspective, embrace globalisation and are also applicable to the South African government's strategy for transformation in the country through the market-based Growth, Employment and Redistribution Strategy (GEAR). GEAR was adopted when the Reconstruction and Development Plan (RDP), which had a more development focus, was discontinued (Patel, 2005).

Within instrumental theories the maximising of value to the ends of profit for shareholders (Friedman, 1970) is considered to be the prime criterion when evaluating the corporate social contribution and may be viewed by some as facilitating self-interest and therefore exploitative. The argument put forward by instrumental theorists is that social responsibility activities improve competitive advantage (Porter & Kramer, 2002) and facilitate the good reputation of the company (Smith & Higgins, 2000). Some instrumental theorists are of the opinion that greater wealth is created for the company, if their social responsibility activities are aligned

with company mission (Burke & Lodgson, 1996). Other instrumental theorists emphasise alternative types of social investment, such as, what Jensen (2000) calls enlightened value maximisation, where long-term value seeking is employed as a condition for making trade-offs among stakeholders (Garriga & Mele, 2004).

2.3.4 Political theories

Political theories focus on political performance. The reciprocal relationship between business and society is identified, as well as the responsible use of business power inherent in that relationship. Globalisation according to some, has resulted in business being a global actor with local responsibilities (Logsdon & Wood, 2002) and requires it to use its social power to support and benefit employees and the local community in which it operates, as well as broader society, in what has become to be known as corporate citizenship (Matten, Crane & Chapple, 2003).

Matten & Crane (2005) have identified three ways of viewing corporate citizenship: a limited view, an equivalent view and an extended view. A limited view denotes charitable donations or corporate philanthropy, also known as corporate social investment (CSI) or particular responsibilities assumed towards the community in which the company operates. An equivalent view refers to corporate social responsibility and conceptualises the role of business in society, and mostly overlaps with other social responsibility theories. An extended view, in which the term citizenship has political connotations and identifies that companies enter the area of citizenship at a point where governments largely fail to protect citizen rights.

Corporate citizenship is focused on responsibilities, rights and potential partnerships of business and society (Garriga & Mele, 2004). Citizens may include internal and external company stakeholders. It is not suggested that the corporations are the only ones administering these rights, but rather that they assume a providing role, taking over some or considerable responsibility from government. The danger is that if companies assume considerable responsibility with regard to the provision of social services; they could decide whether to supply or not supply, putting them in a potentially powerful position in society. The question

then is how their role could or should interlock with that of governmental and non-governmental actors?

Donaldson & Dunfee (1999) developed an integrated social contracts theory based on the view that an implicit social contract exists between society and business. The outworking of the contract is that society has ethical expectations of business especially with regard to management practices both internally within the business and externally in the community in which it operates, as well as broader society. They differentiate between macro-social and micro-social contracts. The macro-social contract provides norms for contracting within the community, whereas the micro-social contract identifies the specifics of that involvement.

2.3.5 Ethical theories

Ethical theories regard the relationship between business and society to be embedded in ethical values. Ethical theories recommend that business ought to accept social responsibilities as ethical obligations above any other considerations, in order to contribute towards a good society (Garriga & Mele, 2004).

Ethical theories include stakeholder theories, in which the company has responsibilities towards any group or individual who has a stake in the company (Freeman, 1984). Moir (2001) identifies two types of stakeholders, namely primary and secondary stakeholders. Primary stakeholders are those whose continued participation in the company is needed for its survival, such as employees, customers, shareholders and the company itself. Secondary stakeholders are those who are not vital to its survival, such as political authorities and media representatives.

Donaldson & Preston (1995) consider that the interests of all stakeholders are intrinsically valuable because as Mahon & Gowan (1991) conclude, business should behave and act beyond mere profit to improve the conditions of society and the individuals within that society. Their approach considers that business, because it is part of society, should contribute to the common good. The common good approach to corporate social responsibility is based

on a principle of human dignity and worth and has much in common with the stakeholder approach (Garriga & Mele, 2004).

Sustainable development has become a fundamental concept within corporate social responsibility during the past two decades. Theories based on this values-based concept have been developed at the macro rather than the corporate level (Garriga & Mele, 2004). For instance, the World Business Council for Sustainable Development (2008) considers sustainability to be like a three-legged stool, systemic in nature, comprising; social responsibility, environmental stewardship and economic prosperity, and indivisible from sustainable development.

In conclusion, Garriga & Mele (2004) identify that a large majority of models, theories and approaches to corporate social responsibility can be widely classified as integrative, instrumental, political and ethical. It can be identified that there is a wide divergence of opinion on the reason why companies should be socially responsible. For instance, as discussed, instrumental theories identify that business operates according to a capitalist business model which frames corporate social responsibility in significant ways by the values, principles and norms of that model (Blowfield & Murray, 2008). The purpose of business is to produce profit within a free-market and to provide jobs, thereby being socially responsible. Ethical theories on the other hand consider that companies should contribute towards a good society because they are primarily ethically obligated to do so because their relationship with society is rooted in ethical values based on important aspects such as sustainability.

Within this context, occupational social work, which is a values-based profession, may conflict with the capitalist business model. Later in the literature review, this potential conflict will be examined more thoroughly.

The researcher will now move onto identifying an additional theory considered important to this research study, namely, systems theory.

2.3.6 Systems theory

Systems theory provides a very powerful theoretical framework and conceptual tool for thinking about and understanding corporate social responsibility. Systems theory underpins occupational social work practice.

In 1950 Ludwig von Beralanffy (Von Beralanffy, 1950) articulated the principles of general systems theory, and Katz and Kahn were “the first to apply open systems theory to organisations in 1966” (cited in French & Bell, 1999, p.92).

Kast and Rosenzweig (1972) consider a system to be a whole composed of two or more interdependent parts, components or subsystems, and delineated by identifiable boundaries from its environmental suprasystem. Systems theory contends that there are multiple parts of any entity, whether it is an individual, group, organisation or community (French & Bell, 1999).

A systems approach identifies the individual parts or elements of a system and then seeks to understand the nature of their collective action or reciprocal relationship (WorldsView Consulting, 2008). The whole is considered to be more than the sum of the system’s parts. In other words, systems theory considers that a separate assessment of the individual and a separate assessment of the environment are inadequate to address individual and societal problems and issues (Compton, Galloway & Cournoyer, 2005). The theory holds that individuals and companies cannot be understood apart from the context in which they exist because of the reciprocal relationship between the various elements of a system. Systems reflect layers that begin with the person or organisation and extend to the most general aspects of the situation (Lesser & Pope, 2011). A systemic understanding shifts away from a linear cause-and-effect sequences (Compton, Galloway & Cournoyer, 2005), to viewing the interrelatedness, interconnectedness and interdependency among the elements that constitute a system (French & Bell, 1999).

A systems perspective assists those in the corporate social responsibility space, whether they are, for instance, occupational social workers, corporate leaders or community members outside the workplace, to shift their thinking to understand the dynamic interaction of a company or 'part' within broader society or the 'whole'. By thinking systemically those people and employing organisations involved in corporate social responsibility can collaborate creatively with clients to identify a range of change strategies and targets within the 'whole' (Compton, Galway & Cournoyer, 2005). A systems perspective identifies new strategies for old problems and different points for intervention. Change may be brought about anywhere in a system and can create impact for related systems.

2.3.6.1 A Systems perspective on the role of business in society

Corporate social responsibility should be viewed within the macro context of globalisation. Senge, Smith, Kruschwitz, Laur and Scley (2010) maintain that globalisation has brought increasing levels of interdependence between nations and regions that never existed before, along with unprecedented global problems which have brought growing stresses on finite resources and a widening gap between the wealthy and poor. He illustrates this fact by identifying that the combined annual income of the 2.5 billion poorest people in the world is exceeded by the wealth of the world's 200 richest people. He advocates for a systemic approach in which the deeper patterns behind problems, which at first glance may seem unrelated, are identified, and then for there to be collaboration across every imaginable boundary to shape a sustainable future for the earth and its people (Senge et al., 2010). The Gini Coefficient is an aggregation of the gap between peoples' income in a country into a single measure. A Gini index of 0 represents perfect equality, while 1 represents perfect inequality. The Gini Coefficient in South Africa was 0.67 in 2010 thereby indicating a large gap between the richest and poorest people in the country and pointing to poverty as a key corporate social responsibility issue (POPAI, 2011).

In South Africa, the field of corporate social responsibility broadly refers to the role of business in society and is "closely related to the country's socio-political and economic history" (Carapinha, 2009, p.341). Systems thinking implies that business organisations cannot

be regarded as separate from the society in which they operate, because they are systems in active exchange with the context in which they are based. In addition, business is an integral and key role player (Van den Heever & Hugo, cited in Carapinha, 2009). Corporate social responsibility within the South African context encompasses the country's social and developmental challenges associated with its transformation from a system of Apartheid and inequality to democracy and equality (Patel, 2005).

Studying the role of business in society from a systems perspective assists with identifying the internal and external responsibilities of companies, with potential high leverage for occupational social workers in both domains (Carapinha, 2009).

2.4 CORPORATE SOCIAL RESPONSIBILTY IN SOUTH AFRICA

2.4.1 Introduction

From the moment a business establishes itself it is socially and environmentally connected to the context in which it operates. The success of business is dependent on the human, natural and financial resources available in its environment because good business cannot be conducted in unfavourable social and environmental circumstances (Njenga & Smit, 2007).

2.4.2 King Code of Corporate Governance

In South Africa, the King Code on Governance provides a foundational framework for corporate social responsibility in the country. The Code aims to provide guidance for a successful and conducive business-society relationship by promoting high standards of corporate governance through a Code of Conduct. While not legislated, a failure to meet recognised standards of conduct within companies may render a board or individual liable by law. There is always a link between good governance and compliance with the law (Institute of Directors, 2009).

The first publication was launched in 1994 with King I (Institute of Directors, 1994). King I provided mainly financial and regulatory aspects of corporate governance; a single bottom line

which was financial (Institute of Directors, 1994). Since then King II and III were launched in 2002 and 2009 respectively and moved to a triple bottom line reporting system, which included economic, social and environmental sustainability measures; each of which had equal weighting (Institute of Directors, 2002; Institute of Directors, 2009). King II and III therefore, could be said to be both systemic and ethical in nature, based on the equal weighting assigned to the sustainability measures.

Following the launch of King II and III businesses were required to report annually and in an integrated manner, that is, putting the financial results in perspective by also reporting on how the company had impacted positively and negatively on the economic life of the community in which it operated in the year under review. Companies are also required to identify how they intend, in the year ahead, to enhance those positive aspects, and eradicate or ameliorate the negative aspects (Institute of Directors, 2009). King II highlighted the following features as fundamental to the social bottom line; human rights, human capital, employee relations, engaging with local communities, building capacity and engaging in dialogue with government (Institute of Directors, 2002)

The philosophy of King III revolves around three key aspects; effective leadership, sustainability and corporate citizenship. Effective leadership, according to King, should be characterised by the "ethical values of responsibility, accountability, fairness and transparency and based on moral duties that find expression in the concept of Ubuntu" (Institute of Directors, 2009, p. 9). Ubuntu is an African concept and is translated as a "sense of connectedness and humanness towards others" resulting in the greatest good for the greatest number of people (WorldsView Consulting, 2008, p. 90).

Sustainability is viewed as the primary economic and moral imperative of the 21st Century (Institute of Directors, 2009). Companies are responsible not only for the long-term sustainability of themselves, but also for their employees, communities and contexts in which they operate. Corporate citizenship entails an ethical relationship of responsibility and responsiveness between the company and the society in which it operates. It implies that

companies have legal and moral responsibilities; financially, socially and environmentally to both internal stakeholders and external stakeholders (Institute of Directors, 2009).

The King Report takes corporate social responsibility directly into the board room by positioning it at centre-stage within corporate governance, which facilitates the importance it should assume within company strategy and operation, as well as integrated sustainability reporting (Njenga & Smit, 2007).

2.4.3. Additional factors and laws pertaining to corporate social responsibility in South Africa

In addition to the King Code of Governance, there are other factors contributing to the engagement of companies in corporate social responsibility in South Africa. These factors include pertinent legislation, which is determined by the context and demands of the country's transformation needs, making some aspects of corporate social responsibility mandatory. Some of the legislation which aims to improve the work force's quality of life and by implication their families and communities will now be addressed:

The most important piece of legislation in South Africa is The Constitution of South Africa, Act 108 of 1996 which provides the basis for all other law in the country (Patel, 2005).The Constitution enshrines various citizen rights and prohibits unfair discrimination, either directly or indirectly, based on such factors as disability, pregnancy, gender, race and religion – all of which are significant to just management practices in the workplace (Republic of South Africa, 1996).

Following the first democratic elections in South Africa in 1994, earlier legislation aimed to deal with transformational issues such as employment equity through such acts at the Employment Equity Act 55 of 1998 (De Wet, 2009). The act aims to achieve equity in the workplace by promoting fair employment practices and equal opportunity (Republic of South Africa, 1998).

An important act that has determined the character of corporate social responsibility in South Africa more recently is the Broad-Based Black Economic Empowerment Act of 2003 (Njenga & Smit, 2007). In this piece of legislation corporate social responsibility is aligned to socio-economic development. In response to BB-BEE, the Department of Trade and Industry (DTI) developed a score-card with targets for the purpose of socio-economic development (De Wet, 2009).

In 2000 the United Nations assembled world leaders to set a timetable for what came to be known as the Millennium Development Goals for combating world-wide poverty, hunger, discrimination against women, illiteracy, disease and discrimination (Epstein, 2008). Goals were set to be achieved by the year 2015 such as halving extreme poverty and hunger in the world. Numerous South African companies base many of their corporate social responsibility initiatives on the Millennium Development Goals (Matthews, 2011).

South Africa has made progress towards a stable macro economy and has a well-developed private sector (Statistics South Africa, 2010). However, the country continues to suffer from numerous problems including inequality in education and access to quality health care (Statistics South Africa, 2010).

Following the King Code of Governance II, the Johannesburg Stock Exchange (JSE) launched a Social Responsibility Investment Index in May 2004, which required listed companies to include in their annual report a narrative statement on how they had complied with the principles set out in the King Code of Corporate Governance (Njenga & Smit, 2007). The idea was founded on aims which would contribute to environmental and social responsibility performance.

The positive effect of good corporate governance based on the laws and factors above, is, ultimately, a strengthened society, both economically and socially. Hence good corporate governance facilitated through corporate social responsibility could contribute to an increased quality of life for internal and external South African company stakeholders, thereby contributing to a healthy society.

The reporting on corporate social responsibility by company leadership needs to move beyond a compliance mentality to one which embraces the development imperative of investing in society. In order to do so, companies should identify a corporate social responsibility strategy that they include within their company strategy, thereby confirming its importance. If this is not done, it is the researcher's contention that corporate social responsibility is considered to be peripheral to company operations.

In South Africa the potential commitment to accountability for the financial, social and environmental impact of companies on the sustainability of society can potentially be aligned to the socio-economic development goals of the White Paper for Social Welfare, which will be expanded upon later in the literature review (Republic of South Africa, 1997).

2.5 OCCUPATIONAL SOCIAL WORK

Occupational social work is a specialised field of the social work profession utilising its values, generic principles, knowledge, skills and methods of intervention, relevant to the practice of social work in the workplace. Occupational social work is, therefore, anchored in the social work profession and takes place in the context of the work community. The rationale for offering occupational social work services in the workplace is based on the recognition that work plays a central role in people's lives, not only providing for basic needs such as food and shelter, but also affecting social, as well as family, workplace and community relationships (Mor-Barak et al, 1993). The practice of occupational social work is consequently mandated within the broader social environment in which problems occur for employees and their families (Carapinha, 2009). As part of its mandate occupational social workers are involved with change; both organisational and environmental in order to promote healthier organisations and communities (Weinsten, 1995).

Occupational social workers' training includes understanding employees, companies and broader society from a systems perspective. Some authors consider that this could encompass exploring community development initiatives, in which occupational social workers engage in company-community outreach, whether employees reside in that community or not (Frank &

Streeter, 1985). They also identify increasing connections between for-profit and non-profit sectors suggesting multiple practice settings for the delivery of occupational social work services (Frank & Streeter, 1985).

Occupational social work is a diverse field which has been described in numerous ways. The following definitions identify some of the characteristics of occupational social work.

In an early definition, occupational social work is described as:

> "A field of practice in which social workers attend to the human and social needs of the work community by designing interventions to ensure healthier individuals and environment" (Googins & Godfrey, 1987, p.5).

The Googins & Godfrey (1987) definition introduces the idea of 'work community', which is an inclusive and holistic way of conceptualising who the client is, in occupational social work (Van Breda, 2009). The notion of 'work community" also links with the community work method of social work, which is a fundamental aspect of traditional social work practice (Hardcastle, Powers & Wencour, cited in Van Breda, 2009).

De Silva (1988, p.283) offered the following definition of occupational social work:

> "The application of social work knowledge and skill in responding to the personal, organisational, and community needs and problems of organisations, employees, customers and relevant publics in their interaction with organisations".

De Silva's definition identifies that occupational social workers utilise social work skills and knowledge to respond to numerous company stakeholder needs and problems both internally in the workplace and externally in the broader community.

A definition by Straussner (1990, p.2), also incorporated the concept 'work community' and described occupational social work as:

> "A specialised field of social work practice which addresses the human and social needs

> of the work community through a variety of interventions which aim to foster optimal adaptation between individuals and their environments".

Straussner's definition identifies a vital piece of occupational social work practice based on what is conceptualised in the literature as person-in-environment fit (Du Plessis, 1994). It is built on the perception that a new system is created by the interaction of people, situations and relationships and that this system creates the challenge and prospect to improve the fit between individuals and the environment in which they function, in this case the workplace (Cherin, 2000) and may also extend to the communities in which company employees reside.

2.5.1 Occupational social work in the South African context

Occupational Social Work as a field of practice in social work in South Africa can be traced back to the 1930s when Spoornet railways employed a social worker to provide social services to assist with a massive 'poor white' population. The focus on white people as the recipients of welfare services was entrenched in the system of Apartheid, which followed when the National Party came to power in 1948. The philosophical underpinning of the old welfare system led to a focus on therapeutic services which held as its main aim the goal of changing the person with the problem. Ideologically and practically, space was not created for preventive, developmental and educational services. Curative clinical work was the norm (Du Plessis, 2001, p.99).

However with the coming to power of the African National Congress in 1994 and the adoption of the White Paper for Social Welfare in 1997, the philosophy of social welfare in South Africa changed to a developmental approach. From a developmental perspective, comprehensive occupational social work practice requires an integration of micro practice focused on individuals, meso practice aimed at groups and macro practice which is directed at organisations, communities, national laws and policies (Patel, 2005; Kirst-Ashman and Hull, 2006). An integrated approach also promotes a balance of "rehabilitation, prevention, promotion and social and economic development" (Patel, 2005, p.110).

The Regulations relating to the Registration of Occupational Social Work in South Africa as a social work specialisation utilise Straussner's (1990) definition of occupational social work to describe its characteristics (Department of Social Development, 2010). The Regulations identify that occupational social work encompasses the following factors; a systems approach in which individuals, the employing organisation and the community, together with their reciprocal relationship, are identified as the clients to whom occupational social workers may provide services (Department of Social Development, 2010). The Regulations invite interventions aimed at all the client systems on a micro (individual) meso (group) and macro (organisation and community) continuum. They further identify that occupational social workers should have an understanding of how macro factors such as political and social changes, the market economy and global events, impact on the occupational social workers employing organisation as well as its internal and external stakeholders (Department of Social Development, 2010).

2.5.2 Occupational social work and corporate social responsibility

Du Plessis (1990) identifies that corporate social responsibility may be defined as occurring on three levels in which occupational social workers may become engaged: Firstly, as a function of the organisation's role as employer, where employees are the target group thereby providing a point of entry for occupational social workers within the workplace. Secondly, as a function of the organisation's role as a concerned citizen in the community of operation. Here, efforts are aimed at community-based projects, thereby adopting an external focus. Thirdly, as a function of an organisation's role as a concerned corporate citizen in the national context. Here, efforts aimed at broader societal imperatives and issues are targeted, such as development and transformation.

2.5.3 Occupational social work ethics and values within corporate social responsibility

Good corporate social responsibility is about integrating social, ethical, environmental, economic and philanthropic values into the very core of business activities, resulting in business being driven by these values, generally necessitating a change in company culture. Instead, findings indicate that business is motivated primarily by economic considerations, and

that the other dimensions of corporate social responsibility are not core business objectives, except in so far as they impact on profits (Warton, Shapiro, Buckley and Van Gellecum, 2004) and legislative compliance.

These findings could present an ethical dilemma for occupational social workers, because there is an apparent conflict between the values of their profession, such as social justice, democracy and equity (Kurzman, 2000), and business' dedication to profits and the mitigation of risk (Warton, Shapiro, Buckley & Van Gellecum, 2004).

However, it could be argued that any setting creates ethical dilemmas. What is important is that there is a mutual interest between business and social work in the human and social development of people and communities. So the question is: how does occupational social work reconcile its values with a culture that favours profit as an outcome? (Trigaardt, 2009). Even though the debate could be considered to be one that is ongoing, a partial answer may lie in the awareness of the worldview that the occupational social worker holds, and to work paradigmatically and live with paradox (Netting & O'Connor, 2003) due to the potentially beneficial outcomes that could be facilitated within corporate social responsibility. What is important is that the ethical differences do not undermine the occupational social worker's professional code of ethics, and their individual values.

2.5.4 Occupational social work and macro-practice within corporate social responsibility

Macro-practice engages occupational social workers in interventions designed to bring about planned change in organisations, communities and policy areas (Netting, Kettner & McMurty, 2008). Macro-practice therefore gives rise to social service and social change interventions.

The purpose of macro-practice is for occupational social workers to use their knowledge and skills to address issues that affect the health and well-being of the work community and organisation-community to promote a greater integration of individual, group, organisational and community needs (Mor-Barak et al., 1993).

Occupational social workers utilise their knowledge from community work, a traditional method of social work practice, and organisational theory, to provide corporate social responsibility services both in the workplace and also in broader societal settings to promote change. They could also employ their skill set and knowledge from both micro (individual) and meso (group) practice within interventions aimed at macro change, thereby engaging in comprehensive and integrated practice. Macro change activities are often identified and developed through the nucleus of interventions with individuals (Tropman, Erlich & Rothman, 2002), and operationalised in groups (Netting, Kettner & McMurty, 2008), but should be contextualised within broader societal issues and challenges such as social, economic and environmental sustainability. While some social issues can be resolved at an individual or family level, others require a broader scope of intervention, including the need to effect change in the workplace and broader community through, for instance, addressing the roots of crime and HIV and AIDS in the country, such as poverty and child-headed households.

Netting (2005) identifies four factors which have a critical influence on macro social work practice. These include; assessing complexity, understanding context, forming connections and living with conflict. These four factors will be briefly examined due to their relevance to occupational social work practice within corporate social responsibility.

Assessing complexity: A hallmark of macro social work practice is the assessment of situations within the varied worldviews held by individuals, organisations and communities which can lead to paradoxical situations (Netting, 2005). Netting & O'Connor (2003), suggest that the occupational social worker would do well to be aware of the worldview they hold and to "step out of their comfort-zones and work paradigmatically and live with paradox" within the varied situations they would encounter within practice. Their suggestion is particularly pertinent to the practice of occupational social work because of the context in which it bases its work where the motivation for the existence of the business organisation is focused on profit rather than the human and social needs of the workforce in particular, and the broader society in general.

Understanding context: Assessing situations within a larger context such as policy, organisational, inter-organisational and community settings is central to corporate social responsibility and introduces the concept of organisation-in-environment which identifies the interface between the organisation and the context in which it operates (Mulroy, 2004; Netting, 2005). The importance of strategic management, inter-sectoral collaboration, community building and social justice is stressed within this conceptual framework (Mulroy, 2004). The occupational social worker is particularly cognisant of context and the effect it would have on factors affecting employees and their families.

Forming Connections: Relationship building and collaboration between professionals, disciplines, employees and other corporate stakeholders is central to corporate social responsibility and is a key facilitation skill of occupational social workers. These connections occur in varying multiple contexts or communities (workplace and broader society) in which diverse worldviews would be found and in which there would be multi-layered interactions across and within a variety of systems which can lead to conflict (Netting, 2005).

Living with conflict: When individuals, organisations or communities are faced with change there is a strong possibility that resistance will be encountered. Often resistance results from worldview or value conflicts. In addition, the status quo may be threatened, especially when issues of competing interests focused on power and empowerment arise (Netting, 2005).

Corporate social responsibility seeks to increase the quality of life of internal and external company stakeholders within the different worldviews held by individuals, organisations and communities. Occupational social workers, who recognise different worldviews, understand multi-layered contexts, are able to deal with unlimited inter-connections and manage competing interests, within an eco-systemic framework, have the potential to utilise their skill set and knowledge from both micro and meso practice within interventions aimed at macro change within corporate social responsibility.

Two research studies specify that micro interventions continue to dominate occupational social work practice in South Africa and that little service time has been dedicated to corporate social responsibility, indicating that a developmental approach to practice has not yet been fully adopted (Du Plessis, 1994; Van Breda, 2009). Du Plessis (1994) explored the evolvement of occupational social work in South Africa and her research study has served as a yardstick for understanding the scope of occupational social work in this country until now. Her findings indicated that for 78.6% of respondents, casework (micro practice) represented the function on which they spent the most amount of time, and that only three of one hundred and forty respondents played a role in their organisation's social responsibility activities, spending less than 5% of their time in this role (Du Plessis, 1994).

More recently it was found in Van Breda's (2009) study, which described the current state of occupational social work in Gauteng, South Africa, that therapeutic (micro practice) interventions continue to dominate the workload of occupational social workers, using about a third of their work-time. The author further observed that only 6.25% of the sample of forty-four occupational social workers were involved in corporate social responsibility activities. It should be noted that most of the research participants were employed in the South African Police Service and the South African National Defence Force which may account for the minimal involvement indicated in social responsibility activities (Van Breda, 2009). Both studies do, however, point to the need to understand the reasons for the minimal involvement of occupational social workers in macro occupational social work practice, which, as noted earlier in the literature review, is a mandated method of occupational social work practice and corporate social responsibility activity.

This literature review has identified that both occupational social work and corporate social responsibility are characteristically 'designed' to assist business organisations to make commitments to the economic and social well-being of both internal (employees) and external (employees' families, communities and society) stakeholders in the company. Furthermore both have an ethical base underpinning them; occupational social work being an ethics-based profession and CSR being grounded in ethical values identified in the King Code of Corporate

Governance (Institute of Directors, 2002). Corporate social responsibility is consequently a field in which occupational social workers could engage. It has the potential to be a key area in which social change can be effected within macro-interventions, which would incorporate micro and meso methods of social work leading to integrated and comprehensive practice. The leadership of business organisations needs to move beyond complying with the legal requirements of corporate social responsibility to embrace the developmental imperative of investing in society. In South Africa the potential commitment to accountability for the social, financial and environmental impact of companies on the sustainability of society can potentially be aligned to the development goals of the White Paper for Social Welfare (Republic of South Africa, 1997).

2.5.5 Corporate social responsibility, occupational social work and developmental social welfare

Developmental social welfare in South Africa is defined as "the practical and appropriate application of knowledge, skills, and values to enhance the well-being of individuals, families, groups, organisations and communities in their social context" (Patel, 2005, p.206).

South Africa's approach to social welfare has changed in response to its historical journey from a system of colonialism and apartheid, which led to a violation of human rights and inequality, to a democracy where citizen rights and equality are considered to be of primary importance. The healing of past divisions in the land was considered vital to building a united country based on democratic values, human rights and social justice (Patel, 2005). These values and rights are protected in the Constitution of the Republic of South Africa. A developmental approach to social welfare was adopted following the dismantling of apartheid and was informed by the overall transformation of South African society (Patel, 2005). The adoption of the developmental approach is informed by the White Paper for Social Welfare (Republic of South Africa, 1997), which contends that the objective of developmental social welfare is: to create a just and caring society which will uphold welfare rights, meet basic needs, build human capacity and self-reliance and assist people to participate fully in all spheres of social, economic and political life (Van Breda, 2007).

The magnitude of South Africa's development agenda as articulated in the White Paper for Social Welfare (Republic of South Africa, 1997) requires a strategic and coordinated effort by a multiplicity of role players to address the social and economic needs of the country which it considers to be a national collective responsibility (Patel, 2005). The policy states that due to resource limitations and the neglect of basic needs over many years, government, civil society and the corporate sector should engage in collaborative partnerships to meet those needs (Patel, 2005).

The investment of companies in communities is important because nineteen years into South Africa's transformation, the country's challenges remain significant. For example, there are "approximately 3.7 million orphans – approximately 20% of all children in South Africa. Of theses 1.4 million are 'Aids' orphans, having lost one or both parents to Aids (De Wet, 2009). In addition, unemployment is an ongoing concern. In addition, the Growth, Economic and Redistribution (GEAR) policy introduced by the ANC government in 1996 has largely failed to deliver in the key area of unemployment where the rate has increased from 16.7 percent in 1995 to 24.8 percent in 2010 (Statistics South Africa, 2010), which interfaces with other problems such as inadequate education and crime. The private sector has consequently been called upon by government to play a crucial role in channelling resources towards social development, which has implications for the services provided by occupational social workers who deliver their services in the work community and for corporate social responsibility.

An indication of the outworking of the national welfare policy and its intention of forming collaborative partnerships is that on 19 April 2011, the Minister of Social Development Ms Bathabile Dlamini met with 40 representatives from the corporate sector responsible for corporate social responsibility, as well as representatives from the National Development Agency (NDA) and SASSA (Social Security Agency), to identify ways in which the Department could work together with them to advance South Africa's development agenda (Department of Social Development, 2011).

The five themes encapsulated in the White Paper for Social Welfare, which provide the framework for developmental social work, are: the advancement of human rights, the harmonisation of economic and social development, participation and democracy in both social and economic development, welfare pluralism in which collaborative partnerships should be developed with a wide range of stakeholders and the bridging of the macro-micro divide by embracing a holistic and comprehensive approach to social work practice and the dichotomy between individuals, business organisations and broader society (Republic of South Africa, 1997).

It can be argued that corporate social responsibility complements numerous developmental social work themes. For instance, both place a strong emphasis on the centrality of ethical values, the integration of social and economic development and collaborative partnerships (Institute of Directors, 2002; Institute of Directors, 2009; Patel, 2005; Triegaardt, 2009; Van Breda, 2009). Collaborative partnerships could address priority need areas in South Africa such as poverty, the creation of jobs, education, health and welfare (Matthews, 2011). Occupational social workers could play a role in assisting company's to incorporate developmental social work themes into their corporate social responsibility programmes. An example is employee volunteer programmes which are becoming increasingly popular in the workplace as part of the company's corporate social responsibility strategy. Occupational social workers could assist staff to meaningfully engage in broader community initiatives by helping them to identify the real need in a community by, for instance, assisting them to engage with community representatives (Boccalandro, 2009).

Van Breda (2007) outlines six ways in which occupational social workers could play a role in aligning workplace practices to developmental welfare: working across the micro-meso-macro continuum thus increasing participation of stakeholders in the company in decision-making; empowering vulnerable groups such as people with disabilities; promoting economic development among working populations (just because a person earns a salary this does not mean they are economically empowered); mobilising a conducive working milieu and

generating meaningful work. The researcher would argue that these workplace practices could also be aligned to corporate social responsibility.

The potential link between the goals of corporate social responsibility, and an improvement in the quality of life for all, as suggested in both the King Code of Corporate Governance and the White Paper for Social Welfare offers the opportunity for integrated practice to the occupational social work on a micro-macro as well as social welfare continuum, both within the work community and broader society. The link needs to be explored, conceptualised and activated by the profession within the framework of corporate social responsibility.

2.5.6 Occupational social work roles, skills and activities within corporate social responsibility

Occupational social work is still relatively unknown in the workplace (Googins & Godfrey, 2001). So while occupational social work has made valuable contributions to the work community including the ecosystems perspective and the core notion of person-environment-fit (Mor-Barak, 2000), there is still a gap between the human and social problems within the work community and the "perception of decision-makers about the abilities and appropriateness of occupational social workers to contribute to the solution of those problems" (Googins & Godfrey, 2001, p. 401). More especially, within corporate social responsibility, which the researcher suggests is well-suited to occupational social workers knowledge and expertise.

The first occupational social workers to identify the skills relevant to social work practice in corporate social responsibility were Feinstein and Brown in 1979 (Maiden, 2001). Similar to the skills utilised by social workers in community work, the skills needed for occupational social workers engaged in corporate social responsibility were; organising, planning and policy-making, small group skills, political and legislative skills, strategy design and implementation, promotion and communication skills (Weinstein, 1995).

The National Association of Social Workers in the United States of America conducted a survey of 499 occupational social workers in 1987 (cited in Weinstein, 1995). The results described the following roles, tasks and activities that occupational social workers practised within corporate social responsibility:

Roles include advocacy and adversarial negotiations; engaging in aggressive action on behalf of individuals and organisations.

Tasks include advocating on social issues and bargaining with management, the union and the community; community outreach, assessing community needs, getting information from the organisation and giving information to the community; giving technical assistance in corporate social responsibility activities; mediating between the organisation and the community.

Activities include planning objectives, clarifying roles and assisting participants to reach a consensus; formal classroom instruction - including designing, planning and training workshops; analysing data such as practice and programme evaluation; group work, utilising group techniques to promote decision-making and adjustment.

Chatterjee (2008) proposes the following areas of influence and practice for occupational social workers within corporate social responsibility: Occupational social workers have knowledge of the reciprocity of the various systems in the workplace, and the necessary skills to bring about sustainable change and development. Through building relationships with the leaders, and other staff members in companies, this knowledge could be shared and applied, potentially leading to the role of the occupational social worker as change agent being recognised by the company leadership and in employment practices. Employees are valued partners, with the right to fair labour practices, a safe, harassment-free environment, and diversity at all levels; family-friendly work environments and healthy, productive workplaces; occupational social workers are the social conscience of the organisation. Ethical standards and practices are implemented in dealings with all company stakeholders; community

involvement, and partnership-building with communities that is sensitive to community culture and needs.

Carapinha (2009) mentions the following roles, activities and skills that occupational social workers could contribute to corporate social responsibility in the South African workplace; connecting employee and community well-being through work-family support and employee volunteer programmes; facilitating engagement and collaboration with company stakeholders; evaluating corporate social responsibility programmes through measurement and assessing the accountability and transparency of the companies; assisting in drawing up employment equity plans within the human resources team and diversity education and training in the workplace.

2.5.7 Introduction to the Occupational Social Workers Practice Model

The new Occupational Social Work Practice Model (OSWPM) was developed by Kruger and Van Breda in 2001 "as an integrative model to guide practice" (Du Plessis & Van Breda, 2009, p.321). They "intended to expand the potential repertoire of practice, drawing on ecosystems theory and a commitment to comprehensive practice that includes not only individuals but also the work system" (Du Plessis & Van Breda, 2009, p.321). The OSWPM is utilised in this research study because even while it is primarily committed to interventions aimed at changing the workplace environment, there is a need to consider the broader systems of society (Du Plessis & Van Breda, 2009). The OSWPM provides a useful framework in which to identify areas of potential alignment between occupational social work practice and corporate social responsibility. In addition, the OSWPM offers enhanced areas of alignment to national welfare imperatives focused on both internal and external stakeholders of companies.

The OSWPM moves away from evolutionary models that use terms such as 'phase' or 'stage' to describe a movement from micro to macro levels of practice (Kruger & Van Breda, 2001). Several authors use the phrase 'micro-macro continuum' (Du Plessis, 1994; Googins and Godfrey, 1987) when describing the development of occupational social work practice. Such terms "polarise micro and macro practice, implying that micro is underdeveloped, even inappropriate practice" (Du Plessis & Van Breda, 2009, p.321). Instead, Kruger and Van

Breda introduce the term “position” because it facilitates greater mobility between practice positions rather then a “sequential progression” from one stage to another, consequently, avoiding the developmental connotations of other models (Kruger & Van Breda, 2001, p.948). The OSWPM offers “four practice positions from which the occupational social worker may intervene in any situation, depending on the nature of the client’s problem or need” (Du Plessis & Van Breda, 2009, p.322). The four positions within the OSWPM are Restorative Interventions, Promotive Interventions, Work-Person Interventions and Workplace Interventions:

2.5.8 The Occupational Social Workers Practice Model

2.5.8.1 Restorative Interventions

The focus of this position (position one) is on the “personal needs or problems of clients” in their non-work roles, conceptualised as ‘employee-as-person’, “aimed at restoring” employees “problem-solving and coping capacities” at micro, meso and macro levels of intervention (Du Plessis & Van Breda, 2009, p.324). The position “not only attends to employees, but also to families of employees and even to communities in which employees live or in which the workplace is situated” (Van Breda & Du Plessis, 2009, p.324). The role of the occupational social worker includes: advocate, facilitator, community worker, therapist and problem solver (Kruger & Van Breda, 2001). Position one, can be aligned to the goals of corporate social responsibility because it “attends to employees, but also to families of employees and even to communities in which employees live or in which the workplace is situated” (Du Plessis & Van Breda, 2009, p.324).

2.5.8.2 Promotive Interventions

The focus of this position (position two) is on promoting or enhancing the “social functioning and well-being of clients”, conceptualised as ‘employee-as-person’. The main emphasis in this position is on “prevention, education and the development” of people in their “non-work related needs” (Du Plessis & Van Breda, 2009, p.293) at the micro, meso and macro levels. The role of the occupational social worker in this position includes: trainer, educator, facilitator, enabler and coordinator (Kruger & Van Breda, 2001. p.949).

2.5.8.3 Work-Person Interventions

The focus of this position (position three) is on "person-as-employee", and their work roles (Du Plessis & Van Breda, 2009, p.325). The focus is on what happens between people and systems in the workplace, and the interface between the two. These interventions address employees who have work-related needs or problems, although being at work also has an impact on the family (Kruger & Van Breda, 2001). The occupational social worker adopts the roles of mediator, arbitrator and facilitator in this position (Kruger & Van Breda, 2001).

2.5.8.4 Workplace Interventions

The focus in this position (position four) is on the organisation or work place itself, and aims to make more humane its structures, hierarchies, policies and standard working procedures (Kruger & Van Breda, 2001) and to change the culture and channels of communication in the organisation (Du Plessis & Van Breda, 2009). The role of the occupational social worker in this position is that of organisational development consultant, systems analyst, policy maker and researcher (Kruger & Van Breda, 2001). This position, more than the other positions, locates occupational social work in developmental social welfare with its attention to macro change aimed at the structures and systems that are not conducive to human development (Kruger & Van Breda, 2001).

2.5.8.5 Proposed Adjustments to the Occupational Social Workers Practice Model

Du Plessis and Van Breda (2009) propose that a number of adjustments to the OSWPM be made so that it is more aligned to the developmental approach to social welfare in South Africa. Firstly, the model needs to address the area of human rights more explicitly. Secondly, it needs to reflect more thoroughly on the contribution to socio-economic development beyond the boundaries of the official work community. Thirdly, it needs to give more consideration to power dynamics in the workplace and the effect this has on the level of employee participation in decision-making. Fourthly, the model needs to incorporate a clearer corporate social responsibility agenda. Lastly, there needs to be a more thorough articulation of the occupational social work role in welfare pluralism. Consequently the OSWPM may need to add a fifth position focused on broader community outside the organisation thereby giving

greater consideration to the ways in which the four current positions contribute to its welfare (Du Plessis & Van Breda, 2009). The active engagement of occupational social workers in corporate social responsibility initiatives would lead to expanded practice with potential value-add for the work community and South African society.

2.6 FACTORS THAT MAY ENHANCE OR LIMIT OCCUPATIONAL SOCIAL WORK ENGAGEMENT IN CORPORATE SOCIAL RESPONSIBILITY

Based on the literature, the researcher identified a number of factors that could either enhance or limit the occupational social worker to engage in corporate social responsibility, especially at a macro level of intervention. As noted earlier in the research, macro practice engages occupational social work in interventions designed to bring about change in companies and the community outside the workplace. Change involves moving from the known to the unknown. Companies and broader society do not support change, unless there are compelling reasons to do so because they are generally invested in maintaining the status quo. Research has shown that occupational social workers in South Africa have very limited involvement in corporate social responsibility (Du Plessis, 1994; Van Breda, 2009). Furthermore, many corporate social responsibility programmes are situated in the legal, marketing and human resources units in companies (Epstein, 2008) and are consequently not considered to be the mandate of the occupational social worker.

2.6.1 Factors that may enhance occupational social worker engagement in corporate social responsibility

In order for the occupational social worker to expand their practice to incorporate corporate social responsibility it seems they would need to facilitate a change in perspective about their capabilities and knowledge. In order to facilitate the proposed perspective change, it is suggested they could initiate a number of processes, which include:

Firstly, they would need to gain the support and sanction of the top echelon of the company's management (Du Plessis, 1994; Weinstein, 1995; Cummings & Worley, 2008) by gaining professional credibility (Googins, 1987). Top-level executives are powerful individuals who value expert knowledge, reputation and charisma (Cummings & Worley, 2008). Greiner and

Schein (cited in Cummins & Worley, 2008) identify four key sources of power in companies: formal position, knowledge, personality and other's support.

The more occupational social workers market themselves and display their professional credibility the more positional power they potentially gain to meet unaddressed needs internally (within the workplace) and externally (in the broader community) within corporate social responsibility. Secondly, occupational social workers would need to identify key people, in addition to top management, such as trade union leaders and departmental managers to build the necessary support with these stakeholders. Thirdly, they would need to innovate by educating key stakeholders about their potential to engage in corporate social responsibility. Innovation involves the conception and evolution of new ideas of practice that are appropriate and authentic to the local context (Patel, 2005).

2.6.2 Factors that may limit occupational social work engagement in corporate social responsibility

Occupational social workers provide services in a secondary setting, where social work is not the primary activity (Du Plessis, 1994). Corporate social responsibility is identified as the turf of numerous professions including lawyers, marketers and human resource practitioners. These professions may be intimidating to occupational social workers, leading to them feeling uncomfortable to pro-actively suggest their engagement in corporate social responsibility.

Patel (2005) identifies a number of factors pertinent to occupational social workers that could prevent their effective engagement in macro practice. These include personality traits and professional and organisational barriers. Personality traits include lack of assertiveness, conflict avoiders and people pleasers. A professional barrier is the inability to market oneself. Organisational barriers encompass authoritarian cultures, protection of professional turf, lack of sanction, expert ideology in industry and removal from decision-making.

Another potential hindrance for occupational social work engagement in corporate social responsibility is that corporate leadership identify their services with micro (individual)

counselling interventions within the workforce and their families through Employee Assistance Programmes (Du Plessis, 1992). An Employee Assistance Programmes is a key business tool which contributes to the optimal effectiveness of the workforce (Maiden, 1992). Employee Assistance Programmes have a curative approach, which locates the problem within the individual rather than the broader systems in society. Consequently, they have a strong correlation with the old welfare system in South Africa which focused on individual therapeutic services rather than developmentally based services on a micro-macro continuum.

2.7 CONCLUSION

The literature review firstly identified the nature of corporate social responsibility and various theories and approaches. This was followed by a section on occupational social work –what it is and where and how it is applied, historically and currently. Thereafter, the incorporation of corporate social responsibility into occupational social work was discussed and an alignment to developmental social work suggested. The following chapter of the research report outlines the research design and methodology.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3. INTRODUCTION

This chapter describes the methodology used in the study. A qualitative research design was adopted which influenced the sampling features, research instrumentation and methods of data collection and analysis. The strengths and limitations of the research design are highlighted and ethical considerations are clarified.

3.1 RESEARCH METHODOLOGY

The two most recognised and widely discussed approaches to research are the qualitative and quantitative paradigms (Cresswell, 2002). The research approach chosen for this study was a qualitative paradigm. The study was also exploratory in nature. Exploratory research designs generally use an inductive approach. This approach was utilised to gain insight into the research topic (Terreblanche, Durrheim & Kelly, 2008). The qualitative exploratory research method was considered suitable for this research study due to the paucity of research on the definition and conceptualisation of corporate social responsibility in occupational social work literature in South Africa (Du Plessis, 1994 & Van Breda, 2009). Quantitative methods were only briefly utilised in the study because the researcher considered that a qualitative approach would be more suitable to elicit rich data that would address the purposes of the study. The brief quantitative aspect clarified the educational qualifications and workplace experience of the participants which contributed towards the credibility of the study and strengthened the design.

The qualitative research paradigm was flexible and unique. The variables were not controlled, so that the participants could express themselves freely. The researcher sought first hand, detailed, descriptions and understandings of social reality from the lived experiences of participants (Neuman, 2000). An “emphasis on exploration, discovery and description” was employed (Bloomberg & Volpe, 2008 p.8). The intent of the researcher was to extract and

interpret the meanings of the lived experience of participants through their description of actual phenomena in their “natural settings” (Babbie & Mouton, 2001, p.309).

3.2 POPULATION AND SAMPLING PROCEDURES

The study population originally consisted of occupational social workers in Gauteng, South Africa who had an Honours or Masters Degree specialising in occupational social work. However, due to the restricted amount of occupational social workers available in the Gauteng region, the study population was expanded to include three social workers based on their corporate or industrial work experience. Since April 2012, social workers who do not have a post graduate degree specialising in occupational social work were able to apply to the South African Council for Social Service Professions for registration in this specialty as long as they had: “five years appropriate and evidence-based practical experience within the scope of occupational social work services” (Department of Social Development, 2010). Two of the three social workers were in the process of applying for this registration, and are also members of the South African Occupational Social Workers Association, while the third worked in a company in the field of corporate social responsibility.

According to Rudestam & Newton (2001), ten to thirty participants constitute a reasonable sample size for conducting interviews. A snowball sampling strategy, sometimes called network sampling was utilised whereby participants were asked to refer other participants whom they knew to the researcher, because appropriate candidates were difficult to locate. Given the small size of the research population, sampling was not necessary, because the universe was used. The researcher approached fourteen people. Four of the potential participants were either not living in South Africa any longer, or had moved to other provinces in the country. The research sample included ten people; six occupational social workers with a Masters degree, one with an Honours degree specialising in occupational social work and three social workers with five or more years of appropriate experience within the scope of occupational social work services.

A range of occupational social workers who work in different settings were included in the research sample in order to try and meet the criterion of external validity, The researcher contacted the potential participants individually by phone and/or e-mail to request their voluntary participation in the research study. The study sample only included participants from Gauteng Province, South Africa, which decreases the transferability of the research findings to other provinces within the country. This is considered to be a study limitation.

In addition to the ten participants, three key informants knowledgeable about occupational social work and/or corporate social responsibility were interviewed. A purposive sampling procedure as described by Leedy & Ormrod (2005) was used to select the three key informants through the literature or word-of-mouth. Their selection was based on the judgment of the researcher and "the grounds of their existing knowledge" (Rossouw, 2003, p.13). Purposive sampling falls within the category of non-probability sampling (Babbie & Mouton, 2001). Purposeful sampling can compromise external validity, which is considered by the researcher to be a limitation of this research study (Leedy & Ormrod, 2005; Rossouw, 2003).

3.3 RESEARCH INSTRUMENTATION

The research instrument utilised in the research study was a semi-structured interview schedule. The 'Interview Schedule' is set out in Appendix 1. Credibility in qualitative research refers to the degree by which the findings, and by implication the methods, in this case, the semi-structured interviews, provide sufficient coverage of the topic being studied to generate findings that can be trusted (Rossouw, 2003). The same interview schedule was used with both the participants and key informants which enhanced the credibility of the research results through triangulation (Hesse-Biber & Leavy, 2011), and so strengthened the research design. The semi-structured interview schedule was chosen because of its flexibility which allowed the researcher the freedom to probe, clarify and explore topics that emerged in the interviews (Babbie & Mouton, 2001). The method also enabled the researcher to establish rapport with the participants which elicited "rich and thick descriptions" which contributed to saturation or full immersion in the phenomenon being studied (Babbie & Mouton, 2001, p.277), which is considered a strength of the method. The limitation of the semi-structured interview is that it is

not a neutral tool for gathering data due to a number of factors including; the researchers interviewing skills, the interaction between the interviewer and interviewee and the context in which the interviews took place (Bloomberg & Volpe, 2008), which included the participants' workplaces, a restaurant and home.

3.4 METHODS OF DATA COLLECTION

The data was collected in English using face-to-face semi-structured interviews. This approach contributed towards the dependability of the data collection procedure, which, according to Poggenpoel (2003) is equivalent to reliability in quantitative research.

The interview process took place as follows. The researcher contacted the prospective participants by telephone and/or email to invite their participation. If they agreed a date, time and location was arranged for the research interview. This was followed by a confirmation e-mail, to which a Participation Information Sheet (Appendix 2) was attached. Before the interviews began each participant was asked to read and sign a 'Consent Form for Participation in the Study' (Appendix 3). The participants were also asked, if they were in agreement, to sign a 'Consent Form for Audio-taping of the Interview' (Appendix 4). Furthermore, they were asked to provide their educational qualifications and workplace experience in corporate or industrial settings by completing an 'Information Sheet' (Appendix 5). At the beginning of each interview a brief introduction was given, thanking the participants for their participation and describing the purpose of the study. Once the interviews had been completed the researcher sent an email to the participants thanking them for their participation in the study. All the interviews were transcribed verbatim as soon after they were completed as possible.

3.5 PRE-TESTING THE RESEARCH TOOL

A pre-test was carried out with two respondents who were knowledgeable about the research topic, which contributed towards the strength of the research design. Both respondents were not included in the research sample. The pre-test was important and enabled the respondents to critically analyse the wording of the questions and there order, redundant questions, missing

questions and other aspects of the semi-structured interview which they considered needed to be altered (Booysen, 2003). The pre-test provided the researcher with information which led to some of the questions on the interview schedule being revised and others omitted. The pre-test also resulted in the same interview schedule being utilised with the participants and the key informants to promote the triangulation of the findings, which contributed towards the validity of the research, thereby strengthening the research rigour.

3.6 DATA ANALYSIS

The data was analysed using thematic content analysis, thereby bringing order, structure and meaning to the mass of collected data. The following steps were utilised and were adapted from Cresswell (2002) and De Vos, Strydom, Fouche & Delport (2005). Firstly, the researcher recorded the data with the participants consent. As soon as possible after the data had been collected, it was transcribed verbatim and organised into files for analysis. The researcher read and re-read the data to obtain an overview of the meaning and immerse herself in the details. Then the researcher looked for similar words and phrases, and highlighted them in the text. Thereafter, themes were identified. The data was then coded through the application of a coding scheme to the themes, and passages were marked in the data using the codes. The themes were then frequency counted which aided the researcher to identify the main themes and group them together into categories. The categories were then examined, colour-coded and placed into a mind-map. A conclusion was then reached about how useful the categories were to the questions being explored and alternative categories were sought where necessary. Verbatim quotes from participants were then placed on index cards under each category. The categories were then confirmed or changed and described to demonstrate why the explanations offered were the most plausible. Thereafter, the research report was written utilising the verbatim quotes to support the research findings, which increased the research studies dependability.

3.7 LIMITATIONS OF THE RESEARCH DESIGN AND METHODOLODY

It was anticipated that the study sample would only include social workers who had specialised in occupational social work at a masters or honours level within Gauteng, South

Africa. However through the snowball sampling process, it became apparent that there was a limited amount of sample population availability. Consequently, the sample was expanded to include three social workers who had not studied for a specialisation in occupational social work which could have compromised the credibility of the findings. The researcher attempted to account for this limitation by only including social workers who had five or more years of appropriate experience within the scope of occupational social work services, which the South African Council for Social Service Professions has stipulated could be a determining factor for their recognition as having this speciality (Department of Social Development, 2010). A recommendation is that any future research into the same topic should be expanded to include other provinces or the rest of South Africa.

Disadvantages of the semi-structured interview method include; in-depth exploration and the changing of the order of the questions, where appropriate, may have introduced bias. The research relied heavily on the subjective reporting of respondents, which may have resulted in a problem with objectivity. The data collection instrument may also not have been specific enough to concisely capture an occupational social work definition of corporate social responsibility. However, because this research is exploratory the participants' perceptions were nevertheless valuable. Dependability was limited because the study was not repeated in the same context with the same people.

Bloomberg & Volpe (2008) suggest that the analysis of findings in qualitative research is based on the thinking and choices of the researcher which raises the issue of subjectivity when reporting the results of the study. The researcher attempted to address this limitation by attending supervision and keeping a research journal to monitor the progression of her thoughts which she shared, where appropriate, with her supervisors to invite their input.

3.8 ETHICAL CONSIDERATIONS

Neuman (2000) and Babbie & Mouton (2001) emphasised the importance of research ethics. In any research study, ethical issues relating to the protection of participants, thereby observing the ethical principal of non-maleficence, are of vital concern. In order to promote ethical research the following safeguards were employed to ensure the protection and rights of participants, even though in this study no serious threats were posed to the participants.

Through snowball sampling the researcher approached a single individual who was involved in the phenomenon to be investigated, to gain information of other similar persons. The researcher identified the auspices under which she was doing the research, being the University of the Witwatersrand and the topic beforehand as well as the anticipated length of interviews (Appendix 2). Formal permission was requested from individual participants to proceed with the research. The researcher requested the participants sign informed consent for the interview (Appendix 3). Informed consent; implied that all information on the purpose of the study, the research procedures and duration of the interview was provided to the research participants. In addition, participants were made aware that their contribution to the study was voluntary, and that they had the right to withdraw at any time without penalty. The researcher did not intentionally mislead participants by withholding information about the study. A separate written consent form was given to participants regarding their willingness for the interview to be taped (Appendix 4), which none of the participants refused to sign.

The researcher safeguarded the confidentiality and anonymity of the participants through the following measures. Confidentiality was promoted by only the researcher, and where necessary, her supervisors, being aware of the participants' identifying details. The participants' anonymity was ensured through the use of codes in the research transcripts and by not utilising their identifying details in the research report. The raw data and taped interviews were secured by keeping the documents in a lock-up cabinet for a minimum of two years if published, and five years if not published. Thereafter the raw data will be destroyed.

The research findings were reported as accurately and objectively as possible. Recognition was given to all sources that were cited. A copy of the research abstract and main findings will be made available to any participants who would like feedback from the study.

Ethics clearance was obtained from the University of the Witwatersrand Human Research Ethics Committee (Non-Medical) before the research proceeded.

3.9 CONCLUSION

This chapter provided the framework utilised for conducting the research. The research question and objectives were described as well as the qualitative method used. Sampling features, research instrumentation and methods of data collection and analysis were highlighted. Ethical considerations were emphasised and the strengths and limitations of the research study were identified. The following chapter provides an analysis and discussion of the data that was collected through the semi-structured interviews in relation the research questions and literature review.

CHAPTER 4
DATA COLLECTION AND ANALYSIS OF FINDINGS

4. INTRODUCTION

The purpose of this study was to explore the perceptions of occupational social workers in Gauteng regarding their definition and envisaged engagement in corporate social responsibility interventions in order to motivate for the incorporation of corporate social responsibility activities into their practice.

4.1 DEMOGRAPHIC DATA AND WORKPLACE EXPERIENCE OF PARTICIPANTS

The participants all completed their degrees at universities in South Africa. The following table identifies the gender, race, tertiary qualifications and years of corporate social work experience of the participants.

Table 1. Demographic Data and Corporate Social Work Experience of Participants

Demographic Factor	**Sub-category**	No
Gender of Participant	Male	1
	Female	9
Race	White	6
	Black	4
Qualification	MA Occupational Social Work	6
	BA Occupational Social Work Honours	1
	BA Social Work	2
	BA Social Work and BA Social Science (Honours in Social Policy & Management)	1
Years of Corporate Experience	1-5	1
	6-10	6
	11-15	1
	16-20	1
	21-25	1

Following is a discussion of the research study findings with details that support and explain each finding. Numerous participants' perceptions are conveyed through "rich and thick descriptions" (Babbie & Mouton, 2001, p.277) in the form of quotations taken from the research interviews thereby letting the participants speak for themselves. Key informant quotations follow participant quotations in order to enhance the validity of the research findings through triangulation (Hesse-Biber & Leavy, 2011).

4.2 HOW OCCUPATIONAL SOCIAL WORKERS DEFINE CORPORATE SOCIAL RESPONSIBILITY

The first objective of the study was; to explore how occupational social workers define corporate social responsibility.

According to the literature there are numerous definitions of corporate social responsibility available, which are often biased by particular interests (Van Marrewijk, 2003). There is also no commonly accepted definition of corporate social responsibility due to a wide difference of opinion over key dimensions. Consequently, the participants were asked at the beginning of the research interview to define what corporate social responsibility meant to them as a basis for understanding the meaning they attached to the concept. A large majority of the participants defined corporate social responsibility as "giving back to the community". Half the participants added that it was "giving back" to the communities in which the employees lived, and a few added that it was "giving back" to the community in which the company was based. Some participants added that "giving back" meant companies sowing resources into communities. One participant identified the resources as being; "support, time, money, effort or whatever in assisting".

Various key dimensions were identified in the participants' definitions including social, ethical, stakeholder, economic and environmental dimensions. Not surprisingly, the social dimension was the commonality in their responses. However, what was in some ways

surprising to the researcher was that the participants in their definitions seemed to have only thought of corporate social responsibility as companies contributing resources to stakeholders outside the workplace, although in some cases this was to communities in which their employees lived, rather than what may be considered to be a more integrated systemic approach to social challenges in which both internal and external stakeholders would be included. The participants' definitions suggested that they may have considered corporate social responsibility to be confined to philanthropy or what is termed in some of the literature as corporate social investment (CSI), which is a limited view according to (Matten & Crane, 2005). In contrast the King Code of Governance in South Africa defines corporate social responsibility more widely and includes a broader corporate citizenship which identifies both internal and external company stakeholders as potential recipients of corporate social responsibility (Institute of Directors, 2009).

The key informants did not completely agree with the participants' definition but rather concurred more with the King Code of Governance definition suggesting that while the concept included 'giving back' it had expanded in more recent times to include a broader perspective which was "the entire corporate citizenship focus…socially aware, fair, values based, diverse … responsible business practices" and was "a function of the roles as employer, your role in the community of operation and the kind of national corporate citizenship level".

4.3 THE ROLE OF THE OCCUPATIONAL SOCIAL WORKER IN CORPORATE SOCIAL RESPONSIBILITY INCORPORATING DEVELOPMENTAL SOCIAL WELFARE OBJECTIVES

There are two objectives incorporated under this heading because they are intertwined. One of these objectives sought; 'to determine the roles occupational social workers play, or could play in corporate social responsibility'. The other objective sought; 'to establish whether the participants perceived that developmental social welfare objectives could be incorporated into corporate social responsibility interventions within companies'.

4.3.1 Introduction

The first finding was that all the participants perceived that occupational social workers could play a role in corporate social responsibility due to a number of factors including; the nature of their specialisation and their knowledge of social responsibility, community work and developmental social work. The following participant comments are pertinent.

One participant remarked:

"I think everything an occupational social worker would do in the workplace would be reflective of social responsibility in terms of trying to create a humane working environment".

A developmental role was identified by another participant who said that:

"If indeed we are true to the developmental aspect, I think occupational social workers have a place and a massive role, both on an educational level and also on a strategy formulation level and on an advocacy kind of level too, both internally and externally, that's my sense".

A key informant concurred:

"I have appreciated that CSR is the right stage for occupational social workers to occupy because we know it well; we know it from community work, we know it from individual work, we know it from social action, social justice stuff."

4.3.2 Ethical conduct roles with internal and external company stakeholders

Human rights are centred on the inherent dignity and worth of people and are a fundamental element of occupational social work as well as developmental social welfare, corporate social responsibility and The Constitution in South Africa (Department of Social Development, 2010; Institute of Directors, 2009; Republic of South Africa, 1996; Republic of South Africa, 1997). The ethical underpinnings of occupational social work could be seen to dovetail well with those of corporate social responsibility because they both postulate that companies should act beyond economic values to be ethically responsive to the social well-being of society which includes company stakeholders (Department of Social Development, 2010; Institute of

Directors, 2009). Du Plessis and Van Breda (2009) propose that the 'Occupational Social Work Practice Model' needs to address the area of human rights more overtly.

An analysis of the research interviews suggested three roles which occupational social workers could play to promote ethical conduct within corporate social responsibility; advocate, social activist and educator. Half the participants identified that occupational social workers should advocate for social change that was based on just and fair stakeholder relationships and practices. Occupational social workers play a dual role in which they provide services to both companies and employees (Department of Social Development, 2010), in which ethical dilemmas can arise because of the dual nature of their clientele. Some participants suggested that ethical dilemmas could be created when advocating for rights-based practices within dual-client settings.

4.3.2.1 Advocacy role

A participant suggested an advocacy role within dual-client settings and said that:
"Your challenges are that you have bosses above that you need to juggle and keep them happy, as well as make sure that you still advocate for human rights… the dual role that we play".

Corroborating this point a participant emphasised advocating for just relationships based on the promotion of dignity with external company stakeholders by explaining that:
"…it is the responsibility of the occupational social worker to see that people who are involved … are not going to be exploited …to be treated as a human being…so that is the understanding of The Constitution of South Africa in order to prevent certain things".

According to Bakalinsky, the central ethical question for occupational social workers concerns the fundamental conflict between the professions commitment to people's well-being and the industry's dedication to profits (Kurzman, 2000). In the light of the potential ethical dilemma that could be created for occupational social workers, an overwhelming majority of

participants advocated for companies to engage in social responsibility practices which were people-centred and sustainable. A participant made the point saying:
"Community initiatives by companies should be sustainable … not forced on people … occupational social workers should advocate for ethical relationships between companies and communities".

One participant had a different opinion commenting:
"The sustainability of our business … it should be a main concern of ours and anything that threatens such should be questioned and hectically so".
The participant thereby identified a priority on company-centred rather than people-centred sustainability, and raised the point within the research of the ethical dilemmas and ambiguities that could arise for occupational social workers when advocating for sustainable initiatives in dual-client settings.

A key informant concurred with the need for a company-centred perspective:
"…it is the right thing for our sustainable business, if we want to stay profitable".

4.3.2.2 Educator role

The second role that was identified within the ethical theme by participants was an educator role with employees. A participant noted that:
"A lot of people don't know… so they don't stand on their rights, so it is okay for me to work until 7 and 8 at night and to not spend time with my family, it becomes a norm. One of the purposes of the occupational social worker is to make the lives of those around you better, and if that means educating them about a labour law issue …we don't have to give ourselves out as labour law experts …but having a basic understanding".

4.3.2.3 Social Activist Role

Some participants identified a social activist role associated with the promotion of just and non-discriminatory workplace practices. Their comments were aligned with the South African

Constitution (Republic of South Africa, 1996) and the King Code of Corporate Governance (Institute of Directors, 2009).

A participant explained:
"So sometimes it is being the social conscience of the organisation and standing up for things, practices that are not fair, and are anti-discriminatory… speaks to some of the Acts and an equitable, anti-discriminatory workplace…for example King speaks about ethics and integrity, within that, standing up for what is right, doing good, knowing that evil flourishes when good men do nothing".

The key informants agreed with the participants on the roles occupational social workers could play within the ethical theme. However, one key informant had this to say about the social activist role:
"CSR must be rights-based … it's really about the rights of workers and their families in terms of the impact the world of work can have … not respecting the individuals rights; working conditions, working hours, fair pay for fair work … I think where the occupational social worker can play an important role is in lobbying, in awareness, in mediating, between management and employees or even families of employees or communities". The key informants caution was that a social activist role could be perceived negatively by corporate leadership:
… "if you as a social worker in a big corporate identify policies or practices that's negatively impacting on the employee…or even in the community in terms of their needs or impact from the organisation side… and you are not recognised as giving input to senior management and you decide to take this up, you will be taken as an activist… it can be seen as a cause".

4.3.3 Occupational social worker roles with company stakeholders

The participants suggested that company stakeholders should be viewed within the context of the multiple systems that comprise their social environments. Their opinion is confirmed in the literature (Tropman, Erlich & Rothman, 2002; Netting, Kettner & Mc Murty, 2008). Based on the systems perspective, the participants suggested that where appropriate micro, meso and

macro occupational social work intervention methods should be utilised to achieve socially responsible objectives. A comprehensive and integrated micro-macro approach to social change within South African society is also a developmental social work objective (Patel, 2005)

4.3.3.1 Role of Therapist

The majority of participants identified that some companies provided a therapeutic counselling service to employees and sometimes their families. Some participants proposed that a therapeutic counselling role was an indication of companies displaying social responsibility. The researcher suggests that while the participants' opinion has validity, the role of therapist may not always be associated in the business sector with corporate social responsibility. Within company therapy may instead fall under another name such as an Employee Assistance Programme or Employee Wellness Programme, which often has more to do with mitigating business risk to promote profit. Harrison (2009, p.371) is of a similar opinion to the researcher saying that Employee Assistance programmes predominantly target employees "who have been diagnosed with problems that can impact on work productivity; addressing the needs and development of employees for their own benefit becomes an unintended by-product". The role of therapist is aligned to what Kruger & Van Breda (2001) call 'Restorative Interventions' in their Occupational Social Work Practice Model, and aims to address individual personal problems which are considered to be micro interventions in occupational social work practice

A participant conveyed a perception which indicated that counselling was part of companies' social responsibility by saying:
"Employee Wellness Programme it's a huge part of corporate social responsibility when it comes to trauma counselling…and many others".

The key informants confirmed the role of therapist as an avenue for corporate social responsibility. One key informant suggested that therapy was an avenue in which the occupational social worker gained "a better understanding of the impact of the organisation" on the individual and also a "reflection of a bigger societal issue". The same key informant

added that therapy may also provide “an entry point” for an increased mandate for the occupational social worker into broader corporate social responsibility practices at micro-macro levels of intervention.

4.3.3.2 Education, Prevention and Development Roles

Most of the participants identified meso roles which could be aligned to what are called ‘Promotive Interventions’ in Kruger & Van Breda’s (2001) Occupational Social Work Model; where the focus is on education, prevention and the development of employees in their non-work roles to promote their social well-being. ‘Promotive Interventions’ could also be aligned to socio-economic development, which is a key objective of developmental social welfare in South Africa (Patel, 2005). Educator, developer, prevention and co-ordinator roles were identified by the participants.

As far as the educator role is concerned, one participant observed that:
“I think as an occupational social worker with the skills you possess and the information you have…educating around HIV and TB and those types of things, if I just think of the role with the internal as well as the external community it’s huge”.

Another participant identified a combination of; co-ordination, education, champion and prevention roles by saying:
“…develop programmes internally that reach out to our employees who are not infected with HIV or who are affected … occupational social workers champion the projects…they are enablers and co-ordinators…and educate the employees …because if they are not encouraged to use those programmes or see the benefit they don’t benefit maximally.”

One participant explained the role of developer as follows:
“…coming up with programmes that are going to empower employees, for instance the development of Well-Being Champions, Peer Educators …in the occupational social work role you have a team of employees that are interested, that you work with, you empower them

with skills, you take them to training, you work with them so when you are not there, they are still able to sustain the projects you started together".

4.3.3.3 Integrated micro-macro practice roles

A majority of the participants added that although they considered the provision of counselling to be an aspect of social responsibility that they provided or could provide, the occupational social work mandate should be expanded to comprise a wider range of meso and macro roles given their undergraduate training in group and community work and post-graduate training in organisational change interventions. Their perspective concurs with the literature describing the nature of occupational social work (Straussner, 1990; Department of Social Development, 2010).

A participant provided the following perspective:
"I think your normal work that occupational social workers do now is very micro, so companies only utilise them to deal with problem employees and that is really not what occupational social work is about, then they could have employed a normal social worker to do the same job, but on an occupational social worker level we work with the macro practice, so we look at systems, we look at how policies fit into that, how we can change things …we are able to do more that just seeing employees one-to-one".

Another participant explained that occupational social workers could play roles both within companies as well as communities outside the workplace due to their combination of organisation and community work knowledge:
"Occupational social workers have some particular knowledge both in terms of organisations and in terms of community…an understanding of systems…relating that to organisations, relating that to macro change…macro is different from community work they have additional knowledge in that area".

The key informants concurred with a comprehensive micro-macro role approach that occupational social workers could play within corporate social responsibility. One key informant made the point:

"…often people will come with individual problems, but when you start looking at it you will see there's some impact … whether it's the working environment, whether it's the culture, whether it's the policy that makes it difficult … even if you work with this individual to really work through the necessary problems and issues because of the impact from a broader level. For me, not just looking at the macro level, but to look at the interface between micro, meso and macro is very important…that's where the skill of the occupational social worker should lie that they will never see an individual client in isolation".

4.3.4 Change agent or change management roles

Macro practice in social work is based on organisation and community interventions which aim to achieve planned change (Netting, Kettner & McMurty, 2008). It is suggested by Netting (2005, p. 57) that in social work "advocacy is a codeword for change" and that change can be "incremental or radical or anywhere in between". The change agent role aligns to Workplace Interventions in the 'Occupational Social Work Practice Model' (Kruger & Van Breda, 2001). A deduction from the research findings is that the Occupational Social Practice Model should give more consideration to change agent roles for occupational social workers with external company stakeholders.

Most participants alluded to occupational social workers' role in advocating for change within corporate social responsibility. However, some participants specifically mentioned change agent or change management roles. A participant explained that the process of change is central to the occupational social work role:

"With an occupational social worker, I think we can never move out of that change process". Another participant added; "we are change agents".

It was not surprising that the management of change in a people-centred manner was identified:

“Our part will be to manage that change so that it is done in a way where people’s dignity is intact and people understand that there will be difficulties and plan for them”.

A participant confirmed a change management role:
“I don’t know whether many corporates have it, but we have what we call Organisational Development which facilitates processes. Change management and a lot of the corporate social responsibility work comes through such processes…occupational social workers are very good at and are trained to facilitate change management and integrate it in the best way to overcome pressure points, resistance, fear, anxiety etcetera, to maintain equilibrium so that the organisation is productive and staff are retained and feel empowered.”

A key informant concurred with a change agent role:
“The occupational social worker is there with a change agent focus, especially when change would impact on people.”

4.3.5 Role in facilitating internal stakeholder engagement

Facilitating stakeholder engagement in corporate social responsibility initiatives was a theme that was identified by an overwhelming majority of participants. To promote stakeholder engagement the following roles were identified; needs assessor, facilitator and mediator. All the participants considered that occupational social workers have the capacity to communicate with a variety of stakeholders as part of facilitating socially responsive objectives to bring about change. One participant made the point saying:
“As part of change management we also involve a lot of stakeholders…the employees, the unions, the bosses, the managers, and all of them need to be involved in that process, so that change will happen”.

The participants’ also perceived that the inclusion of employees, at all levels in companies through maximising their involvement, would result in the identification of real rather than perceived needs. It was considered that the potential outcome would be stakeholders’ greater commitment and responsiveness to social change initiatives leading to the achievement of

sustainability objectives. A stage is created through the Occupational Social Work Practice Model for occupational social workers to facilitate the engagement of employees in needs identification and the achievement of social responsibility objectives particularly in Position Three of the model identified as 'Work-Person Interventions' by the authors, where the focus is on the people in the workplace (Du Plessis & Van Breda, 2009). The engagement of diverse workforce voices concurs with the developmental social work theme of participation and democracy (Patel, 2005), which could be challenging in companies where democracy is not a pervading value.

4.3.5.1 Needs Assessor

An overwhelming majority of participants identified a role for occupational social workers in researching, assessing and analysing the needs of stakeholders. Statements from participants were evidence of a common awareness of the importance of the identification of internal stakeholder needs before planning and initiating socially responsive interventions. The general feeling was that occupational social workers had the skills to obtain the information through various means such as the identification of employees needs through individual counselling. Occupational social workers could engage company stakeholders in more formalised needs assessments with the objective of conveying findings to decision-makers so that social initiatives and resources could be appropriately directed.

A participant identified needs assessment and communicator roles:
"Identifying needs is a core thing…as a communicator doing needs assessments as a bridge between management and employees".

A key informant confirmed that:
"The value-add of the occupational social worker, is to be able to identify the real need and not the perceived need with the internal and external community and also the shadow side, what's not being said… that is the specialness of occupational social work training"

4.3.5.2 Facilitator

The importance of facilitating the engagement of stakeholders in all employment positions was a common thread in responses. One participant said:

"I think that is where the occupational social workers skills come in because you are aware that it is important for the people to have a sense of ownership, so it should not just be top down it's you get the information bottom-up".

Another participant concurred, and suggested that if inclusiveness was not promoted then sustainability could be compromised:

"… the policies may be there, the occupational social worker may be working with people in hierarchical positions, the employer and coming up with all these wonderful projects, however if the employee is not aware of what is being done, the benefits of what is being done and the role that they play, it is being lost because it is not being utilised …and I think that also compromises the sustainability".

Facilitating the empowerment of employee representatives was a role that was identified by a few participants:

"Facilitating the consultation between management and employees is a role we can play well. But also, does not necessarily have to be us, we can empower others who are clearly a good fit for the role to speak to management".

4.3.5.3 Mediator

Mediation was an interesting role mentioned by a few participants, particularly in the absence of negotiation bodies:

"Companies try and build in structures for employees to have a voice to management. If you look at smaller organisations they might not have a union that is representing the employees. So the occupational social worker might have to take on the role mediating between management and the employees. So, if for instance we see that people are working too much night shift or there is an unfair distribution of resources, we could pick up that there could be potential problems in this organisation and I need to do some bartering or work around that."

One of the key informants confirmed the theme:
“I think the occupational social worker should be able to move amongst the different levels; top management to the lower levels… if that engagement is allowed in the company the occupational social worker can really become the facilitator of communication between the levels it really can contribute to positive organisational culture. I think obviously as a mediator between the different levels in the organisation; I think the occupational social worker has the ability to understand the needs and problems of individuals, but to see it in context will also help to translate those individual problems that you pick up, to really see and translate how they fit into macro”.

A second key informant added:
“For me that engagement with and consultation with employees is critical if we really want to talk about democracy and participation”.

4.3.6 Role with decision-makers

Epstein (2008) proposes that in any corporate social responsibility initiative, senior management’s commitment needs to be established because they set the tone at the top and are in a position to activate key social responsibility decisions. All the participants concurred with Epstein (2008) and identified that fostering relationships and identifying solutions with decision-makers was essential to the advancement of social well-being objectives for company stakeholders.

The participants suggested roles associated with decision-making which included; advisor, advocate and social conscience of the organisation. The roles align with ‘Workplace Interventions’ in the Occupational Social Work Practice Model identified by (Kruger & Van Breda, 2001).

4.3.6.1 Advisory role

A key role that was identified by a large majority of participants was an advisory role in which they felt they could educate decision-makers, through providing information and knowledge of

social issues and needs to decision-makers, thereby raising awareness to facilitate the company's responsiveness to social sustainability.

A participant explained a people-centred advisory role as follows:
"You bring in the human level, even if they are discussing production things you need to be there to feel the pulse, to discuss the human factor…engineers are not trained on that, managers are not trained on that … as an occupational social worker you are there to remind them, to say in this programme that we are going to be rolling out organisationally, we are going to bring in this element that addresses the human employees' needs … I believe an occupational social worker should be involved from top management to wherever, when major decisions are made".

Another participant explained that an occupational social worker has to:
"…understand and know the policy and play that reminding role of their corporate responsibility. The ideal will be that the occupational social worker will be positioned on the management forums where decisions are taken ... so linked to the core business….a huge advisory role that occupational social workers have to play".

4.3.6.2 Advocacy role

The majority of participants identified an advocacy role based on identified needs and this was aptly put by one participant:
"Negotiate, write proposals and present identified needs … convince the corporate leadership of the real need".

4.3.6.3 Social Conscience role

The identification of a 'social conscience role' which supported South African citizen-based rights came to light through the research interviews. One participant suggested that occupational social workers should participate on social responsibility committees with company decision-makers to motivate for policy that is socially responsible saying that:

"A lot needs to go into a policy when it is implemented…for instance, employment equity, companies have a committee and a social worker would be critical to be part of that, to pick up, let's say any anti-discriminatory views that come forth, gender discrimination etcetera".

All key informants confirmed that occupational social workers need to play this role. One key informant pointed out that the social conscience role entails:
"…persuading and influencing leadership around what is important in terms of the social… by bringing the corporate governance issues, the compliance issues and the effect on people to the leader's attention… the diversity stuff probably the Employment Equity side, I can see a big role for occupational social worker in diversity".

4.3.7 Strategy formulation and input roles

Epstein (2008) maintains that business organisations employing best corporate social responsibility practices incorporate social issues strategically into the fabric of their organisation, rather than treating them as separate business issues. A few participants identified an advisory role for occupational social workers in providing input into corporate social responsibility strategy based on identified stakeholder needs and contextual issues within the company and broader society and formulating responses to those needs.

4.3.7.1 Advisory role

An occupational social worker should play an advisory role pertaining to strategy formulation to facilitate employee well-being within the reciprocal relationship of a high performance culture and broader societal contextual issues. One participant explained that:
"It is also both the social, political and economic climate that we find ourselves in ... let us talk about internal people …we have to worry about well-being, we have to worry about motivation levels and how in fact this has a bearing on the bottom line…occupational social workers have the ability to understand people in various contexts and how we support corporates to nurture and not to even lose people, because they are in danger of losing people in this economic climate …occupational social workers can help us make sense of this and

can help individuals make sense of this, can help groups make sense of this, can help us in our strategy formulation to make sense of what the pressure points are".

This was confirmed by one key informant who noted that:
"I would want and expect the person to guide things like strategy… should we be doing classes for the homeless in our offices on Saturdays, rather than this once a year blanket drive …I would love the strategic input of the occupational social worker to say we really should change our angle on this…this worked really well, let's do more of that."

4.3.8 The occupational social work role in workplace policy and practices

The policy and workplace practice theme aligns with 'Workplace Interventions' in the Occupational Social Work Practice Model (Kruger and Van Breda, 2001). The majority of participants identified advisory, advocacy, trainer and policy-development roles within the theme of workplace policies and practices. It was felt that in these roles occupational social workers could contribute to a change in workplace culture to one which was more socially responsive and people-centred. Their opinion was in alignment with the principles which undergird Developmental Social Welfare in South Africa (Republic of South Africa, 1997).

4.3.8.1 Advisory, training and advocate roles

Advisory, advocate and training roles were mentioned by participants. One participant noted that these roles are essential:
"…on all levels to provide information so to the employees and also to the employer, because the employer needs to look at policies and are policies in line with the Labour Relations and the Equity Act. I think we have an advocacy role as the occupational social worker to make sure that those policies are properly enforced and reviewed and everybody is aware of the content and how it impacts on them, so educate, advocate, and provide training".

4.3.8.2 Policy developer

The role of policy-developer to influence workplace practices came to light in some of the research interviews. For instance one participant explained that:

"…from an ethical point of view…develop wellness programme policy…to help influence corporate culture…to create a humane working environment". According to Googins & Davidson (1993, p.483) policy makers within companies are more likely to listen to those that participate at an organisational level with decision-making rather than "define their existence exclusively within clinical boundaries".

Another participant suggested that:
"Occupational social workers should be part of a team" which would include "significant people who have got operational understanding of the business....to develop corporate social responsibility policy. Occupational social workers would offer the following in the team:
"…the human component…the holistic perspective, the macro view, the systems perspective of how one thing affects another using the concepts of King…helping people to understand the principles, the ethics… and whether it resonates with the company and what they are doing".

A key informant concurred with the theme:
"Also how their policies can impact on health and wellness, for example, shifts, long hours, the impact on the individual, the family and the community, because it does at some level put them at risk as well…things always have a ripple effect…every policy there should be an element to investigate before it is promulgated to see what will be the impact … looking at the working environment… the organisation culture... the policies and working conditions impacts not just individual employees, but employees as a whole".

Another key informant said succinctly:
"You're talking to a change to the culture of the organisation say to be more socially aware".

4.3.9 Roles of occupational social work in company-community interventions

Traditionally occupational workers have delivered their services in the context of the workplace (Googins & Godfrey, 1987; Straussner, 1990). However, the reciprocal relationship between companies and broader society suggests an enhanced mandate for occupational social workers associated with addressing social needs and promoting social change in multiple

contexts. The Department of Social Development Regulations pertaining to the speciality of occupational social work confirms the enhanced mandate by identifying an operational objective for the profession as "organisation-community interventions to ensure a socially responsible organisation" (Department of Social Development, 2010. p.2).

All the participants verbalised that occupational social workers could play an outreach role from the company to the community, and some emphasised that this was where company resources, including occupational social workers, should most be invested due to the broader societal challenges facing South African society and ongoing needs for transformation. The participants also identified that they would utilise their community work knowledge, to engage in roles similar to those utilised by community social workers.

4.3.9.1 Environmental analysis role

Googins and Davidson (1993, p.480) argue that occupational social workers should "assess multiple internal and external environments and link them through interventions aimed at changing both individuals and systems". The role of the occupational social worker in assessing the interface between the broader community and the company and bringing that information back to company decision-makers to advocate for socially responsive initiatives was identified by the majority of participants. Mulroy, (2004) and; Netting, (2005) also identify this macro role. A participant had this to say about an environmental analysis role:
"So plugged-in, in terms of the needs of what is going on in macro as well as in your organisation. If you just listen to the news or read the newspaper, you become aware of the issues with which the community struggles with water, sanitation, access to services, you name it; education, drugs, alcohol…bringing that knowledge into the organisation and then obviously establishing possible projects where organisations can get involved".

A key informant validated the participant's opinion by saying:
"In terms of the environmental analysis …understanding the broader context, not just in terms of needs, but also the current political, economic and social environment, because that in itself

has factors, when you want to plan what I call interventions … you will have to fit within that context as well".

4.3.10 Linking companies to national priorities and connecting employee and community well-being

Carapinha (2009) maintains that social responsibility interventions directed at employees should be purposefully connected to their family as well as broader community well-being. The role was suggested by half of the participants.

One participant reflected on this in relation to the problem of substance abuse:
"As an occupational social worker …you gain quite a good understanding of the needs of the employees and I think you are then able to influence policy and take it outside to the communities…I mentioned my research with the blue-collar workers where I found that employees recognised that substance abuse was a very real issue in their communities; so dependents, children were highly exposed to it. They felt if the company could do something in that region; if they have awareness campaigns…giving people access to certain services, going out into the community and addressing issues that impact on the employees directly and in so doing, increasing their functioning".

A key informant concurred:
"The occupational social worker should be informed about what the national priorities are… things like HIV, education, entrepreneurial development, unemployment… and have the skills and knowledge to link the company or the organisation appropriately to the community".

4.3.11 Funding allocation roles

Some participants felt occupational social workers should oversee the Corporate Social Investment (CSI) budget within companies; screen requests for funding and allocate funds. The participants considered that their knowledge of societal problems could help to ensure that company funding was directed towards the correct sources. Njenga and Smit (2007) maintain that many Corporate Social Investment managers identify a need somewhere in the

community and then direct funding to a perceived need without much reflection. Some of the participants agreed with these authors.

One participant had this to say:
"I think that a lot of times the screening is not done by social workers, it is done by people that's got no experience of social welfare systems, no idea of social problems, where are the roots of these problems, so money does not get invested in trying to eradicate the actual causes of poverty…occupational social workers have a very good understanding … therefore the right kind of projects will receive the right kind of funding if it's screened by occupational social workers".

4.3.12 Role in facilitating the engagement of community stakeholders

All the participants maintained that facilitating the engagement of community stakeholders was a key role the occupational social worker could play to promote the success of social responsibility initiatives from the company to the community. They felt that occupational social workers could have a vital role to play partly because of their recognition of the new system that is created when groups come together and the challenges that could be faced within that system. The role is also identified by Carapinha (2009), who considers a major aspect of corporate social responsibility to be stakeholder engagement, and the role occupational social workers would play in that engagement. Facilitating the participation of communities within a democratic framework is also a developmental social welfare theme (Patel, 2005).

4.3.12.1 Roles of Facilitator and Needs Assessor

A strong emphasis was placed by the participants on facilitating the engagement of communities by identifying their particular needs. The participants considered this approach to be essential to promote not only socially responsible initiatives that were correctly directed to community need, but also to facilitate community involvement within an approach that was sensitive to the culture of the community. The engagement of communities in a democratic and participative manner is in line with developmental social welfare principles and objectives

in South Africa and is viewed as promoting the empowerment of people, thereby building their capacity (Patel, 2005).

One participant proposed a needs assessor role as follows:
"Knowing and understanding the community…doing a thorough needs assessment, because so often we think we understand what the need is and so often it's not what I think it is…understanding what the actual need is and not the perceived need".

4.3.12.2 Role of Facilitator

A role in facilitating engagement and community ownership was suggested:
"Building trust with the community at large…it is important to make people feel safe so they participate …being able to respect people's beliefs, just having a good sense of the traditions and norms and cultures within that area".

One key informant concurred and said that:
"The occupational social worker really has skills in terms of facilitating engagement with communities through dialogue. The occupational social work role is to make sure the right things happen…a strong message of the White Paper; services must be needs-based".

A second key informant validated the point by saying:
"So I am saying occupational social workers knowledge about needs analysis, consulting the community, starting where the community is, doing what the community wants, knowing who to go and consult in the community is huge! The things that I have seen over the years other practitioners and CSR practitioners will not have, wouldn't have the sensitivity, would not know about getting all the important people in when you go into a community, identifying the formal leaders, but also the informal leaders, understanding about power in the community, where does the power really lie."

An example of the importance of a needs identification role was identified by another key informant:

"We did an Enterprise Day where we felt was it would be so cool because we need to grow small businesses. We have got these people out there who can do something whether it's buying or selling sweets from a stall, let's zoom in and offer them training. So we invited them to our office one Saturday morning for training, big mistake because we hadn't engaged!" The key informant made the point that occupational social workers could play a role in helping companies to more strategically identify real rather than perceived needs.

4.3.13 Role of occupational social workers in facilitating sustainable change in the community

A large majority of the participants emphasised that occupational social workers could play facilitator roles in the community through developing community capacity and promoting collaboration between companies and community stakeholders by building trust and capabilities within a caring approach. The roles could be associated with 'Promotive Interventions' in the 'Occupational Social Work Practice Model' with its emphasis on education, development and prevention (Kruger & Van Breda, 2001). However, it is suggested by Du Plessis & Van Breda (2009) that the 'Occupational Social Work Practice Model' be adjusted so that it is better aligned with the developmental approach in South Africa, to include socio-economic development beyond the boundaries of the workplace. Socio-economic development is a key objective of developmental social welfare in South Africa (Patel, 2005).

4.3.13.1 Facilitator of change roles including; developer and capacity builder

Some participants identified how occupational social workers could play a role in facilitating sustainable change in the communities from which the company's employees were drawn.

A participant explained a skills development role as follows:

"The occupational social worker could ensure that there is a form of sustainability in the project, because this directly impacts on the employees and their families …by sustainability I mean that the skills are provided by the occupational social worker as the main facilitator, doing needs analysis, equipping the people with the tools of how to do the project, then when

the occupational social worker is removed from that setting it doesn't suddenly grind to a halt".

A clear capacity-building role to facilitate socio-economic development emerged from one participant who said that:
"Something I feel very strongly about is self-reliance that is especially through teaching life-skills, this is one of the aspects of the developmental approach that is not followed by government, by the Department of Social Development. People become so dependent on grants, there are no services to make people become more independent, self-reliant, entrepreneurship things like that. I think it's also important you get involved with a project, to have long-term development vision in mind …where you can really invest in a process where people can become developed and self-reliant".

Facilitating of sustainable change by empowering community members was mentioned:
"We need to empower people so they continue for themselves … then the company has a more supervisory capacity and can withdraw and move to another community, or build further in making sure that the assistance that is needed is provided".

Another participant added:
"The community must take ownership, the community must be involved. So it is using your knowledge of community work to make sure that the projects are the right kind of projects, done in the right way that it is sustainable and it is not forced onto the people, you get the involvement of the people".

A key informant agreed and noted that:
"That's where again I feel quite strongly it's not just about throwing money at people, at a community, and for me there's a lot of CSR that's just that. They want to say I've done it, I have put so much money into it; it doesn't really matter whether there is sustainable development. But for me CSR is really the vehicle to sustainable development. That is why whatever they choose to do it must be needs-based it must be built on sustainability".

4.3.14 Welfare pluralism/collaborative partnership roles

The White Paper for Social Welfare (Republic of South Africa, 1997), promotes the development of cross-sector partnerships between organisations, professions, state and civil bodies in order to address the social needs of company stakeholders and also the large-scale systemic challenges facing South African society. A new system is created when various organisations and professions come together which should be facilitated and managed in order to achieve identified goals. Van Breda and Du Plessis (2009, p.333) observe that "welfare pluralism needs to be more thoroughly articulated in the Occupational Social Work Practice Model" and that it is presently concealed under position one; 'Restorative Interventions' and position two; 'Promotive Interventions' making it imperceptible.

Half the participants maintained that occupational social workers could play advisory, co-ordination and facilitation roles, in order to manage cross-sector partnerships, because of their understanding of systems, community development and various contexts including; non-profit organisations and companies. Cherin (2000) considers social workers to be specialists in such roles as facilitating, linking and co-ordinating separate systems to bring about new systems, in order for social responsibility objective to be achieved, which distinguishes them from other professions in organisational work.

4.3.14.1 Co-ordination or linking and feedback roles

The role of co-ordinating or linking companies to community organisations was identified by half of the participants. One participant had this to say:

"To bring that knowledge and establish those links with those organisations…we are trained to do that kind of community involvement" and another participant added; "to have an ongoing role in terms of co-ordination and also feedback to make sure it is beneficial and sustainable".

4.3.14.2 Collaboration roles

Another participant explained how cross-sector partnerships could be promoted through collaboration by saying:

“So it is working together with social workers who are already in the area or who are already in the field. So if for instance it is for HIV or poverty, it is for occupational social workers to work with those who are already working with affected people, to work with those organisations, those NGOs to work with them in order to understand what needs to be done. What kind of shortages are there, is it money is it resources, is it work for people, the need might be that we need people trained. So working with those organisations will help a lot for business organisations to know what to do.”

A key informant confirmed collaborative partnership roles:
“When we talk about occupational social work very often collaborative activities can qualify under CSR and again the occupational social work role is not just to make sure it happens, but also to make sure the right things happen…building a sports field when maybe the bigger need is for a school does not make sense for our communities, I think that is where the role of the occupational social worker really engaging with the community, where they want to make the investment will make the difference”.

4.3.14.3 Advisory role

An advisory role was again raised by a large majority of participants, this time particularly pertaining to the occupational social work role in facilitating cross-sector partnerships that would lead to the sustainable development of external company stakeholders. One participant explained:
“So you have knowledge of the community, bring it to the organisation and motivate them to get involved, advise them how to get involved to ensure the principles of development…for instance; the sustainability, the self-reliance, the training”.

4.3.15 Monitoring and evaluation roles

Monitoring and evaluation roles were identified by a few of the participants. A participant explained the roles as follows:

"Then it's the monitoring and evaluation of projects because I think a lot of companies invest and then there's not proper monitoring and evaluation of projects to see if it's a sustainable project".

A monitoring role was considered to assist with the reduction of corruption:
"Money that goes to the community where needs are not being properly assessed it may end up in corruption…so if you are monitoring corruption is not going to happen".

Facilitating the inclusion of the community in evaluation of community initiatives was a role that was mentioned. A participant noted that:
"One of the things that occupational social worker do in CSR, after all is done you evaluate…you need to check with your community whether the objectives of the CSR project were met… it involves the participation of them and addressing the objectives of the project".

A key informant also agreed and said:
"I think very importantly to do good outcomes or evaluations of projects… try and get a sense of output, so the effect on the community".

4.3.16 Facilitating employee volunteerism in the community

Some participants argued that occupational social workers could facilitate employee volunteerism in the community outside the workplace. Njenga and Smit (2007) consider that the involvement of staff achieves a shared company-wide commitment to social responsibility.

4.3.16.1 Educator and Facilitator Roles

A participant was of the view that:
"Employees are interested in CSR, but I think they do not have enough time and also do not know where to go. So if you are a CSR consultant in the company, you can educate the employees and help them to be involved in whatever is needed".

Another view related to the facilitation of relationships between employees and communities and advocating for more than monetary input:

"…you get the involvement of the employees… I feel strongly, the company must also be involved and it is not just monetary, but personally…So in that sense we play a role of broker, an advocate, a monitor of communication".

Another participant explained why the occupational social work role in creating awareness amongst staff members about contributing to sustainable change was important:
"The latest is now employees offer their time, so they go in and paint places, which is all well for team building and that's another approach to social responsibility, but for me you need to leave that place, that community with the skills to maintain. They are volunteers which come and quickly go you know, so there's nothing there that's lasting".

The key informants also agreed with this observation and it was aptly captured by one key informant who observed:
"…the importance of creating a volunteerism mentality in members of staff… where you change the culture or add to the culture of the organisation say to be more socially aware by getting them much more involved in their own initiatives at (company name)".

4.3.17 Additional roles

A few participants identified management roles for occupational social workers within Corporate Social Responsibility and these included; Head or Manager of Corporate Social Responsibility and Corporate Social Responsibility Co-ordinator.

The role of Head of Corporate Social Responsibility was proposed by a participant who said: "It would be ideal to be employed to run that kind of service, to drive that work". The same participant added later in the interview "we should be managing all those things including HR and CSR".

A participant provided an example of a co-ordinator role saying that:
"The occupational social worker can go out into the community, be the hands you know.

There's a difference between just giving money and working with the young people to create employment or give them skills. In that way the social worker is more of a co-ordinator of that project, that's really how I see the occupational social worker getting involved in issues of CSR and in the community".

A key informant confirmed a co-ordination role and motivated why it was pertinent through the following comment:

"It is not about roles and territories, it's when we look at the occupational social work role and EAP Programmes and CSR, it's not so much about boundaries, but for me there is not integration and a co-ordination, and that is where I would like to see the role of the occupational social worker developing. To say I have an understanding on micro and macro and I have skills to work on a micro as well as a macro level therefore I am really suited to manage or co-ordinate it for this organisation".

4.4 FACTORS THAT MAY ENHANCE OR LIMIT OCCUPATIONAL SOCIAL WORKER ENGAGEMENT IN CORPORATE SOCIAL RESPONSIBILITY

The third objective of the research study was; 'to explore the perceptions of occupational social workers regarding factors that enhance or limit their ability to engage in corporate social responsibility activities'.

A number of factors were identified through the research interviews which could enhance or limit occupational social worker engagement with company stakeholders in corporate social responsibility. Professional and company categories were identified. Each of these categories will be addressed according to the themes that were mentioned by the participants, beginning with factors that may enhance occupational social worker engagement.

4.4.1 Factors that may enhance occupational social worker engagement in corporate social responsibility

4.4.1.1 Professional

In order to facilitate their engagement in corporate social responsibility a large majority of participants' proposed that occupational social workers should promote their profession to stakeholders. There was recognition by the participants that the support and sanction of corporate leaders was a key to their profession engaging in corporate social responsibility, a view that is confirmed in the literature by (Du Plessis, 1994; Cummings & Worley, 2008). As one participant said:

"People are not aware that part of occupational social work is being able to do developmental change management, so market skills to your top executives…it starts with that perception from the top".

A key informant concurred with the participants and said:

"The occupational social worker should make a confident, knowledgeable, bold approach to the corporate…I think they would have to know more about the profession of occupational social work, when we started this interview, I had never heard the term before. I think you set the expectation by this is what the profession does, this is the gap that has been filled by these outstanding professionals**,** this is their speciality…the first step must be awareness and understanding and knowledge".

Half the participants maintained that occupational social workers should engage in credibility-enhancing strategies to facilitate an expansion of their role. This was well captured by a participant who observed that:

"Because it's turf we are not naturally associated with, we still have a lot of credibility to develop….if we can proactively sell**,** market, show, prove our inputs are important, significant and valuable that would be facilitative…the value we could add".

Some also identified that the more credibility the occupational social workers built, the more positional power they could potentially gain to influence social responsibility decisions. This

echoes the views of (Cummings & Worley, 2008), who argue that the more credibility occupational social workers gain in companies, the more power they will have to meet the unaddressed needs of company stakeholders.

A participant explained:
"Your position is very important…involved with that level of decision-making where you are part of a team and your contributions are seen, not as extra, but as central to the business".

A key informant concurred with the theme and said that occupational social workers should:
"Build credibility with the corporates and if you do it in a professional, well-informed way, you actually get the necessary support…build trust with the corporates' and also understand the business context".

Another key informant picked on the need for occupational social workers as a profession to identify their particular contribution to corporate social responsibility and noted that:
"With the corporates there has got to be a specific value-add…differentiate yourselves…a lot of people who do work with teams and values and culture shift…there are people who would claim to know the communities better than anyone else…I think the occupational social worker must position themselves For example, I could recruit an occupational social worker or I could just recruit somebody who just has the heart for CSR".

Some participants maintained that occupational social workers should communicate to corporate leaders through language that was pertinent to them in order to gain their sanction. One participant explained:
"…at that level they need numbers a lot of the times… quantify obviously if you are not talking numbers, you are not talking their language…find a way to communicate in the way that they are going to understand you…education, but of a different calibre"

Another key informant explained how business leaders could be educated about the value-add occupational social workers could bring and agreed that occupational social workers needed to communicate to them in a language that was pertinent to them. The key informant remarked: "…in my early days I did dozens of presentations on what occupational social work is, and how we have a unique way of looking at …micro, meso and macro... now you have got to explain that to leaders…in terms of CSR I would turn to community work principles…principles of change management…if you fleshed these things out you make quite a good argument about what value-add we could bring…we would turn to things such as the King Report…welfare priorities…you wouldn't say the five development areas from the social work White Paper. I would just say, as you would know the things that are really important are….and then say what would turn your leadership on"!

The occupational social work specialisation was identified by some participants to be facilitative:
"I think the specialisation of occupational social work will certainly help…if the Council is going to start giving us credibility then in time the community will".

A key informant confirmed the importance of the professional body promoting the specialisation. The key informant's perspective also provided a clue as to how social work was potentially more generally viewed by corporate leaders:
"I think there is a responsibility there for the profession to promote all its members **a**nd then for all the members to deliver on the promise of what the professional body is saying…it is most important to see yourselves as an actual profession that will hold its own, not as a group of passionate people who want to make a difference, although that is totally true…not intimidated by the big guns kind of stuff".

4.4.1.2 Company

Some participants said that an understanding of the values, context and culture of the company and broader community was essential to occupational social workers engaging in corporate social responsibility. A participant explained:

"We need the mission and the vision of the company…the culture and values because it influences the type of macro projects …you can't implement something that is against the culture of that organisation".

The key informants validated this point, with one saying:
"You have to understand the culture of the organisation. I would say that is your primary starting point, that is the animal in which you are going to persuade, influence practice your skills, so that would be absolutely vital, contextual…every social worker has to understand the context, strategy, vision, culture and values of the company".

A few participants identified having a champion in the business organisation at an executive level as facilitative. One participant said succinctly:
"If there is an individual whose committed and keen like a Bill Gates on your side that facilitates hugely, a champion".

A key informant confirmed the participants' opinion and said:
"….they are not going to do it on their own, they need a champion, and the champion I believe they would need, would be at a very senior level, preferably the Chief Executive…to say we believe in this, this is what we need to do".

A second key informant concurred with the theme, and provided an example saying:
"…a lot of what I did in those early years was facilitated by the undying support of my HR Director…if you have a visionary person, who is open to thoughts, visions and persuasions of a social worker…having a champion really can facilitate".

4.4.2 Factors that may limit occupational social worker engagement in corporate social responsibility

Factors that may limit occupational social work engagement in corporate social responsibility were identified through the participants responses in two broad categories; professional and company.

4.4.2.1 Professional

The majority of participants identified ambivalence or lack of knowledge amongst corporate social responsibility leadership about the occupational social workers profession as a hindrance. A participant shared an example of approaching a business organisation to do her practical as a master's student and said:

"When I was doing my Masters degree, one of the companies that I approached, when I called this guy he said what can you come and do for us, because social workers are just giving food to the poor… so not acknowledged as a profession that can function in a corporate".

Some participants mentioned that the perception of what a social worker does was a potential hindrance, one explaining:

"I think there's a stigma towards social work … means someone who takes away kids and gives food parcels…people aren't quite sure of what we do and what is our capabilities".

A participant motivated for a name change for social work within the business context saying:

"We have got to change the lingo, social work has a connotation of a social welfare system that does not align with business, because I am going to turn around and say to you, we are not running a charity here, we are running a business".

A key informant confirmed the theme by explaining how companies potentially perceive the social work profession making the point that:

"…the term social worker, my perception would be…not of a standing profession. It's more like social workers, wonderful they do their bit of good and it does change the world, thank goodness for them. But then if I think about a doctor or lawyer, I think those are among our professionals! I think it's probably totally unfair…social worker is, in my mind, more a generic band of people across a number of different disciplines".

Most participants identified that occupational social workers had been cast in an individual counselling or Employee Assistance Programme mould where the emphasis was on individual

counselling rather than a more comprehensive micro-macro approach to social issues. Their opinion is confirmed by Du Plessis (2001). A participant explained:
"Companies don't understand the role of the occupational social worker…especially in the EAP field… because what I understand from my studies in occupational social work is certainly not just doing individual counselling".

A key informant confirmed the participants' opinion by explaining:
"I think there is a dilemma when we look at Wellness and the EAP model, if I can refer to that, where the focus is very much on productivity in terms of the organisation, but I feel in occupational social work, it goes beyond that… I think there's a moral or societal obligation about the wellness of the organisation as well and the wellness of the people in the communities surrounding it…because that in itself is a contribution in the bigger society that might not have anything to do with productivity".

4.4.2.2 Company

The protection of professional turf or resistance to new ideas that could potentially bring about change was identified by a few participants as a potential hindrance. Patel (2005) also identifies this potential hindrance. A participant explained:
"If there's toes you're treading on, whether someone in HR sees it as their role…so even if what is being put forward is relevant, is worthwhile and going to work it can be blocked by people who think it's not what we do".

A lack of sanction from management was identified as a hindrance, which Patel (2005) also suggests. As one participant said:
"Lack of buy-in from top management, lack of understanding of concepts of projects you want to implement…not a priority in the business".

4.5 CONCLUSION

The data analysis revealed that the participants' definition of corporate social responsibility was mainly confined to a focus on external stakeholders as recipients of companies' social

responsibility initiatives through their ‘giving back’ to the community outside the workplace. However, as the research interviews unfolded, the research questions provoked some changes in the participants’ outlook, resulting in internal stakeholders also being considered as legitimate avenues for corporate social responsibility. The data analysis also revealed a clear perception that occupational social workers could engage in corporate social responsibility roles with both internal and external company stakeholders. The researchers hope that macro roles would be identified in company and community contexts was met. Furthermore, it was established that the objectives of developmental social welfare in South Africa could be incorporated into occupational social work roles in corporate social responsibility. The researcher utilised Patel’s (2005) five key ways to indicate that these objectives could be achieved; the promotion of human rights, collaborative partnerships, democracy and participation, socio-economic development and the need for an integrated micro-macro approach to identify their incorporation into the participants’ responses. Factors that may promote or limit the engagement of occupational social workers in corporate social responsibility roles were also identified. The following and final chapter provides a summary of the findings linked to the research question, conclusions and research recommendations.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5. INTRODUCTION

Occupational social workers provide limited services in corporate social responsibility in South Africa (Du Plessis, 1994; Van Breda, 2009), yet it is an area in which they could expand their practice mandate, especially at a macro level of intervention which is the level of intervention most lacking in their service delivery (Du Plessis, 1994; Van Breda, 2009). The research question aimed to learn how occupational social workers define and envisage actively engaging in corporate social responsibility interventions with internal and external stakeholders. Following is a summary of the main findings and conclusions and recommendations pertaining to the objectives of the research study.

5.1 SUMMARY OF THE MAIN FINDINGS

Objective 1: To explore how occupational social workers define corporate social responsibility.

The main finding under this objective was that the participants had a similar definition of corporate social responsibility. Their definitions primarily conceptualised corporate social responsibility in terms of contributions companies would make to improve the social well-being of stakeholders outside the boundaries of the workplace, although in some case this included the communities in which employees lived. The participants' definition indicated a narrow perception of corporate social responsibility, seemingly more in keeping with a philanthropic approach in which companies would make contributions to communities outside the boundaries of the workplace. Their perspective was in keeping with Visser's Corporate Social Responsibility Pyramid (Visser, undated) in which he argued that the socio-economic needs in Africa are so great that philanthropy is an expected norm. The participants' definition indicated a lack of consideration of a broader systems perspective in which companies should display social responsibility to internal and external stakeholders' and that there should be a

strong, reciprocal relationship between the two, which was surprising given that systems theory undergirds much of occupational social work practice.

The key informants' definition in contrast was more expansive and in keeping with systems theory and thereby the broader corporate citizenship perspective identified in the King Code of Governance (Institute of Directors, 2009). Their definition comprised three levels of social responsibility which included; internal company stakeholders, external company stakeholders and broader societal contexts, which Du Plessis (2001) identified as well.

Objective 2 and 4

Objective 2 and 4 are combined because they were found to be intertwined.

Objective 2:

To determine the roles occupational social workers play, or could play in corporate social responsibility.

Objective 4:

To establish whether occupational social workers consider developmental social welfare objectives could be incorporated into corporate social responsibility interventions within companies.

The main finding was that all the participants' perceived that occupational social workers were well-suited to play roles in corporate social responsibility, utilising a full range of their micro, meso and macro skills with internal and external stakeholders. A particular emphasis was placed on macro roles especially with the companies themselves and the communities outside their borders.

The key micro-macro roles that were identified by the participants have been placed in Table 3 below. The researcher utilised the 'Occupational Social Work Practice Model' developed by Kruger & Van Breda (2001) as a basis for the table, and then expanded upon the model based

on the findings of the study. The roles placed in the table under Restorative and Promotive Interventions were considered by the participants to be applicable to both internal and external company stakeholders. Work-Person and Workplace Interventions roles were applicable to stakeholders in the workplace. Community intervention roles linked the workplace to the community, but were mainly applicable to external stakeholders and the macro societal context. It was apparent from the research findings that occupational social workers were perceived to have the capabilities to play macro roles in every stage of the corporate social responsibility process; from analysing contexts, to identifying needs, formulating goals and plans of action, monitoring and evaluating.

Table 2. Occupational Social Work Roles in Corporate Social Responsibility

Restorative Interventions- (Internal & External	**Promotive Interventions- (Internal & External)**	**Work-Person Interventions (Internal)**	**Workplace Interventions (Internal)**	**Community Interventions (Internal - External)**
Micro Roles Therapist to employees and their families	**Meso Roles** Educator Developer Capacity builder Trainer	**Macro Roles** Needs Assessor Facilitator Advisor Mediator Lobbyist	**Macro Roles** CSR Co-Ordinator Facilitator Change Agent Advisor Needs assessor Advocate Social Activist Lobbyist	**Macro Roles** CSR Co-ordinator /link Environmental analyst Change agent Advocate Social Activist Facilitator Collaborator Advisor Needs Assessor Planner Monitor Evaluator

A significant finding from the study was that the majority of participants considered that developmental social welfare objectives could be incorporated into the roles occupational social workers could play in corporate social responsibility, because they were found to be intertwined. The key areas identified included: advocating for just and fair people-centred practices with company stakeholders; promoting stakeholder diversity, development and

empowerment; linking companies to external communities by fostering and co-ordinating collaborative efforts which are sensitive to the needs, culture and context of the community and incorporating sustainability principles; to engage in context-appropriate micro-macro roles to achieve a comprehensive and integrated occupational social work approach to corporate social responsibility. The key roles identified by the participants concur with the themes that promote developmental social welfare objectives, encapsulated in the White Paper for Social Welfare in South Africa (Republic of South Africa, 1997).

Objective 3:

To explore the perception of occupational social workers regarding factors that enhance or limit their ability to engage in corporate social responsibility.

The main finding was that the participants felt that there were factors that could enhance or limit occupational social workers to expand their mandate to include corporate social responsibility. A key factor necessary to expand the occupational social work mandate to include corporate social responsibility was identified to be their endorsement by key stakeholders, more especially company leadership. Their opinion is supported in the literature (Du Plessis 1994; Cummings & Worley, 2008). A large majority considered that because occupational social work is still relatively unknown in the workplace they should advocate for their role by promoting themselves to corporate leaders. They also perceived that if the professional social work body, the South African Council for Social Service Professions assisted occupational social workers to promote their specialization, it would add credibility to their endeavours. An understanding of companies; including their contexts and cultures was considered vital to marketing the profession in corporate contexts.

The participants maintained that a key hindrance to the expansion of their role in corporate social responsibility was that company decision-makers primarily associated the social work profession with individual counselling and social welfare, whose objectives were not a priority in profit making contexts. They were also of the view that the employment of occupational social workers primarily in counselling roles within Employee Assistance Programmes was limiting to an expansion of their role to include macro interventions. Additional obstacles that

occupational social workers encountered included; lack of access to companies for practical experience when studying for occupational social work and lack of job opportunities thereafter.

5.2 CONCLUSIONS

The qualitative research findings indicated that occupational social workers were perceived to have the appropriate knowledge and capabilities to engage in a variety of micro-macro roles in corporate social responsibility with internal and external company stakeholders. The wide-based corroboration of findings between the participants and key informants provided confirmation of the research results.

The primary area in which the participants and key informants had some difference of opinion was in their definition of corporate social responsibility. The participants' definition was mainly confined to charitable 'giving back' to the community outside the workplace. The key informants on the other hand had a more integrated perspective, which included the workplace and broader societal contexts. A conclusion that can be drawn is that either the participants were of the view that social needs of communities in South Africa is so great that this is where company resources should be invested. Alternatively, they may not have given sufficient thought to the workplace as an area in which companies should show social responsibility. Although the participants' definition of corporate social responsibility was somewhat truncated, their responses to the balance of the research questions indicated a broader understanding of the concept and the roles occupational social workers could play within a variety of contexts.

The data analysis revealed a clear perception that occupational social workers could play roles at multiple levels of intervention, which would vary depending on the company and context. The roles identified often complemented the client systems with whom the occupational social worker should be involved including; employees, their families, companies, the communities in which they operate and their reciprocal relationship. The identification of numerous macro roles was exciting, given the researcher's hope that corporate social responsibility could

provide avenues for an expanded occupational social work mandate. The macro roles concurred with several occupational social work core competencies and developmental social welfare objectives, such as; concurrent micro-meso and macro practice (company and community); advocating for human rights and social justice, stakeholder engagement and participation and organisation-community interventions to ensure a socially responsible organisation (Department of Social Development, 2010; Patel, 2005). Occupational social workers would need to be realistic about the incorporation of developmental social welfare objectives into roles they could play in corporate social responsibility given that they operate in profit-making settings, where welfare objectives are not of primary importance. The support of influential colleagues with an interest in social responsibility, who are open to the ideas of occupational social workers and champion an increased mandate for them, could be facilitative to the development of an occupational social work domain in the field of corporate social responsibility.

A clear perception emerged from the data that occupational social workers could play a valuable role to contribute towards the social responsibility efforts of companies. The utilisation of occupational social workers in corporate social responsibility roles has the potential to contribute towards change efforts to address the social problems and transformation challenges which beset South African society. Occupational social workers should reflect on the contribution they could make and then activate their reflections.

5.3 RECOMMENDATIONS

5.3.1 Recommendations for future research

The recommendations for future research include:

How the Occupational Social Workers Practice Model, developed by Kruger & Van Breda (2001), could be operationalized at the macro level of social work practice to include corporate social responsibility roles;

The potential for collaborative partnerships between occupational social workers and community-based social workers, within the field of corporate social responsibility;

Occupational social work and how it should be marketed to give it greater coverage and make it more visible.

5.3.2 Recommendations for theory and practice

The recommendations for theory and practice include:

University educators could develop a curriculum or manual that aligns developmental social welfare, corporate social responsibility and occupational social work;

Occupational social workers could be utilised to translate companies' corporate social responsibility mission and values into a Model of Corporate Social Responsibility, including tangible and measurable outcomes at company and community level;

Occupational social workers could engage in workshops with the non- profit sector to identify collaboration possibilities which could potentially lead to welfare partnerships.

5.3.3 Recommendations for the occupational social work profession

The recommendations for the occupational social work profession comprise:

Occupational social workers ought to evaluate their potential to innovatively expand their mandate to include macro practice roles in the area of corporate social responsibility;

Occupational social workers could consider writing articles to educate people about their profession in newspapers and workplace journals to facilitate an awareness of developments within the field of social work in South Africa.

5.4 CONCLUDING COMMENT

All four objectives set out in the beginning of the research study were achieved through the participants' responses to the research questions. The research findings provided significant avenues for the potential incorporation of corporate social responsibility into occupational social work practice in South Africa, especially at a macro level of intervention

REFERENCES

Babbie, E. & Mouton. J. (2001). *The practice of social research South African edition.* Cape Town: Oxford University Press.

Bloomberg, L.D. & Volpe, M. (2008). *Completing your Qualitative Dissertation: A roadmap from beginning to end.* London: Sage Publications.

Blowfield, M. & Murray, A. (2008). The origins of corporate responsibility. Retrieved March 20, 2012, from http://www.google.com

Boccalandro, B. (2009). Mapping success in employee volunteering: The drivers of effectiveness for employee volunteering and giving programs and fortune 500 performance. Boston College Carroll School of Management, Centre for Corporate citizenship. Retrieved 20 June, 2011 from www.BCCorporateCitizenship.org

Booysen, S. (2003). Designing a questionnaire. In Rossouw, D. (Ed.), *Intellectual Tools: Skills for the human sciences. (2nd Ed.).* (127-142). Pretoria: Van Schaik Publisher.

Burke, L. & Logsdon, J.M. (1996). How corporate social responsibility pays off. *Long Range Planning, 29* (4), 495-503.

Business for Social Responsibility. (2003). Overview of corporate social responsibility. Retrieved May 15, 2011, from http://www.bsr.org

Carapinha, R. (2009). Aligning occupational social work to corporate citizenship. *The Social Work Practitioner-Researcher 21* (3), 337-355.

Carroll, A.B. (1991). The pyramid of corporate social responsibility: Toward the management of organisational stakeholders. *Business Horizons, 34* (4), 39-49.

Chatterjee, A. (2008). Social compliance, social accountability and corporate social responsibility. *Mainstream Weekly,* XLVI, no 18. Retrieved June 5, 2010, from www.google.com

Cherin, D.A. (2000). Organizational engagement and managing moments of maximum leverage: New roles for social workers in organizations. In Mor-Barak, M.E. & Bargal, D. (Eds.), *Social services in the workplace: Repositioning occupational social work in the new millennium.* (p. 29-46). Binghampton NY: The Haworth Press, Inc.

Compton, B.R., Galaway, B., & Cournoyer, B.R. (2005). *Social Work Processes.* (7th Ed.). Belmont, CA: Brooks/Cole

Cresswell, J. W. (2002). *Research design: Qualitative, quantitative and mixed method approaches.* (2nd Ed.). London: Sage Publishers.

Cummings, T. G. & Worley, C.G. (2008). *Organization development and change.* (9th Ed.). Mason OH: South-Western Cengage Learning.

Dahlsrud. A. (2008). How social responsibility is defined: an analysis of 37 definitions. *Corporate Social Responsibility and Environmental Management, 15* (2008). Retrieved August 10, 2011, from www.interscience.wiley.com

Department of Social Development. (2010). *Regulations relating to the registration of a speciality in occupational social work.* Retrieved June 14, 2011, from http://www.dsd.gov.za

Department of Social Development. (2011). *Minister Dlamini calls on corporates to reach out to the poor.* Retrieved December 23, 2011, from http:// www.dsd.gov.za

De Silva, E.G. (1988). Services to customers: Customer assistance. In Gould, G.M. & Smith, M.L. (Eds.), *Social work in the workplace.* (283-298). New York: Springer.

De Vos, A.S., Strydom, H., Fouche, C.B., & Delport, C.S.L. (2005). *Research at grass roots for the social sciences and human services professions.* (3rd Ed.). Pretoria: Van Schaik Publishers.

De Wet, H. (Ed.). (2009). *The CSI Handbook*. (12th Ed.). Cape Town: Trialogue.

Donaldson, T. & Dunfee, T.W. (1999). *Ties that bind.* Boston: MA Harvard Business School Press.

Donaldson, T. & Preston, L.E. (1995). The stakeholder theory of the corporation: Concepts, evidence and implications. *Academy of Management Review. 20* (1), 65-91.

Du Plessis, A.W. (1990). Occupational social work practice. In McKendrick, B. (Ed.), *Social work in action.* (199-228). Pretoria: Haum Tertiary.

Du Plessis, A.W. (1992).”EAPs in South Africa: A Macro Model”. *Employee Assistance Quarterly.* 7 (3), 29-43

Du Plessis, A.W. (1994). *Issue resolution in the evolvement of occupational social work practice in South Africa*. Unpublished doctoral dissertation, University of the Witwatersrand, Johannesburg, South Africa.

Du Plessis, A.W. (2001). Occupational social work in South Africa. In Maiden. R.P. (Ed.), *Global perspectives of occupational social work.* (97-118). Binghampton, NY, USA: The Haworth Press, Inc.

Du Plessis, A. & Van Breda, A. (2009). A model of occupational social work practice: A developmental critique. *The Social Worker Practitioner-Researcher, 21* (3), 319-336.

Epstein, M. J. (2008). *Making Sustainability Work: Best practices in managing and measuring corporate social, environmental and economic impacts.* Sheffield, United Kingdom: Greenleaf Publishing Ltd.

Frank, R. & Streeter, C.L. (1985). Identifying roles for social workers in industrial social work: A multi-level conceptual framework. *Social Work Papers,* 19, 14-22.

Freeman, R.E. (1984). *Strategic Management: A stakeholder approach.* Boston, Massachusetts: Pitman Publishing.

French, W.F. & Bell, C.H. (1999). *Organization development: Behavioral science interventions for organization improvement.* New Jersey: Prentice Hall.

Friedman, M. (1970). The Social Responsibility of Business is to Increase its Profits. *New York Times Magazine,* September 13. 32-33, 122, 126. Retrieved November 22, 2011, from http://www.google.com

Garriga, E. & Mele, D. (2004). Corporate Social Responsibility Theories: Mapping the Territory. *Journal of Business Ethics,* Vol. 53, 1/2. Retrieved February 2, 2011, from http:www.jstor.org/stable/25123282

Googins, B. & Davidson, B. (1993). The organization as client: Broadening the concept of employee assistance programs. *Social Work, 38* (4), 477-484.

Googins, B. & Godfrey, J. (1987). *Occupational social work.* Englewood Cliffs, NJ: Prentice-Hall:

Googins, B. & Godfrey, J. (2001). The evolution of occupational social work. Retrieved July 10, 2011, from http://www.google.com

Harrison, E. (2009). A new vision for employee health and wellness in South Africa: What can occupational social work offer? *The Social Work Practitioner-Researcher, 21* (3), 370-388.

Hess-Biber, S.H. & Leavy, P. (2011). *The practice of qualitative research.* (2nd Ed.), California, USA:Sage Publications, Inc.

Hollender, J. & Fenichell, F. (2004). *What Matters Most: Business, social responsibility and the end of the era of greed.* Parktown, South Africa: Random House Business Books.

Institute of Directors Southern Africa. (1994). *King Code of Governance for South Africa.* Parklands, Republic of South Africa: Institute of Directors.

Institute of Directors Southern Africa. (2002). *King Code of Governance for South Africa.* Parklands, Republic of South Africa: Institute of Directors.

Institute of Directors Southern Africa. (2009). *King Code of Governance for South Africa.* Parklands, Republic of South Africa: Institute of Directors.

Jensen, M. (2000). Value maximization, stakeholder theory, and the corporate objective function. *Business Ethics Quarterly, 12* (2), 235-256.

Kast, F.E. & Rosenzweig J.E. (1972). General systems theory. *The Academy of Management Journal. 15* (4), 447-465. Retrieved February 27, 2012 from http://www.jstor.org

Kirst-Ashman, K.K. & Hull, G.H. (2006). *Understanding generalist practice.* Belmont, CA: Thomson Brooks/Cole.

Kruger, A. & Van Breda, A. D. (2001). Military social work in the South African defence force. *Military Medicine, 166* (11), 947-951.

Kurzman, P.A. (2000). Bakalinsky's conundrum: should social workers practice in the world of work? In Mor Barak, M.E. & Bargal, D. (Eds.), *Social services in the workplace* (157-161). Binghampton: The Haworth Press, Inc.

Leedy, P. D. & Ormrod J.E. (2005). *Practice research planning and design.* (8th Ed.). New Jersey: Pearson Education Inc.

Lesser,J.G. & Pope, D.S. (2011).*Human behavior and the social environment: Theory and Practice.* (2nd Ed.). New Jersey: Pearson Education Inc.

Locke, R.M. & Siteman, A.J. (undated). Note on corporate citizenship in a global economy. Retrieved April 4, 2011, from http://www.google.com/mitsloan.mit.edu/50th/pdf/corpcitizenship.pdf

Logsdon, J.M. & Wood, D.J. (2002). Business citizenship: From domestic to global level of analysis. *Business Ethics Quarterly, 12* (2), 155-187. Retrieved February 10, 2012, from http://www.jstor.org/stable/3857809

Mahon, J. F. & McGowan, R.A. (1991). Searching for the common good: A process-orientated approach. *Business Horizons, 34* (4), 79-87.

Maiden, R.P. (1992). First world EAPs serving third world client: A U.S. perspective of the South African experience. In Maiden, R.P. (Ed.), *Employee assistance programmes in South Africa.* (1-15).NY, USA: The Haworth Press, Inc.

Matthews, M. (2011). *The CSI Handbook*. (14th Ed.). Cape Town: Trialogue.

Matten, D. & Crane, A. (2005). Corporate Citizenship: Toward an Extended Theoretical Conceptualization. *The Academy of Management Review, 30*, (1), 166-179.

Matten, D., Crane, A., & Chapple, W. (2003). Behind the mask: Revealing the true face of corporate citizenship. *Journal of Business Ethics, 45* (1), 109-120.

Moir, L. (2001). What do we mean by corporate social responsibility? *Corporate Governance, 1* (2), 16-22.

Mor-Barak, M. E. (2000). Repositioning occupational social work in the new millennium. In Mor Barak, M.E. & Bargal, D. (Eds.), *Social services in the workplace: Repositioning occupational social work in the new millennium.* Binghampton, NY: The Haworth Press, Inc.

Mor-Barak M.E., Poverny, L.M., Finch, W.A., McCroskey, J., Nedelman, H. L., Tramel Seck, E.T., & Sullivan, R. (1993). *Journal of Social Work Education, 29* (1), 1-23. Retrieved August, 24, 2011 from http://0-web.ebscohost.com.innopac.wits.ac.za

Mulroy, E.A. (2004). Theoretical perspectives on the social environment to guide management and community practice: An organization-in-environment approach. *Administration in Social Work, 28* (1), 77-96.

Netting, F.E. (2005). The future of macro social work. *Advances in Social Work, 6* (1), 51-59. Retrieved June, 10, 2012 from http://journals.iupui.edu/index.php/advanceinsocialwork/article/viewFile/78/66

Netting, F. E. Kettner, P.M., & McMurty, S.L. (2008). *Social work macro practice.* Boston United States of America: Pearson Education.

Netting, F.E. & O'Connor, M.K. (2003). *Organizational practice: A social worker's guide to understanding human service.* Boston: Allyn & Bacon.

Neuman, W. L. (2000). *Social research methods: Qualitative and quantitative approaches.* Needham Heights, MA: Allwyn & Bacon.

Njenga, S. & Smit, A. (2007). *Leading the way through corporate social investment.* Republic of South Africa: Knowles Publishing Ltd.

Patel, L. (2005). *Social welfare and social development in South Africa.* Cape Town: Oxford University Press.

Pinney, C.C. (undated). Framework for the future: Understanding and managing corporate citizenship from a business perspective. *Boston College Carroll School of Management Center for Corporate Citizenship.* Retrieved February 26, 2011, from http://www.bcccc.net

Poggenpoel, M. (2003). The research interview. In Rossouw, D. (Ed.), *Intellectual Tools: Skills for the human sciences. (2nd Ed.).* (143-150). Pretoria: Van Schaik Publishers.

POPAI (2011). Gini Coefficient amongst highest. Retrieved March 14, 2012, from http://www.popai.co.za/gini-coefficient-amongst-highest/

Porter, M.E. & Kramer, M.R. (2002). The competitive advantage of corporate philanthropy. *Harvard Business Review, 80* (12), 56-69.

Rahman, S. (2011). Evaluation of Definitions: Ten dimensions of corporate social responsibility. *World Review of Business Research, 1* (1), 166-176.

Republic of South Africa. (1996). *Constitution of the Republic of South Africa. Act 108 of 1996.* Pretoria, South Africa: Government Printer.

Republic of South Africa. (1995). *Labour Relations Act 66 of 1995*. Pretoria, South Africa: Government Printer.

Republic of South Africa. (1997). '*White Paper for Social Welfare'*. (Government Gazette, Vol. 386, No. 18166, 8 August). Pretoria, South Africa: Government Printer.

Republic of South Africa. (1998). *Employment Equity Act 55 of 1998.* Pretoria, South Africa: Government Printer.

Rossouw, D. (2003). Sampling. In Rossouw, D. (Ed.), *Intellectual Tools: Skills for the human sciences. (2nd Ed.).* (107-115). Pretoria: Van Schaik Publishers.

Rudestam, K.E. & Newton, R.R. (2001). *Surviving your dissertation: A comprenhensive guide to content and process.* (2nd Ed.). California: Sage Publishers.

Senge, P., Smith, B., Kruschwitz, N., Laur, J., & Scley, S. (2010). *The necessary revolution: How individuals and organizations are working together to create a sustainable world.* London: Brealey Publishing.

Sethi, S.P. (1975). Dimensions of corporate social performance: An analytical framework. *California Management Review, 17* (3), 58-65.

Smith, W. & Higgins, M. (2000). Cause-related marketing: Ethics and the ecstatic. *Business and Society 39* (3), 304-322.

Statistics South Africa. (2010). Retrieved May 5, 2011, from http://www.statssa.gov.za

Straussner, S. L. A. (1990). Occupational social work today: An overview. *Employee assistance quarterly, 5* (1), 1-6.

Terreblanche, M., Durrheim, K., & Kelly, K. (2008). *Research in Practice: Applied methods for the social sciences.* Cape Town: UCT Press.

Triegaardt, J. (2009). The nexus of developmental social welfare, occupational social work and social security. *The Social Worker Practitioner-Researcher,* 21 (3), 301-318.

Tropman, J.E,. Erlich, J.L., & Rothman, J. (2002). *Tactics and techniques of community intervention (4th Ed.).* Itasca Illinois: F.E. Peacock.

Van Breda, A. (2007). Implications of developmental social work for occupational social work. Paper presented at the ASASWEI Annual Conference 2007, University of Johannesburg, Johannesburg, South Africa. 3-4 September 2007.

Van Breda, A. (2009). The scope of occupational social work practice in South Africa. *The Social Worker Practitioner-Researcher, 21* (3), 284-300.

Van Marrewijk, M. (2003). Concept and definitions of CSR and corporate sustainability: Between agency and communion. *Journal of Business Ethics. 44,* 95-105.

Visser, W. (undated). Revisiting Carroll's CSR Pyramid: An African Perspective. Retrieved November 30, 2011, from www.google.com

Von Bertalanffy, L. (1950). An outline of general systems theory. *British Journal for the Philosophy of Science. 1*,134-165. Retrieved February 6, 2012, from http://psychnet.apa.org/psycinfo/1951-02734-001

Warton, J., Shapiro, M., Buckley, A., & Van Gellecum. (2004). A nice thing to do but is it critical for business: Corporate responsibility and Australian business. *Australian Journal of Social Issues 39* (2), Retrieved August 2, 2011, from www.google.com

Weinstein, S.L. (1995). *Corporate social responsibility: How it is defined by occupational social workers and corporate leaders.* Retrieved from ProQuest Dissertations & Theses: The Humanities and Social Sciences Collection.

Wood, D.J. (1991). Corporate social performance revisited. *Academy of Management Review, 16* (4), 691-718.

World Business Council for Sustainable Developmment. (2008). *Corporate Social Responsibility: Meeting changing expectations.* Geneva: World Council for Sustainable Development.

WorldsView Consulting. (2008). *Nine conversations in leadership.* (2nd Ed.). Midrand: WorldsView Consulting.

Appendix 1

SEMI-STRUCTURED INTERVIEW SCHEDULE FOR RESEARCH PARTICIPANTS

Study Title:

Perceptions of Occupational Social Workers in Gauteng Regarding their Potential Engagement in Corporate Social Responsibility

Thank you for agreeing to participate in this interview which will take approximately one hour.

The aim of the research study is to explore the perceptions of occupational social workers' regarding their definition and potential engagement in corporate social responsibility interventions in order to motivate for the incorporation of corporate social responsibility activities into their practice.

1. Please define corporate social responsibility?
2. What roles could occupational social workers play in corporate social responsibility, especially at a macro level of intervention:
i) In the community outside the workplace?
ii) Within the workplace?
3. In what ways could the developmental social welfare objectives outlined in the White Paper for Social Welfare (1997) be incorporated into corporate social responsibility activities within companies?
3a)What roles could occupational social workers play, especially at a macro level of intervention?
4. What factors could enhance the expansion of the occupational social work role to include corporate social responsibility activities at a macro level of intervention?
5. What factors could limit the expansion of the occupational social work role to include corporate social responsibility activities at a macro level of intervention?

Appendix 2

PARTICIPATION INFORMATION SHEET

Good day

My name is Carolyn Dugmore and I am registered for the degree Masters of Occupational Social Work at the University of the Witwatersrand. As part of the requirements for the degree, I am conducting a research study. My study will focus on the engagement of occupational social workers in corporate social responsibility interventions. It is hoped that this information will contribute to the expansion of occupational social work macro practice opportunities with consequent benefits for clients. You have been selected to participate in the research study because you have a degree specialising in occupational social work.

The aim of my research study is to explore the perceptions of occupational social workers regarding their definition and potential engagement in corporate social responsibility interventions, in order to motivate for the incorporation of corporate social responsibility activities into their practice.

I would like to invite you to participate in my study, which will involve a one hour interview at a venue that is convenient for you. Please note that your participation is entirely voluntary and non-participation will not have any consequences. You reserve the right to withdraw from the study at any time. You may also refuse to answer any questions which make you feel uncomfortable. If you agree to take part, I shall arrange to interview you at a time and place that is suitable for you. The interview will last approximately one hour.

With your permission, the interview will be tape-recorded. The only person who will have access to the recorded interview will be my supervisors. The tapes and interview schedules will be kept in a lock-up cabinet for two years following publication or for six years if no publication emanates from the study. Please be assured that your identifying information will be kept confidential and will consequently not be included in the final research report.

You may contact me with any queries at my e-mail address; carolyn44@telkomsa.net or on my cell phone 0783309191. Feedback on the research study will be provided on request.

Thank you for taking the time to consider participating in the study.

Yours sincerely,

Carolyn Dugmore

Appendix 3

CONSENT FORM FOR PARTICIPATION IN THE STUDY

I hereby consent to participate in the research study. The purpose and procedures of the study have been explained to me. I understand that my participation is voluntary and that I may refuse to answer any particular question or withdraw from the study at any time without any negative consequences. I understand that my responses will be kept confidential.

Name of participant: _____

Date: **_____**

Signature: **_____**

Appendix 4

CONSENT FORM FOR AUDIO-TAPING OF THE INTERVIEW

I hereby consent to the tape-recording of the interview. I understand that my confidentiality will be maintained at all times and that the tapes will be destroyed two years following any publications or six years if there are no publications emanating from the study.

Name: _____

Date: _____

Signature: _____

Appendix 5

RESEARCH PARTICIPANTS INFORMATION

Thank you for agreeing to participate in this interview which will take approximately one hour. The aim of my research study is to explore the perceptions of occupational social workers regarding their definition and potential engagement in corporate social responsibility interventions, in order to motivate for the incorporation of corporate social responsibility activities into their practice.

Date of Interview: _____

Personal Data
Please note that the information obtained is completely confidential and will only be used for the purposes of this research study.

1. Tertiary Qualifications (Please mention all)

Degree Attained	University Attended	Year Graduated

3. Current Occupation: _____

4. How many years of experience have you had in Social Work practice? _____

5. How many years of Social Work practice, have been in a corporate or industrial setting? _____