

https://dspace.org/

Exploring the culture of corporate social investment within a multinational corporation: a Gauteng-based case study

Sewram, Komcilla

2018

https://hdl.handle.net/10539/25967

Sewram, Komcilla Ragoobathy (2018) Exploring the culture of corporate social investment within a multinational corporation : a Gauteng based case study, University of the Witwatersrand, Johannesburg, https://hdl.handle.net/10539/25967

Downloaded from a DSpace repository. https://dspace.org/

Exploring the culture of Corporate Social Investment within a multinational corporation:

A Gauteng-based case study

A research report submitted to the
School of Human and Community Development
Faculty of Humanities
University of the Witwatersrand

In partial fulfilment of the requirements for the degree Master of Arts in the field of Social Development

by
Komcilla Sewram
March 2018

DECLARATION

I, Komcilla Sewram, declare that this research report is my own unaided work. Sources used in this research report have been referenced.

The report is submitted in partial fulfilment of the requirements for the degree of Master of Arts in Social Development at the University of the Witwatersrand, Johannesburg. This report has not been submitted before for any degree or examination at any other University.

_____ _____

Komcilla Sewram Date

ACKNOWLEDGEMENTS

My heartfelt appreciation to my supervisor, Dr Roshini Pillay, for her valued assistance and guidance.

I am grateful to the company used in this study for permitting me to conduct the study with their employees and allowing me access to their premises.

Sincere gratitude to the participants who so willingly gave of their time and knowledge. A special mention of Margaret Morris, who assisted in coordinating and setting up interviews in the spirit of empowering women.

Appreciation to my friends and extended family for their interest, emotional support and encouragement.

With profound love to my daughters Renésha, Thiyola and Arya for being a part of my life and for understanding why I spent so much of my time closed off in front of my computer. You are each capable of amazing things. Believe you can and you are halfway there. With dedication and perseverance, anything is possible.

My thanks to Mavis, my friend and confidant of twenty-two years, for keeping my home fires burning and for the many cups of tea.

With affection for my precious Shi Tzu, Jia, for sitting at my feet into the wee hours.

DEDICATION

This research report is dedicated to my husband, Niren Sewram, for the unwavering support, love, guidance and encouragement he provided throughout my studies. He has been my inspiration and motivation for continuing to improve my knowledge.

ABSTRACT

The South African government impels business to contribute to the country's transformation through corporate social investment (CSI) to accelerate social development. The study focused on the sub-element of CSI as part of the broader corporate social responsibility CSR frame. CSI in South Africa assumes a vastly different dimension from that of global practices, founded predominantly on the country's historical disparities. Post-apartheid legislation makes CSI an obligatory practice. A business's commitment reflects in company policies, operations and organisational culture. The case study of a multinational corporation (MNC) used face-to-face interviews and a semi-structured interview schedule with eleven purposively sampled employees. Via a qualitative, interpretive paradigm, the study examined participant perspectives on the prevailing corporate culture on CSI. Corporate culture by way of the shared values and beliefs of employees as significant stakeholders was analysed and the New Institutional Economics (NIE) framework was applied. Thematic analysis concluded that over time the company made notable progress in its CSI practices. The MNC continues to instil a CSI culture across its operations, so social responsibility embeds as an essential element of its corporate culture. A key outcome of this research is an adapted CSI model. The pivotal role of leadership and the positioning of the CSI department within the MNC are a priority for entrenching a CSI culture. Related themes were the importance of marketing and communication, employee volunteering, policy and sustainability. The commitment of MNCs is fundamental to the dependency discourse articulated by state and civil society that business invest in social development to facilitate access to the economy for vulnerable communities. A strategic social contract between private sector, government and civil society is pivotal for a well-functioning state – a synergy, central to tackle widespread inequality and poverty in South Africa. CSI is a vital conduit to propel social development.

KEYWORDS

Corporate culture, corporate social investment, corporate social responsibility, leadership, multinational corporation

Table of Contents

DECLARATION i

ACKNOWLEDGEMENTS ii

DEDICATION iii

ABSTRACT iv

LIST OF FIGURES ix

LIST OF TABLES ix

ABBREVIATIONS AND ACRONYMS x

CHAPTER 1

1. INTRODUCTION 1

1.1 Introduction 1

1.2 Statement of the problem and rationale for the study 2

1.3 Definition of terms 6

1.4 Research question 8

1.5 Aims and objectives 8

1.6 Overview of the research design and methodology 8

1.7 Assumptions underlying the study 9

1.8 Outline of the research report 9

CHAPTER 2

2. LITERATURE REVIEW 10

2.1 Introduction 10

2.2 The role of multinational corporations 10

2.3 Terminology in turmoil 11

2.4 Background 14

2.5 Relevance to the field of social work 16

2.6 Evolution of CSI 18

2.7 CSI and regulation 20

2.8 The theoretical underpinnings of CSI 23

2.9 Culture 28

2.10 Leadership 30

2.11 Summary 31

CHAPTER 3

3. METHODOLOGY 33

3.1 Introduction 33

3.2 Research Strategy 33

3.3 Population, sample and sampling procedure 35

3.4 Research Instrument 36

3.5 Pre-testing of the research tool 37

3.6 Method of data collection 37

3.7 Data analysis 39

3.8 Trustworthiness 41
3.9 Ethical considerations 42
3.10 Limitations of the research 45
3.11 Conclusion 46

CHAPTER 4

4. ANALYSIS OF DATA AND DISCUSSION OF FINDINGS 48
4.1 Introduction 48
4.2 Analysis of Data 48
4.2.1 Profile of the participants 48
4.2.2 Theme 1: The understanding of corporate social investment 49
4.2.3 Theme 2: Awareness of employees of CSI initiatives 52
4.2.4 Theme 3: Employee engagement 61
4.2.5 Theme 4: CSI culture for five or more years 74
4.2.6 Theme 5: Exploring proposed innovations in the role of CEO 79
4.3 Discussion of findings 84
4.4 Conclusion 87

CHAPTER 5

5. CONCLUSION AND RECOMMENDATIONS 90
5.1 Conclusion 90
5.2 Recommendations 93
5.3 Further Research 97

6. REFERENCES 100
7. APPENDICES 111

LIST OF FIGURES

Figure 1: Ten Years of social development (D. Watson, 2017).....22

Figure 2: Pyramid of corporate social responsibility.....23

Figure 3: Institutional Theory (Ghazinoori, 2014).....26

Figure 4: Steps of qualitative data analysis (Creswell, 2014).....41

Figure 5: MNC projects plotted on CSI positioning matrix (Trialogue, 2017).....92

Figure 6: Revised CSI Model for South Africa.....96

LIST OF TABLES

Table 1: Demystifying CSR and CSI (Trialogue, 2009).....13

Table 2: Profile of participants (N=11).....49

ABBREVIATIONS AND ACRONYMS

BBBEE	-	Broad Based Black Economic Empowerment
BSA	-	Business South Africa
CAF	-	Charities Aid Foundation
CEO	-	Chief Executive Officer
CSDA	-	Centre for Social Development in Africa
CSI	-	Corporate Social Investment
CSR	-	Corporate Social Responsibility
DTI	-	Department of Trade and Industry
EV	-	Employee Volunteering
FDI	-	Foreign Development Investment
FTSE	-	Financial Times Stock Exchange (Footsie)
GEAR	-	Growth, Employment and Redistribution
HR	-	Human Resources
JSE	-	Johannesburg Stock Exchange
KPI	-	Key Performance Indicators
LDC	-	Less Developed Countries
MNC	-	Multinational Corporation
NBI	-	National Business Initiative

NIE	-	New Institutional Economics
NPAT	-	Net Profit after Tax
NPO	-	Non-profit Organisation
RDP	-	Reconstruction and Development Programme
SED	-	Socio-economic Development
UK	-	United Kingdom
WEF	-	World Economic Forum

Chapter One

1. INTRODUCTION

1.1 Introduction

Corporate Social Responsibility (CSR) strategies employed by global companies are a fundamental component of business. Ismail (2009) suggests companies are an integral part of society, with business decisions having profound social consequences. In a globalising world, it is evident that corporate involvement in the development agenda is both essential and expected. McKinsey and Company (management consulting firm) reported that among the most talked about topics at the World Economic Forum (WEF) in 2018 was business's critical role in social innovation (Barton, 2018). BlackRock CEO, Larry Fink, in his address to other CEOs encapsulated the current expectation: "Society is demanding that companies, both public and private, serve a social purpose" (Barton, 2018). The discourse continues that companies have much to offer in tackling poverty indicators in their vast areas of operation and influence (Skinner & Mersham, 2008). 'Influence' is a fundamental concept in the context of this study because culture is a stimulus for corporate social investment in the 'enabling' or developmental state, in contrast to the welfare state. There is a superior role for private-sector service providers as seen in the present South African CSI arena.

Historical injustices and discrepancies have pressured South African business to develop well-formulated CSI strategies that deliver social currency to uplift and empower previously disadvantaged sectors on a sustainable basis. With increasing globalisation, global firms or multinational corporations (MNCs) are perceived as primary actors and agents in the country's transformation (Mthombeni, 2006). While the importance of CSI and its benefits are categorical, it remains debatable as to whether business has truly embraced CSI and entrenched the practice into corporate culture or is it still merely a 'tick-box approach' to comply with legislation and reputational demands. This study explored the culture of one MNC in order to lend perspective to its level of commitment to CSI. One needs to remain

mindful that culture is often approached separately from strategy (Keys, Malnight, & Graaf, 2009).

The well-known phrase devised by Peter Drucker (a management consultant, educator and author) and made famous by then president of Ford Motor Company Mark Fields that "culture eats strategy for breakfast" is most pertinent here, as cultural differentiation may be seen as the ultimate stimulus in delivering strategic outcomes in CSI (Kahle & Gurel-Atay, 2013, p. viii). Regrettably, this is a message too often forgotten in the drafting of corporate strategies.

1.2 Statement of the problem and rationale for the study

It is more than 20 years into South Africa's democracy and the country is a vastly different place since the start of democracy, yet poverty, inequality and unemployment remain the country's critical triple challenges (Philip, Tsedu, & Zwane, 2014). This study is important in supporting the multidimensional approach to social development. The researcher suggests the integration process to be a fundamental business practice that underpins the call by government and development agencies for a multi-sectoral approach to social development; government, civil society and business. However, the extent to which corporates invest in people external to their business and the synergy between CSI and business values is questionable.

Corporate social responsibility which refers to the overall economic, legal, ethical and philanthropic responsibilities (Carroll, 1991), takes on a unique character in South Africa. This unique character emanates from the historical injustices of discriminatory political practices. However, since the demise of apartheid, CSR and CSI have made minimal impact on transforming vulnerable sectors of society, (Phiri, Molotja, Makelane, Kupamupindi, & Ndinda, 2015). Post 1994 the government introduced various macroeconomic initiatives, promoting a multidimensional, multi-sectoral approach to redress these inconsistencies, such as the Reconstruction and Development Programme (RDP), Growth, Employment and Redistribution (GEAR) and the Poverty Alleviation Fund (Aliber, 2001; Schierup, 2016).

The current Broad Based Black Economic Empowerment (BBBEE) Act, the National Development Plan (NDP) and the Industry Sector Codes impel the private sector outside of traditional business towards much greater involvement in the national development goals to advance the previously disadvantaged groups. Highlighting the role of MNCs, Vanessa Rockey, founding editor of the CSI handbook, indicated that around 1998 few South African companies were funding CSI. American multinationals who elected to operate in the country during apartheid were encouraged by the Sullivan Principles to fund certain social concerns. Rockey resolved that these foreign companies were the first examples of business's involvement in society (Trialogue, 2017).

The then CEO of Business Leadership South Africa (BLSA), Thero Setiloane, advocated that business has the obligation and the resources to invest in communities (Trialogue, 2014). While business is undoubtedly enormously beneficial to society with respect to the national economy, this sector is accused by many of being one of the architects of the challenges facing humanity – poverty, inequality and unemployment (Trialogue, 2006). While big business is required to develop CSR and CSI programmes, there is much disquiet over their commitment to the sustainability of these initiatives. Further apprehension exists as to whether corporates and their employees have a stake in or care deeply enough about the impact and value of their CSI programmes (Ponte, Roberts, & Van Sittert, 2007).This argument establishes the foundation of the study and motivates for the consideration of a corporate culture that embraces CSI.

The prominent role of business in social development lends importance to understanding the CSI culture permeating MNCs, where "culture" refers to a collection of historical business practices, processes and interactions that make up the work environment and internal associates (Balmer, van Riel, Jo Hatch, & Schultz, 1997). Culture is built on a corporate value system and guides decision-making and a sense of what is important and right. Denison (1984) contends that a resilient culture encouraging the participation and involvement of employees seems to be one of its most important resources, as echoed in Peter Drucker's brief but profound statement that "culture eats strategy for breakfast". Founded on this interpretation of culture the study determined whether the company drives responsibility for

wider society within its values and business practices or, instead, adopts a compliance approach.

The researcher interviewed employees from diverse ranks of the company to examine how one MNC had transformed and incorporated CSI into its corporate culture. Including management and junior employees ensured a cross section of company representatives. The assumption was that junior employees would have fewer inhibitions to say 'the right thing' and would therefore provide responses that are more authentic. Understanding the company culture and CSI practices offered valuable insight into how seriously the company views this element of the business and the extent to which CSI is espoused as part of the company value system. The intent was to interrogate the company's transformation efforts in response to national priorities and alignment to government's stance that business has a role to play in social development beyond pure business imperatives. Does the company 'walk the talk'? Do employees demonstrate a sense of pride in what the company is doing for South African people, and are they convinced about the company's social responsibility? Does the company have adequate systems and protocols in place for CSI? What is the opinion of employees about the company's transformation over a period of five or more years? These areas of exploration become clearer as the report develops. The researcher's personal interest in the study originates from the recognition of business's critical role in the social and economic advancement of the country. This position is based on experience and knowledge gained from working as a CSI practitioner within the non-profit (NPO) and business sectors. The researcher is an ex-employee of the company involved in the study, having been in its employ from 2006 to 2010. The researcher's familiarity with the context provided further authenticity to the data collection process.

Accordingly, the researcher confirms the MNC in this study has a large global footprint with the head office in Germany and a group of companies in South Africa. The company has approximately 3400 employees and is a lead competitor in the vehicle manufacturing industry. The company claims to have a stake in the transformation of the country for over 60 years by enabling a balance between economic and social issues. Its CSI strategy involves a restricted focus on Education and Youth Development, Community Upliftment and Employee Volunteerism. The CSI geographic spread is limited to areas where the company

has a presence (Trialogue, 2017). Aligned to the South African government's priorities, the three primary social segments currently supported by the majority of South African corporations are (1) education, (2) social and community development and (3) food security and agriculture (Trialogue, 2015). Other areas include the environment, entrepreneurship, sports development, arts and culture, disaster relief and safety and security. Employee volunteerism or employee engagement programmes have gained increasing consideration in recent CSI strategies (Cycyota, Ferrante, & Schroeder, 2016). Corporate initiatives vary from macro, mezzo to micro involvements (Patel, 2015) directed by budgets, company philosophy and levels of engagement. The company is one of many multinationals accused of apartheid crimes for providing services that supported the infrastructure of apartheid in the past (Davis, 2013). This historical data presents an interesting element to the current study, which substantiates the need for a transformed corporate culture aligned to the country's transformation since democracy, as opposed to a compliance, tick-box approach**.** Rossouw (2005) states that companies that adopt the tick-box mentality quantitatively abide by governance requirements, of which CSR is a considerable component, without ample qualitative substance. Consequently, doubt is raised about the ethical responsibilities of business. Self-regulation ensues when companies conform because they recognise the importance of good governance for the success of the company. Adherence based on conviction rather than coercion results in less distrust and more substantial agreement. A sound balance is required between mandatory governance and self-regulation. A beyond compliance moral obligation to CSR is a precondition for basic societal trust in business.

Diverse research has been undertaken on global and local CSR practices (Muller, 2006; Utting, 2005). However, there appears to be minimal research focusing specifically on the corporate culture relating to CSI within MNCs from the perspective of employees (Denison, 1984; Rupp, Ganapathi, Aguilera, & Williams, 2006; Watson & Weaver, 2003). The study will augment the existing literature in this area and provide valuable insight into the perceptions of employees about the corporate culture around CSI, as well as reflect largely on the responsible leadership agenda of the respective MNC. Leadership as a key driver of culture reveals the extent of a company's engagement in CSI (Schein, 2006). The relevance for this study was validated by McWilliams, Siegel, and Wright (2006, p. 12) when they

proposed future research areas to address the numerous vague theoretical and empirical matters associated with strategic CSR. One suggested topic was "determining the effects of leadership and corporate culture on CSR activity".

The literature review develops in three phases. The terms "CSR" and "CSI" are clarified, major contributions to the literature presented and corporate culture and leadership are expounded on. Next, valuable insights into the drivers of CSR and CSI are discussed. The final phase explores theoretical frameworks and proposes the New Institutional Economics (NIE) approach for the purposes of this study.

1.3 Definition of terms

Corporate social responsibility – The World Business Council for Sustainable Development offers a representative definition that "CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large" (Holme & Watts, 2000, p. 8)

Corporate social investment (CSI) – CSI is described as a company's contributions of money, time or resources to people, organisations and communities external to regular business activities (Trialogue, 2004). CSI is a component of a corporate's broader CSR.

Multinational Corporation (MNC) –

> A multinational corporation consists of a group of geographically dispersed and goal-disparate organisations that include its headquarters and the different national subsidiaries. Such an entity can be conceptualised as an inter-organisational network that is embedded in an external network consisting of all other organisations such as customers, suppliers, regulators, and so on, with which the different units of the multinational must interact (Ghoshal & Bartlett, 1990, p. 603) .

Corporate culture – Defined as the blending of "shared beliefs, values, assumptions, significant meanings, myths, rituals, and symbols that are held to be distinctive for each and every organisation" (Green, 1988, p. 6). Culture comprises the subjective, intangible part, compared to the noticeable, concrete features of organisations, like structure, systems and technology.

Leadership – Leadership specifies roles assigned to certain individuals. Office or title bestows the authority to influence the behaviour of others and mandate others to undertake certain action. It may also be separate from office or formal authority where one may assume a leader role because of leadership abilities. "Sociology, political theory and organisational behaviour still see a need for leaders to encourage and motivate following" (Gibbons & Roberts, 2012, p. 433).

New Institutional Economics (NIE) – North (1995) describes NIE as a body of economic theory that ascribes a significant role to ideas and ideologies, and a holistic view of institutions arising from economists rediscovering institutions. NIE extends neo-classical theory to include a range of issues beyond its comprehension.

These definitions were considered in designing the research questions and objectives which sought to ascertain perceptions of employees about their employer's engagement in CSI. The investigation required participants to reflect on and discuss their interpretations of CSI, the initiatives the company is involved in and the company's CSI framework that guides their actions. The involvement of employees through volunteering opportunities was explored. The final inquiry invited participants to identify possible gaps in and the corresponding probable modifications to the company's current practices.

1.4 Research question

How do employees understand corporate social investment in relation to business culture?

1.5 Aims and objectives

Primary aim

To explore employee views from employees at different ranks of the company on the integration of a CSI culture within a multinational corporation based in Gauteng.

Secondary objectives

a. To establish the understanding of corporate social investment among employees
b. To explore the awareness of employees around CSI initiatives undertaken by the company in terms of the types and significance of programmes, the company CSI policies and strategy
c. To understand employee engagement in CSI programmes
d. To examine perceptions of employees about the past and current company culture related to CSI; and
e. To identify opportunities for improvement in company CSI practices in terms of employee observations

1.6 Overview of the research design and methodology

The research design used in this study was an exploratory qualitative case study, seeking to capture the views and perceptions of participants through gathering 'thick 'data (Suter, 2011). The study sample comprised of 11 participants. All participants resided in Gauteng and had been in the employ of the respective MNC for more than five years. The researcher ensured uniformity and consistency with all participants throughout the data-collection process. The research instrument adopted was a semi-structured interview schedule, tested prior to commencing the study. All interviews were conducted in formal meeting style

settings. A key assumption was that participants would answer questions honestly and truthfully, as alluded to by Schurink (2009). The researcher used thematic analysis to examine the data and establish the findings. Thereafter the researcher proceeded writing up the research report. Ethical care was taken throughout the research process. Chapter Three of the research report includes a more detailed description and discusses pertinent elements related to the study methodology.

1.7 Assumptions underlying the study

The first assumption was that research participants would not distinguish the difference between CSI and CSR.

The researcher assumed that participants would be knowledgeable about the company's activities and procedures related to CSI or CSR, as they understood the concepts to mean the same. The notion was based on participants having worked for the company for five or more years.

The researcher expected that participants would be truthful and forthcoming.

1.8 Outline of the research report

The research report comprises five chapters. Chapter 1 sets out the purpose of the study, the statement of the aim and research objectives, a brief description of the research design and methodology and the justification for the research. Chapter 2 discusses theoretical frameworks and different perspectives on CSI. Culture and leadership within a corporate environment is clarified and contextualised. Chapter 3 details the research methodology adopted in the study. In Chapter 4, the data collected from the semi-structured interviews are analysed and the results discussed in relation to the research questions and objectives. Chapter 5 presents the main findings, deliberates the conclusions and offers some recommendations for the company, industry sector, CSI practitioners, the NPO sector and for the academic field. The researcher suggests further research topics for exploration.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

This section clarifies the abbreviated terms "CSR" and "CSI and reviews the literature on CSI as a significant pillar of the multidimensional, collaborative approach to social development in the country. Included is the relevance of CSI to the field of social work and its evolution to and association with regulations. The theoretical foundations of CSI are elaborated upon and corporate culture and leadership discussed. The literature review was considered a means of refining and providing data to be incorporated in the final stage of the constant comparison technique of analysis. The terms "company" and "MNC" are used interchangeably to refer to the site of the study.

2.2 The role of multinational corporations

A MNC is defined as a "firm that owns or controls income generating assets in more than one country" (Fieldhouse, 2000, p. 167). Mthombeni (2006) describes a multinational corporation as a business, which has established a transnational existence by engaging in foreign direct investment (FDI). The author supports that FDI is the largest source of external finance for developing countries where the prospect to generate employment, increase productivity, transfer skills and technology, escalate exports and enhance long-term economic development. Based on neoliberal ideology, with active participation, less developed countries (LDCs) would attain the same growth as highly developed countries in the long-term. However, LDCs endure four gaps that retain them is a state of economic and social deficiency, namely, foreign exchange gap, the resource gap, skills and technology gap and the commercial gap (Streeten, 1974). Neoliberalism maintains that by filling these gaps LDCs can generate economic growth and development to escape the "poverty trap". MNCs as a measure for FDI offer one of the most effective means to fill these gaps. MNCs advance productivity, foster growth and thus improve welfare. Mthombeni (2006) argues that

developing countries, especially in Africa, are still sceptical about the genuineness of Western assistance. Goncalves (2006, p. 26) asserts that economic globalisation "is nothing more than a euphemism for neo-colonialism" – where the poverty of underdeveloped nations increases while the rich nations flourish through privileged access. Emanating from the colonial experience, FDI may be viewed as "a modern form of economic colonialism" where foreign companies exploit the host country.

Strange (1996) emphasises the elevated role of MNCs related to the issue of power, concluding that people with wealth are often people who command power in society. While much stress is placed on the government's role in social and economic development, Strange maintains that the power of the state has been weakened by globalisation of world markets – "Where states were once the masters, now it is the markets which, on many crucial issues, are the masters over the governments of states" (Strange, 1996, p. 4). She suggests that, in actuality, this shift has made MNCs into political players.

Cognisant of the powerful economic and political role MNCs play in the country, it follows that they have an equally important role and commensurate responsibility in the country's social trajectory. Mthombeni (2006) proclaims that profit maximization is the primary goal of business and benefits accumulated are shared among management, employees and associates only and is not necessarily extended to society as a whole. The researcher initiates the topic of the study within this discourse on the social responsibilities of MNCs to people external to their operations, raising the debate on the role of MNCs in the field of CSI. The researcher maintains that a corporate culture, which promotes CSI, gauges the commitment and sincerity of a MNC to improving the living conditions of the broader South African society within which it conducts its business operations.

2.3 Terminology in turmoil

The confusion of terminology related to CSR and CSI is a timeworn discussion (Fig, 2005; Hamann, 2009; Trialogue, 2004, 2005). Clarifying terms will contextualise CSI for this research. Garriga and Melé (2004) claim some theories combine different approaches, using the same terminology with different meanings. In the absence of clear defining principles

and guidelines, CSR can mean many things to different companies and people in various corners of the world. Votaw as early as in 1972 described the issue, which still perpetuates in certain companies, when he wrote (Votaw, 1972),

> The term social responsibility is a brilliant one; it means something, but not always the same thing, to everybody. To some it conveys the idea of legal responsibility or liability; to others, it means socially responsible behaviour in an ethical sense. To still others, the meaning transmitted is that of 'responsible for', in a causal mode. Many simply equate it with a charitable contribution. Some take it to mean socially conscious; many of those who embrace it most fervently see it as a mere synonym for 'legitimacy', in the context of 'belonging' or being proper or valid; a few see it as a sort of fiduciary duty imposing higher standards of behaviour on businessmen than on citizens at large (p. 25).

Carroll (1983) offers a more succinct and contemporary interpretation of CSR:

> CSR involves the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive. To be socially responsible then means that profitability and obedience to the law are foremost conditions when discussing the firm's ethics and the extent to which it supports the society in which it exists with contributions of money, time and talent (p.608).

Carroll's definition covers the financial benefits of business, a legal obligation, a moral and social duty to engage in CSR, and the involvement of the contributions of talent and time. Employee volunteering (an increasing practice, discussed later in the report) is also suggested.

With the development of theory and new research conducted around CSR, Carroll (1999) predicts that definitions will be revised and adapted founded on actual changes in the CSI landscape. Carroll estimated in the late 1990s that greater attention will be directed to measurement of initiatives as well as theoretical advances. Evidence of Carroll's predictions are apparent among thought leaders and academics and across the practices of various

businesses in the present day; as is observable with the company in this study. Friedman, Hudson, and Mackay (2008) confirmed that corporate giving which had fundamentally been ad hoc, philanthropic and voluntary, gradually became a more professional performance driven quest, dedicated to achieving developmental impact.

"Corporate social responsibility", "corporate citizenship" ("CC") and "CSI" have been used interchangeably but there is a nuanced difference between the terms. The first two refer to a value system adopted to respond to a range of stakeholders and broader society, which informs all company operations (Trialogue, 2005). Hamann (2009) concedes that CSR encompasses a wide spectrum that includes business ethics, governance, health and safety issues at work, labour relations and environmental standards. The Trialogue handbook denotes CSI as a company's contributions (in money, time or resources) to people, organisations and communities external to regular business activities (Trialogue, 2004). CSI is a significant subset of CSR and the terms that indicate these concepts cannot be construed as synonymous. Fig (2005) offers an alternative, controversial view that the term "corporate social responsibility" has been abandoned by most South African firms in favour of the term "corporate social investment or CSI" to avert attention for calls on business to compensate for the results of its historical contribution to the apartheid system – preference for "investment" rather than "responsibility" . For this study, the focus will be on CSI within the broader CSR practice. Moreover, CSI is closely affiliated to social development, while CSR embodies broader elements of business practices external to the social development agenda, as set out in Table 1.

Table 1: Demystifying CSR and CSI (Trialogue, 2009)

Terminology	
Corporate social responsibility (CSR)	• Sustainable Business • Sustainability • Corporate Citizenship • Triple Bottom-line • Corporate Responsibility
Corporate social investment (CSI)	• Socio-economic development (SED) • (Strategic) Philanthropy • Corporate Community Involvement (CCI)

2.4 Background

Over the decades, the concept of CSR has continued to grow in significance, which led to extensive debate, interpretation, theory construction and research (Cadbury, 2006; Dahlsrud, 2008; Dugmore, 2014; Hamann & Acutt, 2003; McWilliams et al., 2006). To this end, it has developed and evolved in both academic as well as practitioner settings worldwide. The notion that the business sector has some responsibilities to society beyond that of making profits for shareholders has existed for centuries. While the concept originated post World War II, it did not gain prominence until the 1960s. Today, CSR draws widespread responsiveness, as affirmed by Carroll and Shabana (2010, p. 85) that "one cannot pick up a newspaper, magazine or journal without encountering some discussion of the issue, some recent or innovative example of what business is thinking or doing about CSR, or some new conference that is being held" (Carroll & Shabana, 2010).

Corporate Social Responsibility has grown and transformed from the desire to merely 'do good', CSR has become a part of business operations – guided and influenced by legislation and compliance, corporate citizenship and reputation management (Cochran, 2007). Then minister of social development, Dr Zola Skweyiya, stated that with the undue pressure on government associated with the magnitude of the country's development needs, it has become progressively clear that social development and transformation are a shared responsibility extended to business and civil society (Trialogue, 2005). Resulting from the need for greater collaboration, it is significant to understand the extent corporates include CSR in their business practice to tackle social problems (Hinson & Ndhlovu, 2011). Fig's definition refers to the practice of CSR permeating the entire company and stresses the extension and concern for people and the environment external to the business.

> A company is seen as a 'good corporate citizen' when there are comprehensive policies and practices in place throughout the business, that enable it to make decisions and conduct its operations ethically, meet legal requirements and show consideration for society, communities and the environment. (Fig, 2005, p. 601)

In line with the notion of a shared responsibility, greater collaboration and the definition offered by Fig (2005), the MNC in this case study attests to the group of companies actively supporting the communities where it operates and in which the company employees live. A senior executive affirmed that the company does not just build cars; instead, it builds communities (Trialogue, 2017). The company has its head office in Gauteng and an assembly plant in the Eastern Cape, which is home to some of the poorest magisterial districts (Woolard, 2002). The results of the research indicated that the larger portion of the the company's CSI budget is directed towards the poorer communities surrounding the assembly plant where employees reside. The MNC has a network of franchised new and used car dealerships (32 dealer groups and 64 dealerships) spread across the country. The company allocates CSI funds towards a countrywide initiative to increase its national impact aligned to its footprint of operations. The head office has joined forces and partners with the dealer network on certain CSI projects to maximise support for CSI beneficiary organisations and to capitalise on marketing opportunities. Customers, as key stakeholders, are also included in this collaboration. These details were reflected in the data collected from the research participants.

The company has a legacy of more than 60 years in South africa (Trialogue, 2017). Although not documented, the corporate affairs employees alluded to the company's early giving to have been philanthropic donations via the chairman's fund, as was the universal historical practices of the business sector prior to the country's democracy. Such giving was primarily based on the company chair or CEO's personal preference. Post 1994, following the promulgation of the Broad Based Black Economic Empowerment Act, CSR became more defined, described by Habib and Maharaj (2008, p. 161) as "beyond the chairperson's whims". Likewise, this MNC's contributions to society have gradually evolved with the changing socio-economic landscape to become more professionalised and strategic. The company is affiliated to the German Chamber of Commerce and Industry. The Chamber affirms that German companies have had a longstanding tradition of social commitment in South Africa, even prior to 1994 (German Chamber of Commerce and Industry, 2010).

While the company's CSI policy document was not available for scrutiny, CSI employees affirmed that it was based on the company's global policy correlated to an indigenous country-specific strategy document. The changing nature of the programmes is described by the participants later in Chapter 4, Results: Analysis of data. The CSI department, which falls within the corporate affairs division, is based at the head office in Gauteng. The division reports to the human resources director.

2.5 Relevance to the field of social work

Corporate social investment is located in the practice of social development, with social development distinguished as a method in the field of social work (Nicholas, Rautenbach, & Maistry, 2010; Patel, 2015). The enterprise perspective of social development focuses on market participation as an effective means to achieve significant socio-economic growth (Midgley, 2013). Patel (2015) presents the social investment approach as a theoretical perspective in social welfare that is oriented toward promoting access to the economy to facilitate productive activity. The auspices of social development are a pluralist system involving the public sector, private sector and civil society. Thus, social development encompasses a multidimensional, multi-sectoral view and as such includes the contributions of business to the development agenda. Hence, the researcher suggests that the contribution and commitment of business is critical to ensure the accomplishment of the objectives for social development in South Africa. Understanding the culture of corporates, specifically around the extent to which they adopt CSI into their ethos, affords perspective to their commitment to socio-economic development (SED). The exponential funding available via CSI programmes, an increase from R1.5 billion in 1998 to R9.1 billion in 2017 (Trialogue, 2017), in the wake of a cash-strapped development sector (State and NPO), shows that various features of CSI require deeper investigating. Professor Leila Patel, Director at the Centre for Social Development in Africa (CSDA) and South African Research Chair in Welfare and Social Development, confirmed that Non-profit organizations (NPOs) rely heavily on CSI funding. Professor Patel announced at a CSDA seminar in May 2017, "CSI contributions to social development more broadly remain the largest contributor to social development" (University of Johannesburg, 2017).

"The social investment approach favours policies and programmes that are long-term investments in human development that yield positive social and economic returns" (Patel, 2015). Therefore, *corporate* social investment has a distinct significance, as it has advanced extensively in the last decade from pure charity, the chairperson's fund and ad hoc donations to an exceedingly strategic approach. CSI is viewed as a key driver of transformation and nation building; a shared responsibility with a move from a hand-out to a hands-on approach (Trialogue, 2005). Corporate social responsibility and CSI can be located at the interface of the broader sustainability and local social development discourse. Sustainable development refers to "all economic development activities meeting current human needs without compromising the ability of future generations to meet their own needs" (Blewitt, 2008). According to Midgley (1995), social development is "a process of planned social change designed to promote the well-being of the population as a whole in conjunction with a dynamic process of economic development". Both definitions set forth the interrelation between social and economic conditions as equally important in achieving a futuristic sustainable milieu. The two terms, "sustainability" and "CSR" have progressively converged and currently the concepts encompass similar dimensions and are often applied as synonymous or comparable terms (Emerson, 2003; Mazon, 2004).

Midgley (2013) highlighted that development in the past referred primarily to a material factor. While in recent times, the term development adopts a more holistic approach – increasing availability and distribution of basic goods, raising living standards and expanding social and economic opportunities. Distorted and unequal development resulting from the separation of social and economic growth endorsed social development as a response. Distorted development occurs when income and wealth accrue unevenly to the elite and middle class while the living standards of the poor remain unchanged (Midgley, 1995). Midgely argues that a state-directed approach is required to harmonise economic and social interventions. Redistributive policies are needed that direct resources to the population through social investments. The researcher suggests South Africa's BBBEE Act as one such policy that supports the redistribution and sharing of resources (Mersham, Mersham, Skinner, & Skinner, 2016). The socio-economic development (SED) element of the BBBEE

Act epitomises CSI (Bindu & Balbir, 2011; Ponte et al., 2007). The SED code specifies an investment of 1% NPAT (net profit after tax) by businesses for the development of disadvantaged people, external to the business. The researcher concedes that CSI for companies operating in South Africa equates to the SED code. Hinson and Ndhlovu (2011) suggest that having emerged from the inevitabilities arising from the inequality and injustice of South African historical developments, legislation largely compels the execution of CSI and CSR. Corporate investment into society promises to offer novel and radical means of addressing social development problems in South Africa.

2.6 Evolution of CSI

The literature demonstrates the substantial history related to the evolution of the concept of CSR (Carroll, 1999). As early as 1953, the visionary and 'father of corporate social responsibility' Howard R Bowen wrote the book "Social Responsibilities of the Businessman", which shapes the modern era of literature on this topic (Bowen & Johnson, 1953). Concern for society from the business community can be traced for hundreds of years (Carroll, 1999). CSR continues to evolve and transform globally and in South Africa. The traditional view of CSR was limited to philanthropy and later shifted to the emphasis on business-society relations, particularly referring to contributions to solving social problems (Ismail, 2009). Early approaches argue that the responsibility of companies is to make as much money for their shareholders as possible (Friedman, 1982). In 1973 the American Chamber of Commerce presented an opposing position stating "Business must restructure its objectives so that social goals are put on par with economic goals" (Cadbury, 2006). Companies are an essential part of the fabric of society and business decisions have a profound social consequence (Mersham et al., 2016).

Corporate social responsibility in South Africa can be traced to the period post the Soweto 1976 uprising when several corporations together established the Urban Foundation, led by Harry Oppenheimer (Anglo American) and Anton Rupert (Rembrandt). The aim was to achieve growth, prosperity, peace and stability for all South Africans; but it was also viewed as a way of "preserving an economy endangered by African revolt against conditions in the

townships" (Pallister as cited in Hamann, 2009, p. 69). Around the same time the Sullivan Principles of 1977 (corporate codes of conduct) were introduced to improve and regulate the behaviour of MNCs in South Africa during apartheid. American companies operating in South Africa began to contribute a portion of payroll to charitable causes to justify their continued presence in the country (Seidman, 2003; Trialogue, 2014). Big business played a significant role in creating and perpetuating inequalities that resulted from the necessity for cheap unskilled labour (Hamann, 2009).Yet, Seidman (2003) deliberates extensively that in the earlier years corporate executives of MNCs remained indifferent that their 'investments' were supporting apartheid. They rejected the idea that they should use their economic influence to push for reform. Allied to the views maintained by Friedman (1982), the corporate dialogue stressed "profits as the only business of business".

Fig (2005) proposes a radical view that large MNCs contributed to the poverty and inequality that developed from colonialism and apartheid. Companies were permitted and licenced to commit immense environmental damage and human rights violations. Business introduced migrant labour, single-sex hostels, workplace segregation, and the racial division of labour and discriminatory salaries based on race (Fig, 2005). As a result, the inequalities of apartheid were perpetuated. Based on this premise it appears obligatory for MNCs operating in South Africa to bear higher ethical accountability to improve the country's socio-economic and sustainability trajectories (Visser, 2005). According to Dahlsrud (2008), the interpretation and application of CSR is firmly embedded in how it is socially constructed in a specific context. Hence, as the political, social and economic environments have transformed so too has CSI (Trialogue, 2005). A survey cited in the Financial Times in June 2005 suggested the trademark of a socially responsible company was safe, high-quality products to Chinese consumers and for Germans it was secure employment. In South Africa a company's contribution to social priorities such as healthcare and education counted the most (Fitzgerald & Cormack, 2006).

2.7 CSI and regulation

The position adopted by businesses to their CSI practice influences the prevailing culture within the company. The literature provides diverse reasons why the role of companies and their board of directors has gained increased obligation (Cadbury, 2006; Fig, 2005; Tench, Bowd, & Jones, 2007). Cadbury (2006) offers several shared reasons such as wider scrutiny resulting from worldwide market prospects (globalisation), corporate disasters, fraud and failure, outsourcing to cheaper countries and environmental impacts of the business. These reasons draw attention to corporate responsibility or irresponsibility.

Tench et al. (2007) outline five orientations to CSR: (1) *Conformist* – engaging in CSR only because 'everyone else is'. (2) *Cynic* – CSR is primarily for economic self-interest, the 'business of business is to make money'. CSR is considered a cost, something to be tolerated. The Dogmatic School of Andreasen and Lauridsen (2008) equate CSR to unnecessary expenditure. (3) *Realist* –recognising there is self-interest but being aware of the prospective benefits to business, social areas, economic areas and others. Also seeing CSR as a worthwhile cost to be actively engage in and not forced. (4) *Optimist* - focusing on the positive benefits for all involved; themselves, their communities and their businesses. (5) *Strategic idealist* – identifying CSR as a long-term, strategic investment rather than a short-term mend. CSR is to be exploited as a force for good (Tench et al., 2007). If we scrutinise the angles of these authors, it seems Cadbury's motives provide an understanding for engaging in CSR in a more universal sense (Cadbury, 2006).

In South Africa, in addition to CSR being associated with the company's reputation and brand, there are critical external pressures that Fig (2005) categorised into five sources. Figure 1 below outlines the pressures pertaining specifically to the South African social development landscape over the past ten years that have influenced CSI. The first of Fig's reasons, *pressure from the state,* denotes regulatory measures that set standards for compliance; namely, the Sector Charters, the BBBEE Act No 46 of 2013 and the South African Constitution (Fig, 2005; Hinson & Ndhlovu, 2011). The King IV report and the FTSE/JSE Responsible Investment Index Series of the Johannesburg Stock Exchange

promote the highest standards of corporate governance on ethical operating and good governance practices in financial, social and environmental issues (Trialogue, 2005). The National Development Plan calls for involvement of business to achieve the 2030 vision for the country (National Planning Commission, 2013). The White Paper on Social Welfare appeals for collaborative partnerships, that include business, for addressing the country's welfare needs (Republic of South Africa, 1997).

The second, *state failure or incapacity,* aligns to the conservative or neoliberal approach to social welfare (Patel, 2005). Business and civil society must step in where the state does not have capacity or resources (Fig, 2005). The third, p*ressures of globalisation*, are an important motivation for CSR (Bezuidenhout, Fig, Hamann, & Omar, 2003). Large South African companies (MTN, Sasol, Eskom, Sappi and Mondi) aiming to position themselves in the global market are spurred beyond cosmetic, public relations type CSR to encompassing more impactful environmental and social issues into core business activities. Fig (2005) notes the fourth driver as *pressure from below*, referring to the activist critiques of corporate malpractice in South Africa. The fifth stimulus is *peer pressure*, the setting of standards by certain large companies and industry associations for others to follow; for example, the National Business Initiative (NBI), the Industrial Environmental Forum (IEF) and Business South Africa [BSA] (Fig, 2005). The researcher suggests that the impetus of peer pressure, when American companies in South Africa adopted the Sullivan Principles, is the reason other MNCs during apartheid felt compelled to become socially responsible. This was the start for MNCs to play a much larger role in the advancement of human rights and social justice. As codes of conduct proliferate to change corporate culture the process is underscored by the Sullivan Principles developed in 1977 (Seidman, 2003).

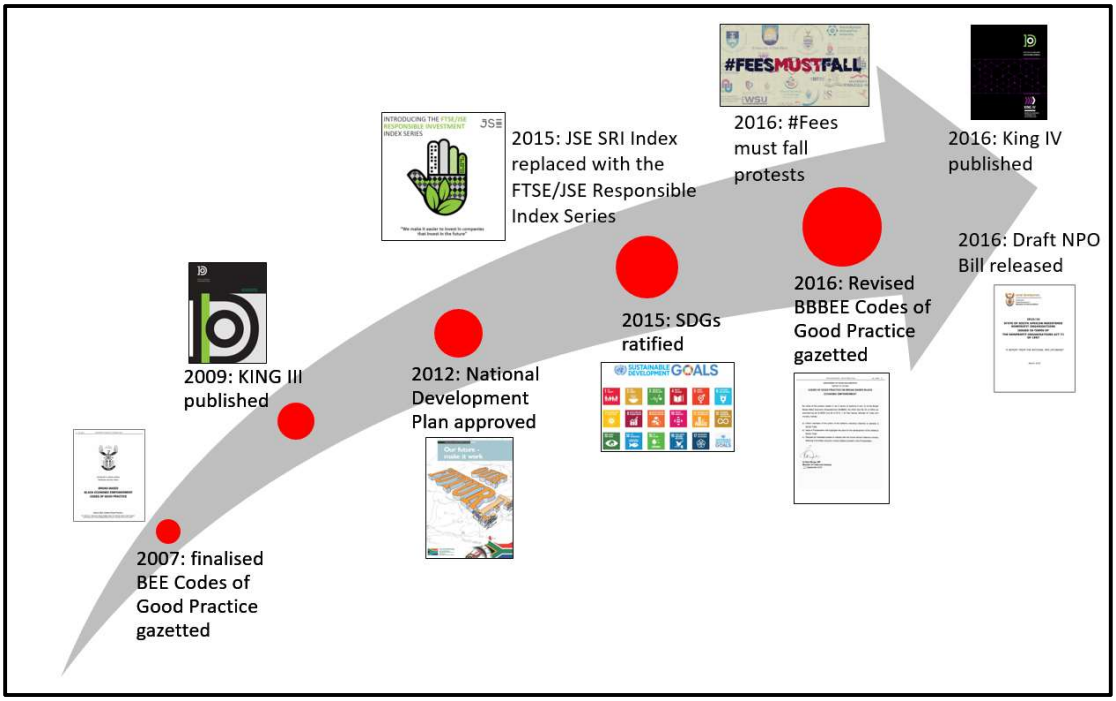


Figure 1: Ten Years of social development (D. Watson, 2017)

Whatever the motivations to engage in CSR, the role of businesses in the 21st century moves to a strong emphasis on the context within which they are operating. "Company leaders are not only leaders of business but leaders within society. We are a part of society not apart from it" (Fitzgerald & Cormack, 2006, p. 8). To this end, it seems appropriate to deduce that the positioning of CSI within business and among employees reflects on the attitude of leadership. According to McWilliams et al. (2006), responsible business practice and the creation and change of culture are driven by senior leadership within a company. Schein (2006) suggests that leadership and managers at all levels refer to developing the "right kind of culture" – a culture of quality or customer care, which implies that culture relates to certain values that managers attempt to inculcate in their business. Leadership is responsible for creating and changing culture. Although not the only determinants, leadership and culture are conceptually intertwined (Schein, 2006).

2.8 The theoretical underpinnings of CSI

A synopsis of the various theories applicable to CSI is essential to assess the theory most applicable to the business practices espoused by the MNC that forms the case study of this research. The field of CSR offers a landscape of approaches described as complex, controversial and vague. Views vary from the belief that CSR is a distraction from profit maximisation to outlooks that it contributes to progressive social transformation and a positive benefit to businesses (Hinson & Ndhlovu, 2011). Carroll (1991) proposed the pyramid of corporate social responsibility to enhance the understanding of the social responsibilities of business on four key levels (Carroll, 1991). Carroll's pyramid was used in this study during the interview process to illustrate the CSI and CSR debate and to elaborate on the positioning of CSI within the South African context. (See Figure 2.)

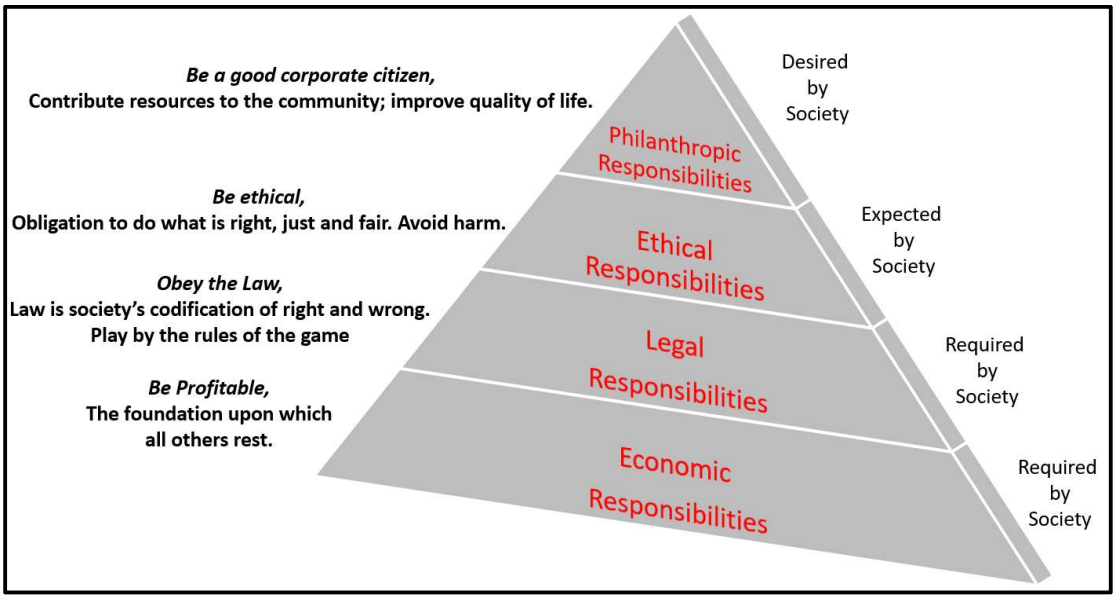


Figure 2: Pyramid of corporate social responsibility

While CSR incorporates all tiers of Carroll's pyramid, CSI in the African context constitutes the first tier - contributing resources to the community to improve quality of life, thus providing perspective on the location of CSI. Carroll's justification for the hierarchical model is that it reflects an order of dependence and "relative perceived importance".

Although Carroll's pyramid model of CSR is considered one of the best models, various criticisms are levied at its applicability. The most significant criticism is that legal responsibility is the basic responsibility that embodies CSR as mandatory. A new universal model proposes that the economic responsibility cannot function in isolation. The beliefs of society and the values of stakeholders and dominant decision makers in a company influence the business significantly. Should these beliefs and values be in contrast with CSR, the business is then doing no more than complying with the law (Nalband & Kelabi, 2014). This proposed universal model is relevant for the current study since it is based on beliefs, values and assumptions of key personnel about the business environment, which has reference to the subject under review – namely, the culture of CSI. Culture, which is the beliefs, values and behaviours shared by a group, can have powerful consequences for a company. The researcher proposes a relational construct as opposed to Carroll's hierarchical model. The hierarchical structure does not depict the interdependencies and suggests a structuring of the different elements according to importance. The researcher proposes a model specifically for the South African context, presented later in Chapter 5.

Garriga and Melé (2004) distinguish four groups of CSR theories: (1) *Instrumental theory* views business as an instrument in wealth creation and its social undertakings are only a means to achieve economic outcomes. This view is comparable to the neoclassical view that adopts a narrow conception that companies should concentrate only on economic and legal obligations (Hinson & Ndhlovu, 2011). (2) *Political Theories* focus on the responsible use of social power in the political arena. McWilliams et al. (2006) discuss the Resource-based View (RBV*)* and the Strategic Leadership Theory as perspectives to CSR. RBV indicates that when supported by political strategies CSR can be used to create sustainable competitive advantage, for example, environmental social responsibility. Strategic Leadership emphasises executive management as a driver of CSR. (3) *Integrative Theories* lend importance to the satisfaction of social demands. The position of business is more of scanning, responding to the social demands that bring social legitimacy, acceptance and prestige. Presenting a more reactive view that minimises strategic intent and proactivity. The broader Keynesian view to CSR refers to the inherent obligations related to economic, social, technological and environmental concerns (Hinson & Ndhlovu, 2011). Keynesians agree

that failure results in harsher government and industry regulations, bad publicity and threats to the company's viability. (4) *Ethical Theories* signify contribution to society by doing what is ethically correct. The Stewardship Theory proposed by Donaldson and Davis (1991) suggests that managers have a moral imperative to 'do the right thing', without specific regard to how these decisions will affect company performance.

These theories offer valuable contributions on the varied notions about CSR; however, they have inherent limitations in their narrow views. The *New Institutional Economics (NIE)* analysis of CSR responds to these shortcomings (Hinson & Ndhlovu, 2011). While NIE is well rounded, there are pertinent features that the Integrative Theories and Ethical Theories highlight that bear relevance to this study. For example, Ethical theorists demand sound ethics and principles to cement business and society relations and see sustainable development at a macro level as a values-based concept that demands relevant corporate contributions (Garriga & Melé, 2004). The NIE approach developed from various concerns; namely, the inability of the state to address social services completely, the growing complexity of society, the greater need for accountability, the increasing recognition of the role of business, and pressures arising from globalisation and international trade. Champions of NIE strive for a holistic approach and recognise that CSR permeates every aspect of business and society (Njenga & Smit, 2007). The researcher aimed to explore how and to what extent this particular multinational corporation infused CSR into its business practices and its corporate culture. NIE incorporates the narrow, neoclassical position (cost minimisation and profit maximisation within the requirements of the law), as well as the broader Keynesian perspective (cognisance of the responsibilities that corporations incur for society). The institutional context, formal and informal components affect companies, as seen in Figure 3. The differentiation between coercive and normative CSR offers perspective on where CSR and culture converge in the institutional context. Culture is positioned among the informal, normative considerations.

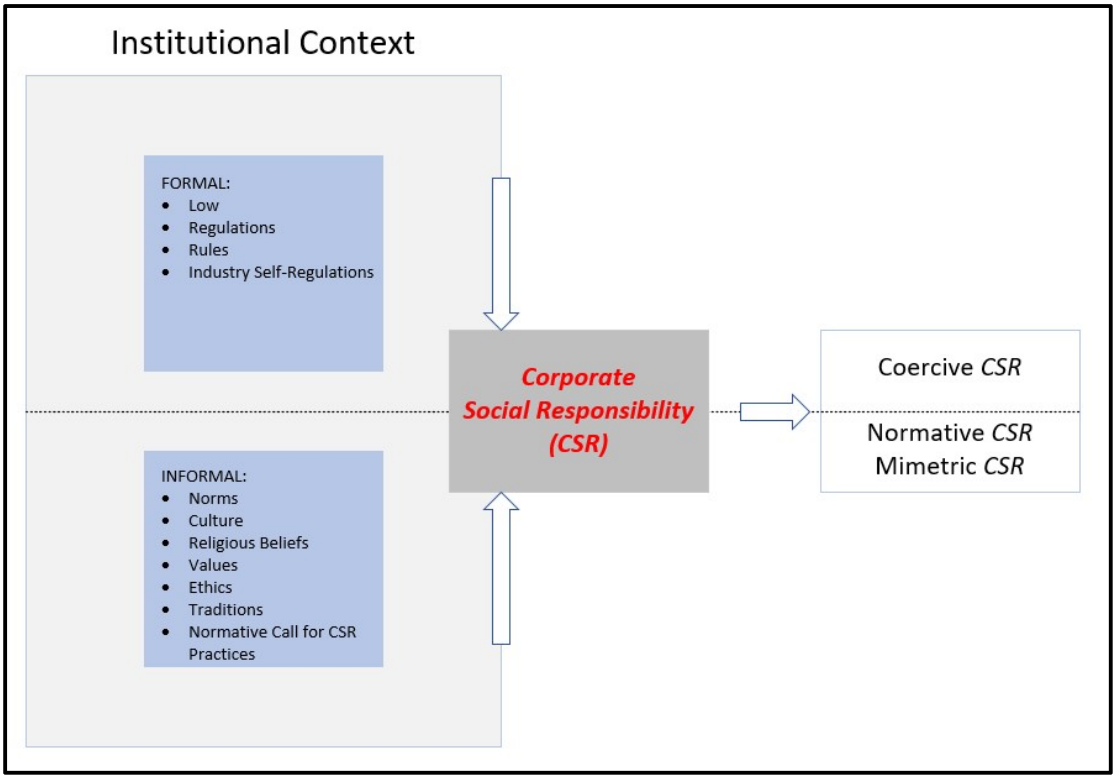


Figure 3: Institutional Theory (Ghazinoori, 2014)

Ensuing from the NIE theory, although companies have a duty to increase profits for shareholders, it is imperative that companies acknowledge their interdependence and interrelatedness in a holistic manner (Harriss, Hunter, & Lewis, 2003). The researcher alludes to the various perspectives evolving and developing in response to the changing political, social, economic and cultural trends; developing from an initial narrow conservative view to a current broad, comprehensive perspective. The development and shift of the various perspectives is commensurate with the changing role of business in society – from profit maximisation to greater consideration for social and environmental issues.

North (1986) submits that while the NIE approach does not essentially focus on 'managing' institutional change, it highlights the 'complexity' of managing that change. North (1986) adds that both the NIE and transition literature emphasise the importance of belief systems and the associated conduct of people. North concludes that transformation involves a shift in those belief systems and therefore in behaviour. Today, the NIE approach is possibly the

dominant view to understanding the ever-changing CSI landscape within corporate South Africa, where actual institutional dynamics involve the interplay of economic, political, organisational and social elements. Elements that were set into transition at the onset of South Africa's transformation, post 1994, and continue to the present day. The researcher concurs with North's view that CSI (or Socio-economic Development as legislated) has been introduced as a transformative tool in the country's transition post-apartheid. Thus, to ensure its implementation is truly successful there needs to be a shift in the belief systems and culture across corporate South Africa.

Leading on from the underpinnings of this study the researcher's philosophical assumptions about knowledge and truth are, namely, from an ontological perspective, she is a relativist and from an epistemological perspective considered a constructivist. Ontology in business research is "the science of being' and deals with the nature of reality - a system of belief that reflects an individual's interpretation about what establishes a fact (Blake, 2010). Epistemology is concerned with the questions "What do you know?" and "How do you know it?", whilst ontology is concerned with "What is there?", namely the fundamental nature of existence for which there is no right or wrong answer.

According to Bryman (2001), ontology deals with the nature of social entities and raises the two positions, positivism and social constructionism (interpretivist). Positivism is the more scientific approach that deals with verifiable observations and measurable relations while the interpretivist approach rejects absolute facts with the focus on meaning and perceived realities. Conclusions derive from the interpretations of the participants. Bryan equates their differences to two of the most common norms in social science – organisation and culture. Organisation is a concrete object with rules, regulations and procedures, people in different jobs and hierarchy. The author suggests that the organisation represents a social order that requires conformity to rules and regulations, which act on, and inhibits its members. Bryman elaborates that culture is the same, shared values and customs into which people are socialised to conform. He describes the two companies, Virgin and General Electric (GE) where the CEOs (Richard Branson and Jack Welch) have clearly defined the cultural norms; therefore, new employees quickly adjust because the culture is so strong and dictated by compelling leaders aligned to their strong brand (Bryman, 2001).

2.9 Culture

Culture at a workplace is a pervasive and powerful dynamism. The thread that holds the organisation together. For employees, it is either the glue that bonds people to an organisation or what drives them away (Naicker, 2008).

Examining more specifically the cultural component of the NIE informal institutional context, according to Pohl, Judith, and Nick (2006):

> Corporate culture comprises the attitudes, values, beliefs, norms and customs of a company, defining the way it acts, how it achieves its economic success and how it interacts with employees and suppliers. Culture is the result of an evolutionary process, established throughout the history of a company and formed through its leaders' beliefs and attitude (p.88)

Robbins (2001) states that culture has had a long and variable history. In the decade prior 2001, some organisational researchers and managers used culture to depict the climate and practises organisations develop around their treatment of people or the advocated values and ideology of an organisation. The researcher contends that a culture of social responsibility relates to the philosophy of Ubuntu. According to Taylor (2014) Ubuntu in King III is defined as, "Simply put, Ubuntu means humaneness and the philosophy of Ubuntu includes mutual support and respect, interdependence, unity, collective work and responsibility. It involves a common purpose in all human endeavour and is based on service to humanity (servant leadership)".

The researcher proposes a merge of the key concepts of these descriptions encompasses the core of the study – a CSI culture. Many of the characteristics described, namely, attitudes, values, beliefs, norms and customs of corporate culture, are located in the informal, normative component of the NIE approach to CSR. Thus, the holistic perspective validates NIE as the appropriate theoretical framework.

According to the Frankfurt-based Institute for Corpo Culture Affairs (ICCA) CSR needs to be embedded in a corporate environment where values, beliefs and norms are cultivated to ensure that CSR becomes not just an 'add on', but an integral part of the company's core business. With reference to the corporate environment, Collier and Esteban (2007) pose a pertinent question –" Is ethical behaviour in the organisation constrained or enabled by its context?"(p.24). The authors describe context using two concepts: (1) ethical climate denoting 'atmospheric' conditions that affect the type of values and attitudes that may exist; and (2) ethical culture that describes 'sense-making devices' like rules, codes, customs, stories, rewards and leadership. While there are some aspects of culture that are observable and tangible, others function at an unconscious level. It is worthwhile to take a closer look at how corporate culture influences companies to adopt a renewed identity in their efforts to implement CSR and CSI, a pillar of the current research. Denison (1984) suggests that culture is unique and must be "intuitively sensed" and explored rather than measured, hence the qualitative, exploratory, deductive method to the study.

Pohl et al. (2006) reason that as culture is the driving force in changing the world, corporate culture influences the activities and changes within companies. Corporate culture comprises the values and beliefs lived throughout the company and influences how business develops a new identity in this world. With the impact of globalisation companies search for a new cultural identity that enables them to survive in this era, a search characterised lately by several activities related to CSR and sustainability. Corporate culture and CSR affect the way companies manage their stakeholders which in turn affects how stakeholders view the company. Van der Waldt and Knipe (2001) mention two viewpoints on the prevalence of organisational culture: (1) scientific rational approach views change in culture as 'social engineering', consciously and deliberately cultivated; change in culture is a mechanistic activity; and (2) the anthropological approach where organisations are a part of a wide cultural environment and not vice versa. Societies have and are a culture. As such, organisations function within this culture and cannot have their own culture. Both approaches link to the theoretical underpinnings of this research. The researcher's view is that cultivating a culture is a combination of the scientific rational and anthropological approaches, intertwined and influencing each other. The study searched for evidence amid

the data to deduce the presence of either one or both the scientific rational approach or the anthropological approach. Bass and Avolio (1993) discussed the use of leadership and organisational culture to inspire employees to drive organisational success in social responsibility and sustainability. Bass and Avolio (1993) conclude that only once a company uses these informal or soft systems (anthropological approach) can it use the formal systems (scientific rational approach) of strategy, structure, and programmes to improve success. The authors quote and elaborate on how Nike, Procter & Gamble and Nissan achieved their victories by integrating the social and environmental concerns into their organisational culture. The role of leadership in achieving this is fundamental (Bass & Avolio, 1993).

2.10 Leadership

Organisational culture and leadership are inextricably bound together; "two sides of the same coin and the one cannot be understood without the other" (Schein, 2009, p. 3). While leaders are part of and reinforce current culture, they also construct new cultural elements. The researcher examined how the leadership in this particular company engages with CSI related activities and its actions in entrenching CSI into the corporate culture.

Gibbons and Roberts (2012) suggest five reasons leadership and corporate culture may be linked; (1) leaders are proselytisers – the people who promulgate culture within an organisation; (2) leaders are judges – they determine if conduct follows organisational norms and establish sanctions on those who infringe those norms; (3) leaders are change agents – leaders can break from a prevailing culture and direct an organisation to new means of doing things; (4) culture makes leaders trustworthy – supporters follow when they are convinced leaders share their concerns and interests. Leaders are trustworthy when they are part of the corporate culture; and (5) Asabiyah – the strength of the corporate culture can determine the effectiveness of the leader. A group's accomplishment is contingent on its "Asabiyah or group feeling and the leaders who harness a group's asabiyah or solidarity will be the most successful" (Gibbons & Roberts, 2012, p. 435)

Related to leadership style, Carroll (1991) describes three management styles - immoral, amoral and moral management. Immoral managers care only about their personal or

organisational gain and exploit opportunities to this end. They view legal criteria as barriers to be overcome to achieve what they want. Amoral managers do not consider the ethical dimension of their actions, believing that ethical matters are for private lives and not for business. Alternately, moral managers observe and adhere to ethical standards. Law is a minimal standard for ethical practices and the aim is to operate beyond what is prescribed. The researcher contends that only those leaders who adopt a moral management style can effectively create and reinforce an organisational culture that embraces CSI among employees and throughout its operations. Schein (2006) elaborated that while leaders create and change cultures, management and administration act within a culture. With respect to the dynamic, ever changing field of CSI, in particular, a myriad of writers and academics confirm the pivotal role of leadership in prioritising and instilling CSI within the business. In support of this view (Bass & Avolio, 1993) claim that CEOs should communicate, even 'over communicate' the significance of sustainability and institute a culture of integrating sustainability into everyday management decisions. Commitment to social and environmental concerns must be communicated consistently and earnestly (Epstein & Manzoni, 2010).

2.11 Summary

The literature review explains the complex and diverse role of MNCs. The vibrant and remarkable historical development of CSI in South Africa is deliberated. Its relevance to the field of social development and social work was established. The legislative and theoretical foundation of CSI, relevant to its execution in the South African environment was discussed. This chapter set the tone to understand the interplay of CSI practices and leadership on corporate culture. Corporate culture was positioned as an evolutionary process that constitutes the attitudes, values and beliefs of a company. The literature presented contextualised the relationship between culture, leadership and CSI against the historical development of the country, and begins to respond to the question – Has this multinational corporation evolved to embrace CSI into its organisational culture?

Given the confusion of terminology expounded upon earlier, for the purpose of this report the term corporate social responsibility (CSR) will predominantly denote CSI (CSI) where

reference is made to existing literature and research. The current focus is on CSI as an imperative constituent of CSR and contributor to social development. Cognisant that the study looks at a company operating in the South African setting and that CSI is a concept unique to South Africa (Hinson & Ndhlovu, 2011). In the international arena, CSR predominantly means the same as CSI in South Africa.

The research questions were designed to collect data based on individual perceptions about organisational practices and conditions (Denison, 1984). By analysing and categorising responses into clusters, these perceptions have been used to distinguish the CSI culture permeating the company. The data was analysed in association with the New Institutional Framework to establish how the company practices CSI within the normative or informal category. Mindful that adherence to the upper formal, coercive part is predictable, founded on the premise that CSI was established as a compliance tool to regulate and sanction business operations in the country.

CHAPTER THREE

3. METHODOLOGY

3.1 Introduction

This chapter describes the research methodology used in the study with reference to the research approach and design. The study population, sampling frame and procedures and research instrumentation are outlined. Methods of data collection and data analysis are discussed. This chapter also addresses the trustworthiness, limitations and ethical principles considered during the study.

3.2 Research Strategy

The research design followed the qualitative, interpretive paradigm based on its applicability as discussed by the various authors (Mack, Woodsong, MacQueen, Guest, & Namey, 2005; Miles, Huberman, & Saldana, 2013; Streubert & Carpenter, 2003). Suter (2011) explains that good qualitative research contributes to science by means of logical thinking, various sources of converging information to support an explanation, and ruling out conflicting hypotheses with conclusive arguments and firm evidence.

Interviews were conducted with participants and some observations made by the researcher to gather information for the study. The benefit of the qualitative research approach is that it offers a richer and detailed understanding to the researcher (Suter, 2011). Qualitative research considers meaningful social and historical backgrounds and experiences, as well as emotional content. Hennink, Hutter, and Bailey (2010) explain that qualitative research emphasises depth of information using a small sample, highlighting the significance of interpretation and observation within a specific setting. The qualitative design allowed for the interpretation of everyday human interaction, a critical component of this study. Aligned to these authors the researcher collected detailed information from a small sample of participants. Qualitative researchers usually collect data in the field where the participants

are and experiencing the issue. The study was conducted at the workplace, to gain insights and understanding of opinions, attitudes processes, experiences, behaviours or predictions of employees about the respective MNC selected for the study (Rowley, 2012). The historical context mentioned by Suter (2011) was relevant since information was required about how the company's CSI programme had changed from five years earlier.

The researcher followed the naturalistic model, which required that the researcher be open minded, flexible, empathetic, curious, able to listen and establish rapport (Hennink et al., 2010). The qualitative approach served to explore the perceptions and views of a few participants on the practices of CSI within their place of employment to gain a comprehensive understanding of the CSI culture permeating the company (Creswell, 2007). Creswell and Tashakkori (2007) summate qualitative research as an inquiry approach where the researcher explores a central phenomenon, asks participants broad questions, collects detailed views, analyses and codes the data for description and themes before writing up the report. The qualitative approach in this study allowed participants to express themselves freely while the researcher listened attentively and ensured a relaxed conversation within a comfortable environment. The researcher extracted and interpreted the lived experience of participants through their description of actual phenomena in their "natural settings" (Babbie, 2007).

The researcher adopted a single instrumental case study approach, exploring the issues through in depth understanding of the views of eleven participants within a bounded system (Creswell, Hanson, Plano, & Morales, 2007). The study confined itself to the specific MNC, employees employed for five or more years at the company and the location of the particular company, namely Gauteng based. The study was restricted to a particular point in time. The investigation was conducted within a particular social, economic, cultural and physical context (Baxter & Jack, 2008). These boundaries guided the study. In adherence to this methodology, the researcher conducted interviews at the company, utilised observation skills, and engaged each participant in dialogues, guided by the semi- structured interview schedule.

3.3 Population, sample and sampling procedure

The choice of sample was chiefly informed by the research paradigm, design and the research problem (Becker, Bryman, & Ferguson, 2012). Qualitative sampling required a flexible, practical technique. The study population originally consisted of all employees working at the company head office in Gauteng. Purposive sampling which is a non-probability sampling method (Denzin & Lincoln, 2011) was adopted to select a research sample with due consideration to particular characteristics, representativeness and attributes of the population, essential to the research study. The criteria for participant selection was that the participants be English speaking, Gauteng based, full-time and permanent employees and employed for no less than five years at the company. The judgement of the researcher in purposive sampling raised the issue of subjectivity (De Vos, Delport, Fouché, & Strydom, 2011). To obviate the issue the researcher provided a basic profile of participants to the human resources department and the corporate affairs division who collaboratively provided a list of eligible participants, as per the inclusion criteria. Through purposive sampling twelve participants were selected spanning senior, middle and junior level positions to ensure inclusion of participants who have different roles, experiences and backgrounds. While the researcher exercised caution regarding accessibility (willingness and availability) of participants, there were challenges encountered relating especially to the assertion by Ghauri and Grønhaug (2005) that the researcher must assume that all potential participants are busy people. The views of these authors corroborated significantly during the process of finalising participation and setting up interviews. Numerous difficulties were encountered to secure appointments for interviews. Participant diaries were full and they were constantly busy. This was especially applicable to the senior executives who travelled extensively on international business.

While purposive sampling was the primary tool for selection, snowballing was used to enlist two alternate participants where prospective chosen participants were unavailable (Atkinson & Flint, 2001). One senior executive was unable to honour several scheduled appointments due to unexpected work commitments. As a result, the researcher was compelled to omit this participant and utilise the data collected from eleven participants. Rudestam and Newton (2014) confirmed that ten to thirty participants constitute a practical sample size for

conducting interviews. The researcher also recognised that saturation point was reached and that adding more participants to the study would not result in additional perspectives or information (Mason, 2010). A further impediment associated with this study was that the study was the first occasion permission was granted for external research to be undertaken at the company. The company had in the past only commissioned and paid for its own research studies undertaken. Hence, securing permission to conduct the research via the company protocols was a lengthy and time-consuming process.

3.4 Research Instrument

According to Rowley (2012) interviews are classified on their level of 'structure'. As opposed to structured interviews, which are very similar to questionnaires, the researcher used a semi-structured interview schedule (Appendix 3) as the primary research instrument. Semi structured interviews were suitable for this method of inquiry were the researcher sought to understand and gather information (Leech & Onwuegbuzie, 2007). An interview schedule, as a framework, set out the broad areas to be addressed with all participants. The benefit of using a guide is that it allows the conversation to remain directed to key concepts (Becker et al., 2012). Semi-structured interviews are defined as questions organised around areas of particular interest, while still allowing considerable flexibility in scope and depth (De Vos et al., 2011). Hence, the researcher had the freedom to probe, clarify and explore topics that emerged in the interviews. A single interview schedule consisting of five basic questions was used with all participants to ensure consistency and credibility. The researcher used sub-questions and prompts to afford depth and clarity to ensure uniform understanding and for the participants to explore the main questions sufficiently as suggested by Rowley (2012). The sub-questions assisted to prompt responses on specific areas and encourage participants to provide the depth of information required. All questions in the interviews were designed to facilitate full engagement in the phenomenon being studied. Generating 'rich' data intended to respond to the research questions was reflected as a strength of this method (Mouton & Babbie, 2001). However, Bloomberg and Volpe (2008) raise neutrality as a limitation of the semi-structured interview technique, noting the researchers interviewing skills, the interaction between the interviewer and interviewee and the context.

3.5 Pre-testing of the research tool

A preliminary pre-test of the research instrument was conducted following the design of the semi-structured interview schedule to ensure it met the purpose it was intended for. Pre-testing is an invaluable method of validating the research instrument (Collins, 2003). Before commencing with data collection, the researcher conducted a pre-test with a non-participating employee and the researcher's colleague, a CSI manager with several years of experience in the field. Testing the instrument guaranteed the relevance of the research questions and scrutinised the questions for 'jargon' that may not be understood by the participant (Rowley, 2012). The pre-test ensured the wording and order of questions was suitable to elicit the required data. The research instrument proved to be suitable to produce the required information and detail from participants. There was further confirmation that all participants would understand the questions in the same way. The sub-questions assisted in probing into particular areas to prompt for the required level of detail (Creswell, 2014).

3.6 Method of data collection

The means selected to collect data were face-to-face interviews in English. Face-to-face communication is preferred in this type of research to capture insight into the manner of responding as per Creswell (2014). The process of data collection began in July 2016 with a request to the company to conduct the study. It took eight months to secure approval. Once the approval process was finalised and written permission received from the company's human resources director in East London, protocols for interviews and recording information were established (Appendix 5).

In collaboration with the human resources department and the corporate affairs division, purposive sampling was employed to select participants. Invitations to participate were extended telephonically or via email directly with the prospective participants or with the assistance of the respective personal assistants of some senior executives. Based on the availability and work schedules of the participants, the researcher emailed meeting requests and confirmed the appointments. Five appointments had to be rescheduled because of alternate commitments related to work pressures of participants. The interviews were

conducted over a period of five months, between August 2017 to December 2017, due to the inaccessibility of participants and postponed meetings. Once the meeting requests were accepted, a 'Thank You' and confirmation email was sent with the participant Information Sheet (Appendix 1), the Consent Form (Appendix 2), the Interview Schedule (Appendix 3) and the Approval Letter from the company attached. The agreed location for the interview was selected to suit the convenience of the participants. Hence, all interviews were conducted on site at the head office campus based in the geographic jurisdiction of greater Gauteng. The interview commenced post authorisation to the interview and the agreement to audio recording.

As per Kvale and Brinkmann (2009) the researcher maintained cognisance that the interview is a conversation and allowed for the natural flow of communication. At the opening of each interview, the researcher introduced herself and briefly discussed the motivation for the study and the chosen topic. Participants were thanked for their willingness to participate and share their knowledge and perceptions. They were reassured of confidentiality around the research and maintaining anonymity of the participants and the company. This was imperative for the study since there were various reputational and employee confidentiality apprehensions associated with expression of views and divulging information about the company. Participants were handed a copy of the Participant Information Sheet, the Consent Form and the Interview Schedule. The researcher found validation in the assertion of Guba and Lincoln (1994) that the major disadvantage of using audio recordings is that participants may be wary of total openness and disclosure knowing that a permanent record will be maintained of what they say. This was particularly significant since participants were speaking on behalf of the company but may have had different personal views on the matter, as alluded to by Kvale and Brinkmann (2009). There could be possible implications for the company values, image and reputation. Two participants verbalised, in a light-hearted manner, their discomfort at being audio recorded. Participants were reassured and informed of the use of codes in analysis and write up. All participants were also made aware of the transcription of the recordings and storage in password-protected devices.

The duration of the interviews ranged between twenty-five to sixty minutes. The participants responded differently depending on their experience, background, personalities, level of

confidence and knowledge. It became evident that some participants thought that they should know more about the issue than they did (Rowley, 2012). In these instances the researcher used her skills as an experienced social worker to comfort the participants that employees will have varied degrees of information based on their jobs and levels of engagement in CSI, and that there was no 'right or wrong' response. While some participants needed prompting, the researcher had to gate-keep and steer some participants back to the question at hand. The researcher was prepared, allowing for adaptability to circumstances; where participants were late, interruptions experienced and time slots running longer than the allotted time. Once the interviews had been completed the researcher later emailed the participants thanking them for their participation in the study. All the interviews were transcribed verbatim after they were completed. The audio records ensured an accurate and detailed account which assisted in producing a comprehensive analysis, and allowed the researcher to refer back to the interview.

3.7 **Data analysis**

"Data analysis is not off the shelf; rather it is custom built, revised and choreographed" (Miles, Huberman, & Saldana, 1984, p. 150). Creswell (2014) further supports the complexity of data analysis when he describes the process as a spiral where the researcher traces numerous facets of analysis and may circle around and around before reaching the core. Data analysis involves different components: organising the data; acquainting with the data; classifying, coding and interpreting the data; and presenting and writing up the results. Qualitative data analysis process is concerned with the qualities of data more than the quantities. It is less linear and believed to be more challenging and time - consuming and creative than quantitative analysis (Suter, 2011).

Thematic analysis was the method of data analysis for this study. Miles et al. (2013) explain that analysis involves simultaneous flows of activity; data condensation, data display, and drawing and verifying conclusions. They commend this concurrent flow between collection and analysis, so that the repetition can fill gaps and inform future interviews. Figure 2 classifies the steps the researcher engaged in for the data analysis process during the study. Suter (2011, p. 351) contended, "the task is often described as iterative, meaning there is

repeated movement back and forth between raw data (narrative text), codes, categories, and plausible explanations that emerge". This author further suggests that qualitative data analysis follows an inductive approach as oppose to a hypothetical deductive one, where the data 'speak for themselves' by the appearance of conceptual categories and descriptive themes.

The researcher commenced the data analysis with the transcription of the audio-recorded interviews and familiarised herself with the data. According to Hsieh and Shannon (2005) a summative content analysis involves counting and comparisons, usually of keywords or content, followed by the interpretation of the underlying context. The researcher used an excel spreadsheet to further analyse the transcripts to find connections in the data as per Suter (2011). The responses of the participants were categorised and grouped along each question. Thereafter the analysis involved simultaneously reading the data, interpreting the data and forming themes from similar words and phrases along each category that represented the different questions. The data was colour coded by noting recurring patterns and significant views that appeared. These were noted using an 'interpretive' approach, which required 'sense making' as meanings emerged. The categories were scrutinised for their usefulness in responding to the objectives of the study. The central themes were then interpreted by the researcher with reference to the literature on the topic in an attempt to explain, with a theory, namely the New Institutional Economics (NIE) approach to the phenomenon being studied (Suter, 2011). Different interpretations were deliberated before the researcher established inferences in a transparent manner to support the validity of the study. Reporting on the data followed the final step of interpreting the findings (Creswell, 2014). Interpretation was made easier when the data had been coded and organised. The interview questions provided a good basis for key themes.

Verbatim quotes from participants were used to support the research findings and authenticate the study in accordance with the suggestions from Morrow (2005) that writing and presentation of the findings should demonstrate a balance between the researcher's interpretations and supporting quotations from participants. Logical conclusions were established and recommendations made. The researcher endeavoured to produce a good

qualitative analysis that generated thought-provoking conclusions that could possibly stimulate a novel and useful way to interpret old problems as pronounced by Suter (2011).

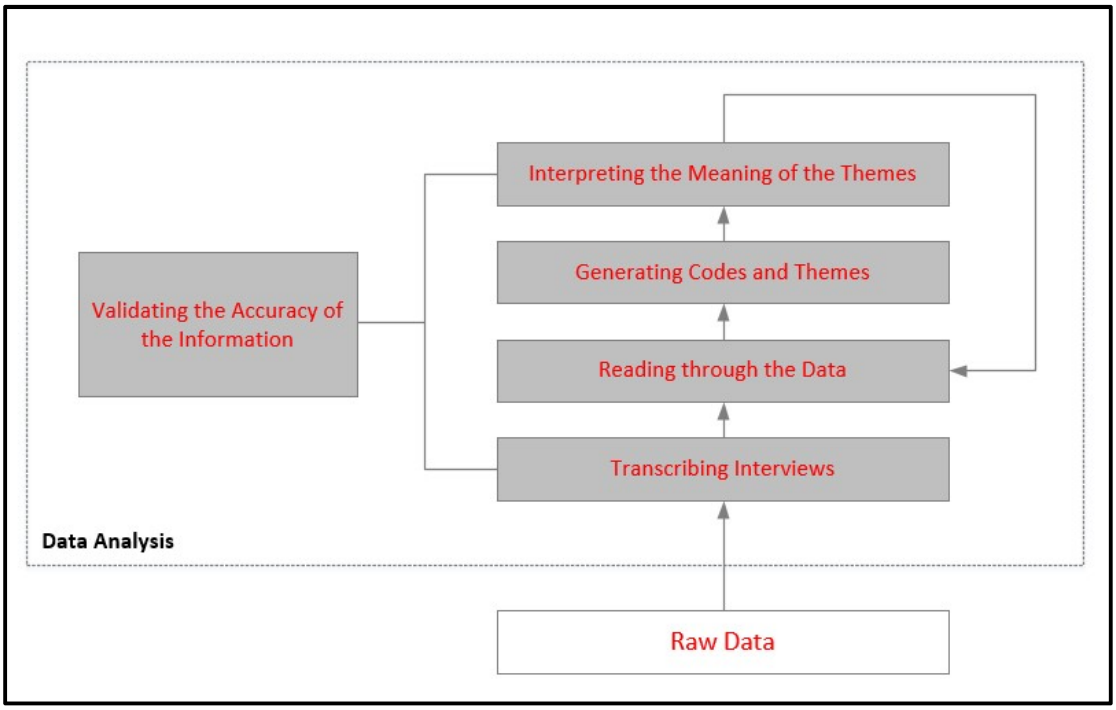


Figure 4: Steps of qualitative data analysis (Creswell, 2014)

3.8 Trustworthiness

Streubert and Carpenter (2003) promote the trustworthiness of research findings and the need for validity and reliability in qualitative studies. The researcher maintained cognisance of the three concepts of trustworthiness throughout the study: (1) Credibility – the researcher ensured the gathered data correctly represented what the participants originally conveyed and was achieved by authentic and detailed transcription of the interviews and checking back with the participants, when required. “Credibility” refers to the believability of information and the coherent link from data collection to data analysis and reporting findings. The use of well-recognised research methods and familiarity with the company supported the reliability of data. Triangulation established the validity of data. The inclusion of participants at various levels of seniority and from different departments corroborated findings. Use of reflective

commentary and the description of the background qualifications of the researcher supplemented legitimacy. The researcher collected thick descriptions of the phenomenon under scrutiny and examined and discussed previous research undertaken (Shenton, 2004). Personal observations by the researcher offered further validity to some information gathered. (2) Dependability was assured, with the supervisor acting as an independent third party to assess the soundness and consistency of the process of data collection, analysis and the integration of the literature. (3) Transferability did not apply to this study, as the findings could not be generalised or applied to similar environments. However, according to Shenton (2004), transferability can be advanced through the provision of background data to establish the context of study and a detailed description of the phenomenon in question (4) Confirmability – the researcher ensured impartiality and avoided any bias by being conscious of these dynamics through consistently doing self-reflection (Streubert & Carpenter, 2003; Suter, 2011). The researcher utilised validity strategies that included member checking, self-examination, personal observations and spending prolonged time at the company. In some cases, the similarities and consistencies between the participants were a further source of verification. The researcher applied triangulation, provided an in-depth description of the research methodology and used diagrams to demonstrate an audit trail. The researcher attempted to counter the shortcoming of socially desirable responses by gathering multiple perspectives, as well as comparing the various responses to other sources of data available; for example, the website, reports, media, and first-hand observations were used (Krefting, 1991). The researcher spent prolonged time at the company, made observations and conducted all interviews at the company head office to ensure dependability and to verify information shared. Portions of the report were reviewed with participants intermittently to ensure correctness of the information. Guba (1981) argues that these components broadly explain external and internal validity and reliability respectively.

3.9 Ethical considerations

Some research involves collecting information from people about people (Punch 2005 in Creswell, 2014) and in this instance from employees about a business establishment. Hence,

the central principle in research ethics is respect for human dignity and within this domain upholding of free and informed consent.

Research ethics deal largely with the interaction between researchers and the participants in research. Established standards for research ethics help to ensure that researchers will consider the needs and concerns of the people under study. In this way oversight conduct is avoided and trust is established between the researchers and the participants (Mack et al., 2005). Ethical considerations with human participants is of paramount importance and occur at different phases in the process of the research (Creswell, 2014). The researcher was cognisant of the various ethical issues and addressed them throughout the various phases of the study. She remained mindful that the objective of ethics in research is to safeguard that no one is harmed or suffers adverse consequences from the research activities (Cooper, Schindler, & Sun, 2006)

Informed consent was ensured by providing participants with all the details of the study so that they could make an informed decision (De Vos et al., 2011). The level of sensitivity and personal impact was relatively low in this study. Participants were furnished with a Participant Information Sheet (Appendix 1), which explained what the research was about, outlined the promises of the researcher and expectations of the participant. Each participant signed a Consent Form (Appendix 2) agreeing to participate and approving the audio recording of the interview. In addition to these appendices, a letter requesting permission to conduct the study was submitted to the relevant official at the company. The subsequent Letter of Approval (informed consent) for the study to be conducted with employees of the company was received (Appendix 5), albeit after several months from date of submission because of internal company protocols and governance. The approval letter was availed to each participant to authenticate and 'trust' the process. *Voluntary participation* was a fundamental prerequisite for the study. As per Babbie (2007), the researcher ensured that participants were aware that their participation was voluntary and that they would not be disadvantaged by electing to opt out of the study. Participants were not pressured to participate or sign any documents.

Confidentiality and privacy were adhered to by keeping participants' personal information private and protected. During reporting, sharing and storing data the researcher ensured integrity, honesty, reliability and confidentiality towards the participants, the company and the reporting of the results (Creswell, 2014). The researcher respected the site, circumvented prolonged disruptions, treated all respondents the same and avoided any deception. The researcher also demonstrated respect for power imbalances and ensured objectivity and non-bias in presenting results. Participants were made aware from the outset of the supervisor's involvement and that only the researcher and the supervisor would have access to the data collected.

Since the study had the potential to reveal company strategies, the researcher remained neutral and refrained from sharing any sensitive information. Any sensitive information was also excluded in reports emanating from the study. The researcher exercised attentiveness to have information reported in aggregated form with the use of coding to protect the identity of participants and the company. Soft copies of documents were password protected to ensure security of the data. Paper, electronic and audio records from the study were safely stored in a locked cabinet for two years following publication, or for six years in case of no publication emanating from the study. The only other person with access to the recorded interview and the transcriptions was the supervisor.

Though there was no deception involved in the research, participants were *debriefed* (Given, 2008) upon conclusion of the interview with the researcher explaining the follow-up steps and the use of disclaimer questions: "Is there anything in this interview that you have been uncomfortable with and would like removed? Is there something you would like to add?"
The disclaimer questions posed to all participants re-established each individual's trust, level of satisfaction and comfort with the information discussed during the interview. Participants could request that certain details presented earlier be removed, or information that was omitted in the interview could be added at this stage. While all participants indicated that they were generally pleased, two added that they believed they had not provided sufficient information and conveyed disillusionment about not being more knowledgeable about the topic at hand. They were comforted that there were no right or wrong responses and no

measure of the quality or quantity of specific individual responses. Interviews concluded with an overall reassurance and an expression of gratitude to participants for their willingness to be a part of the study. Hence, during the concluding dialogue, the researcher ensured that the participants were as comfortable after participation as they had been prior to the interview. The researcher reiterated the next steps, purpose of the study, its logic, and its implications (Rubin & Babbie, 2016). The researcher provided contact information in case the participants had questions or concerns about the study. Participants were reassured that they should feel free to withdraw from the study at any time with no explanation. There would be no penalties for withdrawal or pressure to continue. According to Oliver (2010), participant *withdrawal* can be expected even if they have given their informed consent to participate.

Ethics clearance was obtained from the University of the Witwatersrand Human Research Ethics Committee (non-medical) before the research proceeded (Appendix 4). The research data was analysed and the findings reported as accurately and objectively as possible. All sources cited were acknowledged. A copy of the research abstract and main findings will be availed to participants and the company officials who would like feedback from the study.

3.10 Limitations of the research

An interpretivist view as in qualitative research of this nature is inherently shaped by the subjectivity of the researcher (Denzin & Lincoln, 2011). The limitation of this study was therefore the interpretation being constrained by the intellect, perceptions and bias of the researcher. The researcher's version of what was said during an interview may have been easily misconstrued if not understood in the correct context (Creswell, 2007). This was avoided by the pre-test and the researcher's self-reflection. The researcher guarded against the assertion by Guba (1990) that in face-to-face interviews the researcher may unintentionally influence the participant by leading a line of questioning and steering the participant to a point of view. A uniform and consistent approach was adopted for all interviews and impartiality was ensured. The researcher self-introspected to negate these

impacts by maintaining a journal to record thoughts and feeling before and after each interview.

Some participants did not provide information with adequate depth despite being prompted with leading questions. The research relied heavily on the subjective reporting of participants, which raises concerns about objectivity. Socially desirable responding (SDR) was another constraint of this study, as participants may have wanted to present themselves and the company favourably with regard to current social norms and standards. Hence, they may have been inclined to offer information that is assumed to be fitting as opposed to an authentic account of what happens. This is a concern in organisational research and is considered contamination (Zerbe & Paulhus, 1987). Participants may have withheld information or their honest opinions as a result of sensitivity and implications for the company, even though the researcher adhered to the guidance of Creswell (2014) by reassuring participants about confidentiality, protecting them and promoting integrity. As qualitative generalisation is a constraint of qualitative research, the objective of this study was not to make sweeping generalisations but rather to establish an in-depth understanding of the CSI culture within the designated MNC.

Data collection was based on the perceptions of employees who may not all have been well informed about the CSI involvements of their company. Therefore, it is possible that there could be disparities between the individual perceptions of participants as opposed to the authentic involvement and activities of the company and its employees. The perception of participants is more important in determining self-concept than a possible objective measure. The current study reflects only the beliefs of employees.

3.11 Conclusion

Chapter 3 provided an in-depth exposé of the research framework applied in the study. The qualitative, interpretive research strategy, adopted as the research paradigm, was discussed. The relevance of purposive sampling and the use of a semi-structured interview schedule was explained. Data collection process and data analysis techniques were elaborated on.

Trustworthiness of the findings, ethical concerns and limitations of the study were considered. Chapter 4, which follows, offers an analysis and discussion of the data collected aligned to the research questions and literature review.

CHAPTER FOUR

4. ANALYSIS OF DATA AND DISCUSSION OF FINDINGS

4.1 Introduction

Chapter 4 covers the discourse on the collection and analysis of data, and discusses the findings in line with the predetermined objectives of the study. The study sought to examine views of employees on the CSI culture within the selected multinational corporation based in Gauteng to deduce their perceptions on the commitment of the company to SED. The perception of employees was gleaned via research questions that guided collecting data in response to the objectives of the study. In this section, the researcher deliberates on the respective themes that arose and the findings against the backdrop of existing literature that either supported or refuted the findings.

4.2 Analysis of Data

4.2.1 *Profile of the participants*

The demographic details are outlined in order to present a clearer picture of the study sample. The purposively sampled participants spanned the different divisions and positions within the company, which included corporate affairs, human resources, finance, marketing and communications.

Participants ranged between the ages of 35 and 55 and comprised four male and seven female employees working in different ranks in the company. Five of the participants were from senior management and executive positions while the other six held middle-management- to junior-level positions within the company. Only one of the eleven participants did not have a tertiary level of education. Seven of the employees had been working for the company throughout their career from their first year of employment up until the present, as per Table 2.

Table 2: Profile of participants (N=11)

Demographic factors	Sub-category	Number
Gender	Male	4
	Female	7
Age	30 – 40	4
	41 – 50	5
	51 – 60	2
Years of service in current MNC	5 – 10	3
	10 – 20	5
	21 – 30	2
Years of work experience	5 – 10	2
	11 – 20	6
	21 - 30	3
Levels of seniority	Junior	3
	Middle	4
	Senior	4

The overarching aim of the research was to explore the integration of a CSI culture within a multinational corporation based in Gauteng by interviewing employees from various ranks and positions within the company. The sub-objectives were designed to respond to the aim. The questions posed to the participants prompted themes, categorised in accordance with the sub-objectives. The analysis of the data advanced along these outlined sub-objectives.

4.2.2 *Theme 1: The understanding of corporate social investment*

McWilliams et al. (2006) and Hinson and Ndhlovu (2011) concur that the literature supports the notion of there being numerous definitions of and varied terminology on CSR and CSI. Based on the confusion of terminology presented earlier, the researcher explored the insights of participants about the difference between CSI and CSR to ensure clarity and a common understanding among all participants. The differentiation between CSI and CSR provided perspective on what the specific questions intended to target; namely, that CSI activities are a more focused version of the broader CSR. CSI is a peculiarly South African phenomenon

(Hinson & Ndhlovu, 2011) that has identifiably resulted from South Africa's history and contemporary developments. Internationally the terms "CSR" and "CSI" are not viewed in the same light.

It became obvious during the analysis that all participants assumed the terminology of CSR to reflect CSI activities. Statements made by participants alluded to the overlap in the terminology. CSR and CSI held the same meaning for participants, as CSR was understood in a very narrow sense as being a company's CSI activities and contributions. Some comments participants made were:

> *Be a good corporate citizen, giving back to the community, the community that is disadvantaged, we build cars but we must also build communities*" [P4, junior level, female]
>
> *Upliftment of the community we [are] operating in, address historical imbalances where people were not entitled to some of the benefits and privileges, focusing mainly on critical issues of housing, education etcetera. Making it a sustainable kind of venture not just handing out.* [P6, senior management, male]

Giving back to a community, improving the lives of the people in the community in which it's operating in. [p2, middle management, female]

While there were misperceptions about the difference between CSI and CSR, the inferences that both concepts meant the same thing were consistent. Nonetheless, there was an overarching notion from all participants that CSI meant giving back to society and communities in which the business operates. This commonly shared notion is reinforced by various interpretations alluded to earlier in the literature review. It was valuable to note that the participants referred to the historical imbalances that make CSI especially relevant to South African society. The development and relevance of CSI was elaborated upon at length in the discourse on the background and motivations for CSI in the country.

One response was that *the business rationale for CSI is that it creates a pipeline of future customers and future employees* [P2, middle management, female], conveying a more

strategic view. Another senior manager mentioned that he had been alerted at a Board meeting to refrain from the use of CSI.

I remember the first time I spoke at Exco, I sat on exco when I was the Head of Corporate Affairs, I brought up CSI and our CEO at the time really warned me never to use CSI [term]again [P11, Senior Management, male] since in the business context this abbreviation (CSI) denotes Customer Service Index. The researcher suggests that this participant's information may be one reason for companies preferring the use of "CSR" as opposed to "CSI" to prevent ambiguity of jargon in their business environment.

Five participants went further to add the element of sustainability; that the company's investment in communities must yield long-term sustainable results. One participant who was not directly involved in CSI offered a comprehensive and all-encompassing description:

> *CSI helps create access to the economy for people who would otherwise not traditionally have access …also because it is the right thing to do. For me investment is something that goes in for something to grow and to come out of it …making as much money as we do, there is an obligation to give back and to leave the country in a better state than you found it.* [P7, senior management, female]

Another participant also added that CSR is about *what you contribute to sustainable development by delivering in the economy to all stakeholders* [P5, middle management, female].

Hamann (2009) supports this interpretation with the assertion that in contemporary times, CSI projects increasingly focus on sustainable development, governance issues and partnerships, encapsulating a shift from philanthropy and voluntary activity to more professional, performance driven strategic programming. In support of the participant's (P7) reference to investment, Skinner and Mersham (2008) established that the business sector was more amenable to the concept "investment" than to the concept "responsibility", which somewhat associated business to apartheid atrocities with the inference of them being "responsible for" injustices.

While all participants held a fairly knowledgeable view of what CSI meant, the 'investment' component and the difference between CSR and CSI was clarified with the use of the corporate social responsibility pyramid designed by Carroll (1991). The CSI component was pointed out as the uppermost level of the pyramid, namely philanthropic responsibilities – contribute resource to community; improve quality of life. The salient points raised across all responses were encapsulated in the definition provided by Carroll (1983) with reference to CSR involving the conduct of a business, to be socially responsible, and the extent to which a company supports the society in which it exists.

4.2.3 *Theme 2: Awareness of employees of CSI initiatives*

This category of examination was very comprehensive. For this reason, the researcher included sub-questions to ensure the participants delved into particular areas of interest. The responses fell within the following sub-themes: (1) the programmes the company is engaged in; (2) relevance of these programmes to South African people; and (3) the company's CSI framework (policies, budget and key focus areas). The data also revealed information about the communication methods implemented internally at the company. Skinner and Mersham (2008) reported that employee awareness of programmes and their involvement in them is an aspect of deeper integration and serves to enhance employee morale. Hence, the researcher contends that the level of awareness and involvement of participants was important to understand the extent to which the company promotes CSI within and among its workforce.

Sub-theme 2.1: Programmes the company supports

All participants were aware of the diverse projects supported by the company to a varied extent. Their knowledge related primarily to what initiatives were of importance to their respective divisions, as well as their level of involvement in CSI programmes supported by the company.

Participants' familiarity with the various projects was influenced from a job-profile perspective and their contribution to employee volunteering activities. An employee from

the CSI department detailed all the projects described in the 2017 Trialogue, The Business in Society Handbook. She also expounded on the plans with respect to these projects. Whereas another employee of eight years who had not recently been involved in CSI said: *You know what I am so clueless. I am so bad. I am feeling so bad right now; actually, you raised my ears when you mentioned these matters* [P9, junior, female].

The same participant attributed her lack of involvement and awareness to work and personal pressures that prevent her from engaging in CSI activities. She spoke of the CSI programmes undertaken in the earlier years when she worked in the corporate affairs division, many of which were now disengaged. Her confession refuted the researcher's assumption that employees who had worked for the company over a lengthy period would have more knowledge on the subject. The participant indicated that the interview provoked her desire to re-engage with the CSI programmes.

Two participants knew of the social issues focused on but were vague about the exact projects undertaken within these key focus areas. There was general cognisance that the company prioritised working with youth. It was positive to note that the company is involved in a matched funding programme with the dealerships and their customers, where the funds raised contribute to the company's flagship CSI project. The company had replicated this practice across the United Kingdom (UK).

> *So if you buy a [xx car], in your welcome box, with your key ring you get a little information brochure that tells you about CSI project X and tells you that on your behalf, company X has contributed towards project X. We contribute a definite amount; I think it is a R100 from our side and R100 from the dealer side. Therefore, through that process we raised about three million rand* [P11, senior management, male]

This declaration indicates the company's emphasis on partnerships and 'shared value among its various stakeholder (Trialogue, 2017).

Sub-theme 2.2: Importance of the company CSI projects to South African people

With regard to participant perceptions about the importance of these programmes to society the summarised comments were:

> *It is critical, vital, making a significant impact on the community, extremely important, it saves lives, we give hope, it changes lives, the support impacts projects and helps them grow the business of helping* [P11, senior management, male]

Nine of the eleven participants held a completely positive outlook about the benefits of the investments the company is making in society. In contrast, two participants acknowledged that the programmes improve lives to some extent but that they, firstly - do not address critical basic needs of people. This last point is agreed on by Hamann (2003, p. 16) that "CSI is not seen to tackle the root causes of social problems. " Secondly, programmes should be concentrated to one specific social issue; and, thirdly, funds are to be consolidated across all subsidiaries and divisions in the company to yield a greater impact. The description offered by a participant from the financial services division was:

> *Too broad, we have not zoned in one specific area and been impactful. I think we have just scraped on top of the iceberg … the problems are so deep rooted and so vast that even with our share quantum of investment we are not really making a dent. If they sort of combined their efforts it would be a lot more impactful unlike each one trying to do their own little bit* [P7, senior management, female].

> *The basic necessities are not there. I'm sure their lives are improved but I'm sure if somebody could choose … they would want their basic needs met* [P2, middle management, female].

The critical articulation of these participants about the CSI programmes suggests a greater embeddedness of the company's activities among employees, which indicates an increased awareness arising from the transformed CSI approach by the company. The company now

facilitates bringing CSI closer to employees, where, in the past they felt more disconnected and uninformed as illustrated later in the report.

With regard to the awareness of the socio-economic issues in South Africa, the literature supports an in-depth understanding of the development landscape and greater "professionalisation" (Habib & Maharaj, 2008) as being critical to guide a business's project selection or design. Correlated to these responses, Skinner and Mersham (2008) affirm the importance of knowing the specific challenges and dynamics of the development sector and geographic area to ensure that ideal approaches are adopted. With respect to Southern Africa, Neil (as cited in Hinson & Ndhlovu, 2011) agrees that emphasis should be placed on supporting the most vulnerable and having policies and practices that are accountable and fair. The researcher argues that while CSI funding is substantial and can play an important role, its usefulness in supporting South Africa's most vulnerable to become self-sufficient, productive members of society remains uncertain. The common perception, according to Hinson and Ndhlovu (2011) is that CSI activities have not always extended to the broader public because most companies respond to legislative requirements. Corporate funders are likely to invest with an eye on their scorecard and licence to operate demands. It is recommended in Trialogue (2008) that the assumptions of The Department of Social Development's Strategic Plan 2015 – 2020 be referred to as a guide to private sector funders (Republic of South Africa, 2015)

However, a senior marketing executive offered an expansive view related to the evolving nature of the programmes in responding to pressing social concerns in his response:

> *The programmes are critical, we are one of the best countries in the world and we still have a chance to rescue this country. But it needs to come out of giving hope and at company X; we know we can give people hope. When people have hope then they have something to believe in and something to work towards. It is a problem that is systemic and needs a complete evolution and cannot be solved in one or two generations, we are just scratching the surface but we can start to chip away* [P10, senior manager, male].

Most participants, including one expatriate employee stated that the company programmes were vital to South African people, given the national priorities and the focus on societal issues related to education and health. There was also mention that with South Africa having the largest Gini coefficient in the world, businesses, as with this company, must address vital social needs. Seery and Caistor Arendar (2014) in their work, Even It Up – Time to End Extreme Inequality, confirm that South Africa is one of the most unequal countries in the world. Hence, large MNCs need to familiarise themselves with the environment and consider the context of their operations and their footprint in the different settings compared to their home countries (Kolk & Lenfant, 2010).

Sub-theme 2.3: The CSI framework

The next sub-question probed for employee perceptions about the CSI framework. On the topic of a CSI framework, Knox and Maklan (2004) affirm that while the debate about a firm's social responsibilities has been accepted, businesses are facing a number of challenges in their approach to CSR. The authors contend that the lack of a systematic framework linking investment in these responsibilities to social and business outcomes could be inhibiting the development of CSR. Current CSR and sustainability research lacks an orderly, company-specific method to evaluate the business CSR activities. Knox and Maklan (2004) propose that CSR policy and practices be essentially re-evaluated. CSR leaders and other management need to reach consensus behind a CSR vision for what and to whom they wish to be responsible and how they wish to measure and report on their performance against the vision. This process will force senior management to consider their company's unique capabilities and determine how these can be leveraged to diverse social and financial ends. Based on the viewpoints of Knox and Maklan, the researcher probed employees' insights about the company's CSI framework, with particular reference to (1) the company's CSI policies, (2) budget allocation and (3) the key focus areas.

CSI Policy – All participants confirmed the existence of a CSI policy and structure. Four participants based the presence of a policy on the fact that the company in South Africa is accountable to its head office and, as a German subsidiary; the company is compelled to maintain rigorous corporate governance processes. One participant disclosed that although

she had no knowledge of the contents of the policy, it *would be from global and then adapted to the local market* [P2, middle management, female]. This notion indicated the commitment of the company to maintaining relevance to the local South African people, although guided by its Germany head office. With reference to the role of MNCs in their countries of operation, Mthombeni (2006) deliberates the need for businesses to localise to host countries. Based on this view an employee who is more involved with CSI said:
Each and everything we do has to be guided by policy. Policies guide us to make sure we don't do our own thing [P5, middle management, female].

Following the iteration of policy as a guide and circumventing "own agendas", Hemingway and Maclagan (2004) discuss the influence of Managers' Personal Values on CSR. They contend that tension and conflict may arise when managers have diverse causes and 'pet projects' – a term Keys et al. (2009) use to describe initiatives that reflect the personal interests of individual senior executives. As such, the researcher concludes that a CSI policy will avert this situation by rationalising procedures to inform all employees 'what is and what isn't'. Conversely, another participant contended that although the company operates within certain frameworks and agreements, and the policy is somewhat there, that policy is also 'bent' depending on the opportunity. This was taken to mean that the policy is used as a guideline but that it can be interpreted otherwise, depending on the benefits and opportunities to the company in certain instances.

Collating input from all participants, it became evident that the CSI policy contains certain fundamental elements. These are: (1) outline of the legal and compliance procedures that deal with due diligence and donor contractual agreements; (2) alignment with the agreed upon key focus areas; (3) the budget allocation; (4) adherence to the Broad Based Black Empowerment Act; (5) restrictions to geographic regions; and (6) monitoring and evaluation directives. Although, the "dual objective" necessity to link the social benefits of CSI to business imperatives was not raised as a feature of the CSI policy, there were inferences that it was. This strategic CSI element was gauged by the mention of the investments that created a pipeline of future customers and employees. Three participants also mentioned the expansion of the flagship CSI programme to include an enterprise development component,

which would align to the company's core business. Participants who were working in the marketing division explained the importance of maximising CSI outcomes to better position the brand to convey the profound message contained in the slogan 'together we are better'. In affirmation, a senior executive said:

> *My mandate was to make the brand more approachable, about making the brand younger… thus the CSI focus on youth and future leaders who will use our products* [P10, senior management, male].

Another added:

> *We are not in the business of growing communities … we are in the business of selling cars and trucks, the more successful our business is the more money they will spend, as the by-product of 1% NPAT calculation* [P11, senior management, female].

The views of these participants correlate to the realist orientation illustrated by Tench et al. (2007) in the literature review, recognising self-interest but maintaining cognisance of the extended social, economic and business benefits. CSI is seen as a voluntary justifiable investment to be actively pursued. The balancing of potential social benefits and business benefits is highlighted by Skinner and Mersham (2008) as a trend towards more strategic approaches to CSI. Based on the deductive and interpretive methodology of qualitative data analysis the researcher established that the company follows the views reflected by these authors. Skinner and Mersham (2008) refer to a survey by Trialogue, publishers of the CSI Handbook, where 82% of companies surveyed adopted a formalised approach to CSI with a documented CSI strategy to guide CSI decision making. CSI activities were aligned with core business in 70% of these companies. Keys et al. (2009) refer to CSR having "dual objectives" – benefits for the business and for society.

Budget – Enquiry about the budget revealed that five of the eleven participants had no knowledge of how funds were assigned to CSI or the amount allocated. The remaining six knew that it was calculated as a percentage either of NPAT or of turnover. It was anticipated by the researcher that fewer participants would be familiar with the finer details of the CSI budget, since it is more of an administrative and technical matter. Three participants who

were currently or had previously been involved in CSI related that the allocation was dependent on the company's performance and profitability. They further described the split between the head office and the assembly plant as a 40% and 60% split respectively. The majority of participants shared that different weightings are awarded to the various key focus areas adopted by the company – the highest allocation being to education, which the company ranks as a priority element. One participant mentioned that:

> *At exco and board level we allocate a 1% after tax of our profitability to CSR as far as I know, which is then allocated among the strategic focus areas on the recommendation of the CSR department* [P10, senior management, male].

From those participants who were familiar with the process, it would appear that the company complies with the mandate of the Broad Based Black Empowerment Act of the Department of Trade and Industry, stipulating the contribution of 1% NPAT to socio-economic development (Skinner & Mersham, 2008). It remains questionable whether CSI is therefore a performance-driven quest for the business that seeks to improve its overall BBBEE scores to legitimise its operations and attract better commercial value, or is CSI ingrained as part of the company culture.

Key focus areas – Concerning the key focus areas selected by the company as the targeted societal concerns it addresses, all the participants had some awareness of what these issues are, albeit to a varied extent. However, they sometimes termed these focus areas differently; for example, health as a focus was described as *wellness, sickness and well-being*. The majority of the participants cited health, education and community development as being the strategic focus, while sport, youth development and employee volunteering were discussed to a lesser extent. Succinctly advocated by one participant:

> *Our key focus is education, wellness, health and social community development. The element of EVP, employee volunteer programme is very important* [P4, junior level, female].

The Trialogue, Business in Society Handbook of 2017 published the company's strategic focus as comprising three pillars, which are education and youth development, community

upliftment and employee volunteering (Trialogue, 2017). The researcher concludes that the focus areas and projects identified by the participants can be grouped into these three broad categories. While these pillars align to the South African government's national priorities as outlined in the White Paper for Social Welfare and the National Development Plan (National Planning Commission, 2013; Republic of South Africa, 1997), it does not appear that the company formally participates in any co-ordination or co-operation directly with any government stakeholders in their CSI driven initiatives. Nonetheless, Hinson and Ndhlovu (2011) proclaim that cooperation between government and private firms is one of the fundamentals of CSI. The researcher submits that the company's position concerning this is possibly founded on its corporate governance and legal and compliance directives. The company seems to submit to the views of Skinner and Mersham (2008) that CSI programmes should support national government priorities and strategies and align with national goals and structure, although not actively pursued.

Three participants added the inclusion of a definite geographic emphasis on the geographic areas where the company has a strong presence and where employees reside. A CSI employee summed up the geographic and social matters concentrated on with her response:

> *Our strategy is based on areas where employees live and work, so it has a geographic approach. Our focus areas are education, community upliftment, including health and youth development and we also use employee volunteering as a pillar* [P5, middle management].

With respect to the importance of aligning CSI with the business, Skinner and Mersham (2008) suggest that business knowledge and expertise can be more effectively applied if CSI is aligned in one of three ways: through the geographic areas of operation, the central business function, or the economic sector. By aligning CSI with the business in this manner, companies can improve long-term competitive advantage through better conditions in the supply chain and marketplace. The data collected supports Skinner and Mersham's outlook in that there is a definite geographic concentration in the Eastern Cape and Gauteng where the business' operations are established and in areas where employees reside. With the

expanded nature of giving, businesses are increasingly investing in their 'surrounding and stakeholder communities', and sourcing creative ways to leverage their products and services to make a social contribution (Trialogue, 2009). The researcher infers that there is a strategic element related to these CSI decisions that merge business and social benefits.

4.2.4 *Theme 3: Employee engagement*

The scope of employee engagement was a noteworthy element of inquiry, warranted by its development and ever-increasing popularity in the private sector. According to Elyjoy Ikunyua of CAF Southern Africa, "if companies build ethical values into their business culture, it goes a long way to ensuring sensitive and effective volunteering relationships" (Mail&Guardian, 2014). The questioning around employee volunteering framed three areas of enquiry: (1) the contribution of senior executives; (2) the participants' involvement; and (3) the participation of other colleagues. Previously an informal component of CSI, EV has become more recognised and measurable. The researcher found that it was pertinent to delve deeper into the subject, given that employee engagement extends to senior executives and, consequently, to the leadership discourse. While successful employee volunteering contributes to a sense of allegiance to the company, it is also indicative of the CSR atmosphere within the company (Collier & Esteban, 2007). In this context, the researcher accepts the reference to 'atmosphere' as suggestive of corporate culture. Collier and Esteban (2007) contend that the commitment of employees to CSR is a complex and multifaceted phenomenon that is influenced both by corporate contextual factors and by employee perceptions. Employee motivation and commitment to CSR 'buy-in' are influenced by the company "culture and climate", described earlier in Chapter 2. Facilitating and nurturing employee commitment to CSR is central to the business of developing an integrative CSR culture where social responsibility becomes a central element in the collective search for the common good and a sustainable future. Bass and Avolio (1993) claim volunteerism forms a critical building block of corporate culture.

Concerning employee involvement in CSI, the researcher shares the position of Skinner and Mersham (2008) that as modern society becomes increasingly technological and impersonal; sociologists have established that people seem to place ever-greater emphasis on meaningful

relationships in their daily lives. Fitzgerald and Cormack (2006) agree that many staff members have a strong desire to find a sense of purpose in their work further than earning an income. One participant shared her profound emotional involvement and the immense gratification she gained from her volunteering on the CSI projects. With respect to her involvement with a children's education initiative, she said:

> *That is something that I got really passionate about* [P1, junior level, female].

Speaking of her association with a health project:

> *Last year I actually had to leave the room because I got so emotional since you do not realise how many people out there are living with cancer* [P1, junior level, female].

About her overall involvement over the years, she said:

> *I love it, I love it and whenever I can I get involved* [P1, junior level, female].

The researcher concludes that the active contribution in managing the company's role in the community gives this purpose, satisfaction and non-financial benefit to the company and its employees. Fitzgerald and Cormack (2006, p. 29) add:

> A company making a positive contribution to society is an attractive place to work. The impact can be felt on culture and behaviour … where individuals are willing and happy to give of themselves and for the company to reciprocate.

It follows that employee attitudes and behaviours are affected by how CSR policies are entrenched – either as compliance or as deeply lived values. Is CSI integrated into business processes or merely a regulated 'add-on' that serves as "window-dressing or green washing", a well-known term to "present the image of a socially responsible approach, while making few substantive changes" (Hinson & Ndhlovu, 2011, p. 334). Perceptual factors, motivation and commitment will be influenced by how employees can align personal identity and image with the company. Additional stimuli include employee perceptions of righteousness and their impressions about the attitude of top management to CSR issues and performance (Collier & Esteban, 2007).

Against this backdrop, the researcher explored the volunteering opportunities and involvement of all staff in CSI programmes adopted by the company. Responses revealed that the volunteering opportunities practised by the company included hands-on physical tasks at the various CSI projects, skills sharing and mentorship, work shadowing and staff collections on the company premises. The Trialogue CSI Forum on Employee Volunteerism Programmes (EVPs), held in Johannesburg on 21 June 2016, discussed the benefits and considerations to run effective and collaborative EVPs that can contribute to social and business transformation. Key points, relevant to this study were: (1) that EVPs should align with a company's CSI strategy, as well as the overall business strategy; and, (2) company culture of social awareness and volunteerism is often inspired from the top.

Sub-theme 3.1: Contributions of Senior Management

Mariam January, social performance advisor for Anglo American, confirms securing buy-in from the executive level of the company is vital to successful planning and implementation of volunteer programmes. She adds that with company leadership on board, careful and inclusive planning aligned with key business strategies is possible (Mail&Guardian, 2014). On enquiring about the contributions of senior management, all participants testified that they were involved in both, a strategic and an operational level. A junior employee stated:

> *They actually doing both. They would have to approve, agree and align the proposals for the CSI programme for the year. That's basically getting their buy-in for what platforms you are going to be sponsoring and key topics for the year. When they get an opportunity to get involved, they do, like Rally-to-read and the CEO Sleep Out* [P2, middle management, female].

Wilson (2002) proposes that there is an emergence of a new, younger generation of managers, knowledgeable of the needs of fellow citizens and the planet that are keen to 'do the right thing'. However, opinions about the degree of involvement of executives varied across the participants. Where some believed senior management was doing a lot, others felt it was not sufficient. Three employees in the study expressed that there was greater involvement of senior staff at the company in the earlier years compared to now and that

their commitment was related to their individual personalities, values and passion. Related to these participants' observations, Hemingway and Maclagan (2004) in their study on Manager's Personal Values as Drivers of CSR concluded that CSR is more symbolic of individual values and action of managers than a result of corporate policy. This participant coined these authors' views when he described a recently deceased executive:

> *He was one of the most passionate human beings I have ever met…this was very important to him. You would think that for someone who is an executive director for trucks …that he is just concerned about how many trucks or buses did we sell and he said that it all came second to him it was more about the people behind the trucks and the people behind the buses people in the communities. This is something he not only drove strategically in board meetings when he was presenting to big guys, he used to make sure that, he was actually the champion for CSI he was the guy to go to. If you wanted anything done for any community, you go straight to Mr X and he would make sure that it is done. That is how passionate he was about CSI* [P8, middle management, male].

The researcher summated that on a strategic level executives and board members are influential in decision making and recommendations on the budget, resource allocation and projects supported. The operational engagement of senior staff pertained primarily to involvement in the company's EVP (Employee Volunteering Programme). Four participants spoke extensively of the company philosophy to assign senior executives as 'champions' to particular projects. CSI and marketing staff alluded to this exercise as being important for creating awareness at a senior level about what is being done in CSI within the company. In this way, staff tasked with delivering CSI secure the buy-in and support within a highly influential group of employees on CSI related matters:

> *So even when you start talking about moving money and cutting money, they know. If an Executive Committee member is not connected to a project or to the human element of what we are doing as a business they would say pull the money immediately.* [P11, senior management, male].

One participant aptly summed up her viewpoint as a member of the senior team when she stated:

> *There is equal importance placed on our CSI activities as well as our ability to make money, our income generating areas of the business. So, I do not think that the attention is disproportional it is definitely on the agenda it is definitely important. I think time is a constraint EV is open to Senior Management and we are encouraged to participate but we are not always available* [P7, senior management, female].

The researcher posits that this view is contrary to the recommendation that top management drive CSR as a vital component of a holistic framework for sustainable development. One can further argue that the participant suggests that CSI is secondary to the business, an add-on that does not warrant dedicated time by company executives. In support, Keys et al. (2009) declare that leaders must be prepared to make a personal commitment if the activities are to realise their full potential.

The majority of the participants confirmed these programmes have good buy-in by senior management and can be used for marketing. However, it appears that the CSI department remains on the periphery and is not intrinsically linked to the mission and overall core objectives of the company. McKinsey & Company on Making the Most of CSR illustrated that executives who are experienced and knowledgeable about CSR can undoubtedly begin to move CSR onto the strategic agenda (Keys et al., 2009). While CSI is still to earn a dedicated space on the strategic agenda to become deeply embedded into the company culture, the Marketing Director was most knowledgeable about the 'dual objectives' of CSI. He is very involved in the company's flagship project on all levels. In addition to the personal affirmation below, five other participants alluded to his contribution

> *My ex CEO who just left end of August, myself and the VP of corporate affairs we actually are involved in Project X in all structures, from the board of trustees, to the operational teams to the actual evaluation of projects. So we are completely integrated into what Project X does. We meet them on a quarterly basis we look at funding requirements; we look at projects, at possible recipients for funding. So it is*

> *not a matter of giving, sitting back and relaxing it is very hands on [*P10, senior management, male].

This last mentioned participant described how the marketing division gets the dealerships to organise branding for the CSI projects, creates awareness among stakeholders and facilitates their active involvement. Additionally, he felt as the marketing director, with adequate resources at the senior level, he could create greater impact by making the message mainstream and ensuring many more people buy into the ideology. Linking marketing to "doing good", he added:

> *Advocacy is important in a brand, but it can only come from doing the right thing. If the brand is doing well then you need to gain something out of it but only earn if you deserve it. If you are not doing something great, do not pretend to be something that you are not. If you are doing something good let some people talk about it* [P10, senior management, male].

The researcher upholds the view of MNCs' ensuring their business practices are localised and country specific. Two participants concluded that in an MNC it is the responsibility and the duty of local staff to educate expatriate employees and encourage their active support and participation. Especially since many executive committee members are expatriates who are somewhat uninformed and unexposed to the real pressing societal problems in the country. While it was broadly accepted that there is keen participation and willingness from executive members, there was an indication that it is the responsibility of employees from the CSI division to plan and schedule more efficiently to facilitate, ensure and cultivate the engagement of the company executives. The researcher points out that these are debatable views that shift responsibility for investing in South Africa's societal issues away from the executives. In the 21st century the world is shaped by leaders as espoused in the writings of Keith Grint, a renowned Professor of Public Leadership – " Leadership or the lack of it, seems to be responsible for everything these days" (Grint, 2005, p. 5). Gorski (2017) adds that leadership is vital to promoting ethical and moral behaviour. As models, leaders should aim to shape organisations by their own values. He discusses 'trust' as a vital resource for business sustainability and concludes that ethics, trust, CSR and leadership are intertwined. The researcher therefore believes that expatriate executives working in South Africa have

the obligation to educate and familiarise themselves with the socio-economic conditions within which they conduct business. Comparing the involvement of a previous South African senior executive to the appointment of a current expatriate, one participant reported:

> *Also the other thing is that Mr X was South African so he would relate better with people. He knows our struggles, so the new executive director is from the Netherlands. He is Dutch so as I said he is still trying to find his feet, trying to sell, trying to set some priorities but unfortunately people need both we need to still sell buses and trucks but at the same time we need to take care of the community. All South Africans know all our problems and will try all solutions. If you are Dutch, if you are Germany you know you have different problems* [P8, middle management, male].

The same participant concluded that:

> *Opportunities are there but it depends on the passion of the individual executives* [P8, middle management, male].

Bass and Avolio (1993) state that CSI or sustainability departments have a significant role to educate other business units about a company's efforts. These authors propose educational and other means to influence organisational culture and values. CSI employees advocate the views of these authors when they explain that they undertake departmental roadshows, hand out pamphlets and insert 'toilet talkers' to convey information about their CSI projects.

> *We call it roadshows. We go to procurement, marketing, HR, we go to commercial vehicle… all you do is ask for a 15-minute slot …don't want an hour. It's nice when you get them in their division meeting. We are doing this awareness so that everybody knows…it becomes easier for management to release the employees to get involved in the employee programme. It's important because sometimes there's a change of management, new staff and people resign so not everybody will know and sometimes the people don't read the intranet* [P4, junior level, female].

> *Over the last two years we had workshops arranged for our top team to understand the projects* [P5, middle management, female].

The researcher deduced that marketing and communication are essential to create awareness within the MNC to enable employee volunteering at all levels. Internal communication is the responsibility of the CSI department while the marketing division drives marketing. This participant described the internal communication:

> *We make sure we advertise, we publicise on our intranet and on all our social media platforms, so they know what's happening here on site…the intranet and on the internet. Internal we do toilet talker, desk drops, or word of mouth or we communicate through the secretaries so that they can tell their bosses and tell their teams* [P4, junior level, female].

Another participant later confirmed that the internal communication is effective when she said:

> *There's lots of opportunity. I think that every month I see something different in the toilet talker inviting me to come and do something, you know. So the opportunity is definitely there* [P2, middle management, female]

Role of Leadership – With a leadership that understands and fervently promotes CSI principles as part of the business ethos, the CEO's office, the executive team and the board will be connected more directly to the CSI department and its activities. Hence, the involvement of executives in the strategic planning and scheduling for CSI projects would be a spontaneous imperative. Epstein, Buhovac, and Yuthas (2010) emphasise the significant role of leadership support in their exploration into sustainability and organisational culture. The authors discuss the business model implemented by Nike as an example where corporate responsibility is one of its nine strategic priorities. Leadership engagement is a critical priority and the CEO and other company leaders support CSR extensively, advocating it as an enhancing constituent in reaching the company's strategic goals. Zadek (2004) describes this as a transformational approach adopted by Nike in its metamorphosis from 'laggard to leader'. Zadek (2004, p. 8) concludes that "making business logic out of a deep sense of corporate responsibility requires courageous leadership – in particular; civil leadership,

insightful learning and a grounded process for organisational innovation". Jiraporn and Chintrakarn (2013) concede that CEO power has a significant influence on CSR engagement.

Sub-theme 3.2: Involvement of participants in CSI projects

Participants were probed about their individual contributions. All participants confirmed that there were various volunteering opportunities made available through the responsible divisions within the company. While most participants mentioned that they had signed up for these EV initiatives periodically, only three participants declared that recently they were not directly involved in any. They cited work pressures as a key reason. This participant expressed guilt at not being involved and proposed that EV be included as a KPI (Key Performance Indicator), which suggested the importance she placed on CSI volunteering:

> *I am very bad; I am not involved at all. There's lots of opportunities and to be honest as much as I would love to be out of the office for half a day helping to rebuild someone's life, or a school or a library there just isn't that affordability of time. I think that maybe it needs to be part of my performance review. For your last question, if I was the CEO I would make CSI part of your performance review* [P2, middle management, female].

The recommendation to incorporate EV into KPIs was indicated by two other participants.

A more committed participant alleged that he was *highly involved* and another said:

I try to involve myself in something every year [P7, senior management, female].

Following those staff whose job functions directly included CSI accountability, the marketing team were the most active in these programmes. One response was that volunteers in the company gravitate towards those causes that are close to their hearts (for example, preferring education projects to health), and that it is difficult to make EV equally appealing to everyone. This opinion indicated the relevance of personal values as drivers of EV. However, the participant added that:

They do try to make it fun, a feel good experience, and everybody that has participated up to now has come back and has had good things to say [P7, senior management, female].

None of the participants attested to being involved in more sustainable, skills-based volunteering (except work shadowing) and they saw EV as an optional programme sanctioned at the executive level and promoted by the CSI department. Among others, two participants iterated this view on EV:

This comes from the top. Also our CFO is very involved, he is the champion of the STEP program [P5, middle management, female].

We get requests to get involved and then when people can or when people are interested then they are able to actually go [P3, middle management, female].

Sub-theme 3.3 – Participation of other employees in employee volunteering

Concerning the participation of other employees there was unanimous agreement that volunteering was a common company practice that had *definitely picked up* and promoted through the established EVP. EVP constitutes one of the planned CSI pillars. Six participants confirmed that the company permits employees to apply for special leave called "employee volunteer leave". An employee from the CSI department added that the company now has a formalised policy. Some of the responses that illustrated EV as a more strategic programme included:

> *Yes, we allow our employees to volunteer during office hours but we have an annual calendar with commemorative days, special activities that we create as a company…Previously we used business leave, but now we've created employee volunteer leave* [P5, middle management, female].

So employees can take leave to do whatever they need to do in CSI [P1, junior level, female]

An employee from corporate affairs affirmed the notion that CSI should permeate the company and there should be awareness at all levels:

We make sure we participate, make sure we encourage participation… because it is for the whole entire business not just for us (corporate affairs) [P4, junior level, female].

Two others expounded that the company calculates the cost of employee volunteering time as BBBEE spend on the SED code. This special leave, incorporated into the HR policies, is another revelation of the strides the company has taken to facilitate and encourage employees to become involved in CSI projects. In this way, a culture of giving and shared responsibility is endorsed. Apportioning the cost of employee time to BBBEE spend is permissible and a growing practice in the business sector. At this stage, the researcher again recognised the "dual objectives" of CSI, balancing of business needs and social.

Some pertinent comments included:

> *There are always the regulars, we get requests to get involved and we do when people can or when people are interested* [P2. Middle management, female]

However, time constraints and increased workloads were again raised as a barrier. Participant seven in her account cited time and workload concerns:

> *Employees who are more operational have the time versus management. Taking a day out of the office is not always feasible* [P7, senior management, female].

However, Keys et al. (2009), on the topic of implementing CSR with consistency and determination, proposed engaging the entire workforce and leading by example. The authors quote Unilever as a company that identifies improved motivation and loyalty through active engagement. They conclude that the ability to attract and retain talent is a future challenge. Hence, activities that build core values and inspire employees are essential. Hinson and Ndhlovu (2011) commend Greater Good South Africa, Old Mutual (Staff Community Builder Programme) and its subsidiary company Nedbank for their vibrant staff volunteerism programmes. The researcher also commends For Good, First Rand (Beyond Painting Classrooms initiative) and Charities Aid Foundation Southern Africa (CAFSA) for their exceptional EV platforms and notes their excellent programmes.

In addition to the champions of projects who are senior executives, as discussed earlier, the company also has what three participants referred to as 'ambassadors' who are employees from various positions and ranks. The ambassadors represent the different departments and assume a prominent role among their respective teams in leading any employee volunteering programmes. The ambassadors represent their departments on the CSI committee, thus giving a voice to a broad array of employees across the company on matters not directly related to their work outputs but more to the company reputation, image, values and beliefs. An interesting instrument that participants discussed was the use of an 'employee volunteer kit', which provides direction to volunteering staff on how to participate, the do's and don'ts and includes a volunteering uniform. According to a corporate affairs employee, the kit also includes an evaluation form for feedback from the volunteering staff.

The various business units within the company are encouraged to plan volunteering together as a teambuilding exercise, which indicates a strategic alignment to business imperatives. Once more the 'dual objectives' of CSI are apparent. This approach tied in with a senior executive's statement that

> *We spoke a lot about how do we increase and grow morale in this company, let us do team building or this and that. I can tell you what builds morale and I have evidence of it – is CSI projects. Departments, together doing something, finding purpose rather than just selling cars, trucks, busses, and finance… cannot measure what it does to the human spirit* [P11, senior management, male].

This view is enmeshed in the discourse by Collier and Esteban (2007, p. 22) on employee motivation and commitment where they reason, "motivation comes first, commitment reinforces and embeds it". Consequently, in this instance the team building will be the motivation the company provides for CSI and EV engagement. The commitment of employees is then required to "reinforce and embed" the practice.

Rajput (2015) confirmed that employees' commitment is related to their perception of the value the company awards to CSR for external stakeholders, concluding that there is higher commitment of employees to their organizations that engage in CSR. There was also the concern expressed that employees felt if they are not being measured on CSI, then they will

not give time and so CSI should be part of their Key Performance Indicators (KPIs). Nevertheless, an alternative view expressed was:

> *The philosophy is not to force volunteering, it has to form part of our DNA and we must ensure there are opportunities to bring that compassionate element* [P11, senior management, male].

A supporting perspective on the discussion about whether EVP should be forced or voluntary was articulated in the statement that if it is viewed as mandatory:

> *And also so that it is not punitive. It is not expected of you, when it becomes expected of you then people become much more reluctant but when it is nicely proposed, it actually makes you feel good about yourself. I know it is a very selfish way of looking at it but that seems to be more of the draw card for people* [P3, middle management, female].

Bass and Avolio (1993) suggest that leadership and organisational culture should first be applied to encourage employees to drive CSR and sustainability success before instituting 'hard systems' like structure and programmes.

The researcher concurs with Gorski (2017) in the assertion that leaders have a crucial role in embracing and practising CSR in their companies. Gorski refers to the use of non-coercive influence and 'soft power', specific to leadership. "Employee commitment cannot be forced, it can only be nurtured", is an extremely pertinent assertion by Collier and Esteban (2007, p. 25); where nurture denotes cultivation and encouragement. The researcher suggests that leadership has the authority to introduce ingenious methods to create an ethical context within which CSI would reside that would influence employee attitudes and conduct. Options proposed include moving ethics programmes from the legal and compliance department to the human resource department and introducing a reward system that builds ethical achievement into performance evaluation and inclusion as a code in the contracts of employment (Collier & Esteban, 2007).

4.2.5 *Theme 4: CSI culture for five or more years*

This was a fundamental area of exploration since the question posed to participants more directly dealt with the topic under scrutiny. Participants were asked about their perceptions about how the culture (beliefs and values) and CSI projects (behaviours and actions) have changed from more than five years ago to the present.

There was a clear message that traditionally CSI was practised by the company but had become more entrenched across the business recently. This was coined by one profound proclamation that:

> *It has been a mind shift change. CSR in the old days was something that was run by corporate affairs in the background, but today it is lived by the company; it is lived by the brand, it is lived by the dealership and its lived by your customers* [P10, senior management, male].

The researcher deduced that this response indicated a transformation in the CSI culture of the company, a progression in the values and beliefs so that CSI is 'lived' within the company and among stakeholders. A senior executive from the human resources division revealed to the researcher that a recent change to the management lines involved the CSI staff reporting to his HR department Such a move is one that Collier and Esteban (2007) propose as strategic in 'nurturing' CSI among employees.

Some of the significant changes from the past raised by the eleven participants included that currently there was:

> *More communication, greater awareness, a lot more integration, far fewer projects streamlined to specific focus areas, more involvement of management and staff and increased centralisation* [P3, middle management, female].

Concerning marketing and communication one participant said:

> *In fact, in CSR is in a lot of our videos its always saying together we are better we bring in the plant we bring in this culture* [P10, senior management, male].

The company now also has a geographic focus in CSI; accordingly, they invest where the company has a stronger presence. Employee involvement and volunteering was cited across the majority of the study sample as one of the most significant changes in the company's CSI philosophy. One employee espoused that it was initiated at CEO level and that:

> *Something that comes from the top always gets taken serious; so we immediately started brainstorming and drafting and then one, two, three we had an employee volunteering programme* [P5, middle management, female].

Gorski (2017) and Keys et al. (2009) corroborate the view that engaging the workforce starts at the top.

One participant, in contrast, ranked the changes in the company's CSI practices by looking at the personnel and budget resource allocation to the division, suggesting that these had been largely reduced over the years. According to this participant:

> *Historically, it was a fully-fledged team, headed up by a Senior Executive, there was good representation in the management … that has been watered down significantly for whatever reason, be it resource constraints, be it that the new wave of management does not see the requirement. There has definitely been a shift from something we want to do and we want to invest in, and investment is not only money. We want to allocate our resources and time; we think this area justifies senior management heading up, versus this is something that we have to do. Let's give it to one person to head up, to allocate budget - That is it, it's a tick-box. Six years ago, we had a level four, Senior Manager heading up the CSI programme for the company* [P7, senior management, female].

This participant expressed reservations about the cut back on resource allocation to the CSI department, indicating that the department could do more. The participant raised concerns that have direct implications for leadership and the positionality of the CSI department. However, this employee was not directly involved in CSI and might not have been fully aware of the company's plans. The researcher speculates that while this is a valid but disconcerting angle suggestive of 'conviction CSI versus compliance CSI' (Skinner &

Mersham, 2008), it cannot be viewed in isolation from other developments within the company; namely, the overall future business strategy, which was not part of the current exploratory study. This consideration is especially significant since the company has made substantial headway in various areas associated with CSI. Additionally, the corporate affairs and marketing employees alluded to there being a wider spread of CSI responsibilities across the respective divisions. Rangan, Chase, and Karim (2012) agree that while social and financial initiatives may be advantageous to one another in the long term, they frequently conflict in their need for resources and attention in the short term.

Associated with resource problems the researcher refers to the first CSI workforce and communication survey in South Africa conducted by CSRNEWSSA. The results indicated that only 20% of the 500 participants employ two to five people to manage and market their CSI programmes. The majority, 66%, entrust the entire portfolio to one individual. Allocation of such minimal resources for CSI tasks presents a tall order, given the mounting importance of CSI and the considerable percentage of profits required by law to be spent on social investment - 9 billion rand in 2017 alone (CSRNEWSSA, 2018).

Two other participants whose job functions include CSI responsibilities discussed that the current calculated approach to CSI ensures that the company can remain focused and impactful. On an operational level these participants acknowledged being able to:

> *Decline projects that are not aligned and prevent management from doing what they want* [P5, middle management, female].

> *There's definitely been a change in a structured way… we get lots of proposals, certain things aren't aligned, like Save the Rhino and maybe an executive wants to support but it's not aligned* [P4, junior level, female].

Hemingway and Maclagan (2004) validated that organisational values, which are reflected in the CSI framework and policies, take precedence over personal values of managers. In this study the personal values are depicted in the reference to executives advocating their own 'pet projects'. The majority of participants indicated that, the past practices were:

> *Too broad with a "spray and pray" approach. Departments undertook their own CSI with no budget or coordination. People did not know what the company did and employees were not involved. The approach was broad with too many projects. There was no long-term support and going back to check on initiatives* [P8, middle management, male].

Many articulated that the company had now adopted a corrective action to the issue of "*not going back to check":*

> *We now began measuring the return on investment…doing it for the right cause. It has become more centralised.* [P6, senior management. male].

The company currently engages in multi-year, longer-term support to their beneficiary organisations. Hence, the researcher deduced that there has been a move towards a more focused, sustainable position, which includes monitoring and evaluation strategies. In support, Skinner and Mersham (2008) contend that effective social investment means a long-term commitment in a project, with particular attention on returns. Social returns are defined from the outset and measuring outputs and evaluating impact are necessary project components.

Two participants raised the company's transformation in its perceived obligatory duty to less privileged sectors. They claimed the South African government via the DTI (Department of Trade and Industry) and the Broad Based Black Economic Empowerment Act (BBBEE) originally influenced the company. However, with the recognition of the value of CSI, the attention and priority it has garnered in corporate circles and the pressure to be seen by government as promoting change and uplifting communities, the company has now embraced CSI more sincerely. As articulated by a senior executive:

> *Not just to tick-the box but doing it for the right cause. If you come to think of it, we spend more than what is actually required to meet just the BBBEE points* [P6, senior management, male].

While it is widely accepted that regulatory frameworks have impelled the business sector to invest in social development, corporations have transformed to embrace CSI into their core business practices in a more amenable manner (Wyngaard, 2013). Most participants affirmed that the company had advanced beyond compliance – to recognise the social desirability of strategic CSR versus 'coerced CSR' (McWilliams et al., 2006).

The researcher was informed by two participants, that a vital element linking the strength of the brand to CSI, is about 'integration',

> *This is how we tie in the ecosystem that is around this company, so together we are better* [P10, senior management, male].

> *CSI is important. It has grown because the vision has changed there is more focus on development…The power of a brand is how it has integrated itself into society. The strength of a true brand is that - Integration means how do I connect your lifestyle in an opportune way that has meaning. And meaning falls under what we do in CSR. If there is anything you take away from today is that point and that a strong brand is about integration* [P11, senior management, male].

Associated to the integration discourse, the study data revealed that the company was developing its flagship CSI project to include an enterprise development pillar. The innovation is closely aligned to the company's core business, which is mobility. The company will afford mobility to learners from disadvantaged communities through the provision of bicycles to facilitate a safe commute to school on a daily basis. Keys et al. (2009) advocate smart-partnering initiatives like this as a commendable movement. It was further revealed that some employees are directly involved in the planning and initiation of the new branch of the project. In their study on the emerging trends in CSI in South Africa, Skinner and Mersham (2008) concluded that employees can add substantial value to CSI programmes particularly if their time and core skills are leveraged in support of flagship projects. It is posited that developing skills-based employee volunteering, as with the company's flagship project, is the next evolutionary step in the company's CSI modus operandi. Partners for possibility (PfP), a lead programme of Symphonia South Africa (a registered NPO), is an example of highly successful strategic partnering via skills-based

volunteering. Leaders from prominent businesses are partnered with principals from under-resourced schools across the country to seek growth and development for their respective sectors through the exchange of knowledge and experience (Partners for Possibility, 2017).

Research into the state of CSI in South Africa revealed ten trends that will likely shape the future of CSI and responsible business (Trialogue, 2017). The information gathered from participants related to how the company in question has transformed over the years suggests that, to a varied extent, at least six of Trialogue's identified trends, have matured into the companies CSI framework. These six trends are: (1) increased integration, (2) greater focus, (3) employee engagement, (4) stakeholder interaction, (5) innovative finance, and (6) applied measurement. The evidence validates that the company under study has made considerable enhancements in its CSI administration.

Nalband and Kelabi (2014) contend that companies should invest in CSR as part of their business strategy to become more competitive, adding that this is guided by the beliefs, values and assumptions of the people involved in the business. Mindful that business does not operate in isolation, the beliefs of society or the environment affect the values of influential decision makers. These values and assumptions will translate into actions that will warrant a CSR-oriented mission, a CSR policy, a CSR strategy, a CSR framework, a CSR planning or/and a programme on CSR (Nalband & Kelabi, 2014).

4.2.6 *Theme 5: Exploring proposed innovations in the role of CEO*

A question was posed to evoke 'out of the box' thinking that would generate creative responses from participants. Each participant was presented with a scenario - If given carte blanche as the CEO of the company, what would they do differently in CSI? While there was a common notion among all participants that the company was doing a reasonable task on its CSI activities, each participant discussed what they would change, add or grow if they had the authority of the CEO. The researcher found these suggestions were based on their individual experiences with CSI and their personal passions. The analysis of data on this subject yielded a common sentiment that the company is "doing a lot" but can do more.

Employee volunteering – was raised most frequently as one of the most transformative innovations the company has developed over the years. While some employees indicated that employee volunteering not be forced others believed it could be subtly coaxed through being measured as a KPI so that it would be taken more seriously. The majority of the participants suggested adopting what Gorski (2017) termed "non-coercive influence" to ensure the optimal success of EVP. Even though employee volunteering was already encouraged and facilitated, a widely held view was that EVP needed greater "push" from the company. Sentiments motivating this view included:

> *If I was the CEO I would make CSI part of your performance review* [P2, middle management, female].

> *On EV there is some room for action here, and just making it into everyone's agenda once a year for every person. It is not like you have to take annual leave. The time is there, the commitment is there, let us be a little bit more forceful* [P7, senior management, female]

There was a proposition for a half or full day shutdown granted by the company for all employees to engage in a CSI project:

> *As we do for the company Christmas party* [P11, senior management, male].

> *Allow everyone to take one-day leave - the whole company, because I think in most cases people want to get involved but they cannot get away from their desks. So even if the company just gave let's say one morning off* [P1, junior level, female].

Another participant reiterated at this point the opportunity to influence EV through team-building ventures that would inherently contain a 'giving back' element. In so doing, the teambuilding initiative designed around EV could afford the company a dual advantage. Firstly, by aiding the company core business imperatives related to personnel namely, cost saving and staff development. Secondly to enable a social value proposition. Such exercises

will be orientated towards the new era of "strategic CSI" that yields a combination of positive social and business outcomes (Trialogue, 2017). One participant said as CEO he would;

> *Ensure that each of our people is a mentor to someone outside… give each of these people the resources to add that value … it is a worthy investment, that will continue bearing fruit* [P6, senior management, male].

Once again, proposing a skills-based perspective to volunteering. McCallum, Schmid, and Price (2013) corroborate that employee skill-based volunteerism aligns with the business case for CSR, by enhancing company reputation, reducing costs and risk, the achievement of business strategy, and the creation of learning and partnership.

Another participant expressed that as CEO, she would be a lot more hands on. She planned to:

> *Visit each and every project, and not only when there's an event but to understand as a CEO, the environment, the community. Whether you are an expat … irrespective of colour or where you come from, but you need to understand the business and the purpose of why we are doing that* [P4, junior level, female].

Another participant expressed the vital role of leadership and indicated as CEO:
I would try to convince employees. How important it is to give and how beautiful it is when you do give. The only way employees will be convinced is by management [P11, senior management, male], indicating that management has the potential and the influence to lead by example and to assume increased responsibility to drive CSI within the company. Literature on the subject extensively validates the prominent role of the CEO and leadership (Bass & Avolio, 1993; Collier & Esteban, 2007; Epstein et al., 2010; Jiraporn & Chintrakarn, 2013; Rangan et al., 2012).

Resources – The next subject highlighted by five participants related to the company's resource allocations to CSI. As CEO, the participants reported they would provide supplementary financial and personnel means to fulfil the company's CSI plan, because:

> *As big corporates, like company X, competitors and all businesses across the industry, we can do more* [P8, middle management, male].

There was extensive discussion during one interview that adhering to the 1% stipulated by the BBBEE Act meant that the company still merely complied (tick-box attitude) with its mandatory duty to the government. This participant felt that societal issues and needs were enormous and as CEO he would calculate the CSI budget on an incremental basis each year. He added that he would:

> *Give more funding because obviously we understand that CEO's go according to the guidelines of 1%, net profit after tax but there needs to be more funding because the needs are quiet huge* [P4, junior level, female].

> *If I was the chairman, I should just give more resources. I find that in so many corporates there is limited resources for CSR* [P5, middle management, female].

In agreement with the view of this participant, Rajput (2015) found that when business is flourishing and the end result is comfortable, corporate responsibility seems to be an achievable goal. However, in difficult times, "responsibility" and "accountability" are undesirable. The author concludes that CSR should never depend on the company performance and profitability since CSR "is a much needed responsibility on the part of big corporates irrespective of their performance records" (Rajput, 2015, p. 259).

On the subject of personnel, another executive added that:

At senior level we don't have that one person that is dedicated to CSR [P10, senior management, male], so as CEO he would ensure that this be instituted and driven from the top. He also believed that from a brand perspective the marketing division had a greater potential to impact on CSI than corporate affairs. Rangan et al. (2012) agree that at least one senior executive within a company champions CSR, particularly since CSR is not usually integrated into a company's strategic thinking. The authors believe executive support is essential during the CSR budget approval process.

Marketing and communications – The next most significant change some participants identified was an enhanced marketing and communication plan for CSI so that there is more awareness about what the company is doing both internally and externally. A participant believed there was not enough communication about the good the company is doing. She proposed:

> *There needs to be a separate marketing plan to kind of – have that 'boasting factor' and to have that acknowledgment that Company X is doing a lot more than most corporates are doing or a lot more than most people think they are doing* [P2, middle management, female].

This participant elaborated that effective marketing and communication would enhance the image of the company to potentially,

> *Build up a customer base and an employee base. Creating greater awareness first of all, ensuring that people can see that if you have big companies like ours who have wealth and resources they can actually add value directed to people's lives* [P6, senior management, male].

A marketing executive fervently expressed that his division had more potential to secure buy in by *bringing great work to the fore* [P10, senior management, male].

Additional matters that some participants would pursue as CEO were to drive sustainability in the company's initiatives, ensuring inclusiveness and consolidation of funds across the different divisions, and safeguarding that dealerships and customers guarantee more impact in their CSI. One participant remained consistent on her position that she would hone in on only one focus area, that being, 'creating mobility', which is aligned to the company's core business. For example, in the field of health the company should consider providing wheelchairs as opposed to supporting HIV and Aids interventions that she believes are a 'bottomless pit'. This participant's account again highlighting the dual benefits of strategic CSI, discussed earlier. To the contrary, another participant expressed that he would not "take away anything", but would just add to the existing practises. He discussed 'arts and culture' as a pillar that he believed was much neglected on the broader CSI agenda, which could

effectively promote social upliftment and transformation of vulnerable people. The participant cited examples of individuals he was aware of who, through their performing and fine arts potential, had soared beyond their lives of poverty and deprivation. Consequently, this participant had proposed a broader approach to CSI.

The researcher deduced unanimous contention among all participants that amendments of different magnitude and types be instituted in the company's CSI practices. There were also widespread undertones that the CEO had the power and authority to yield much influence in the strategic direction of the company's CSI policies and ideas.

4.3 Discussion of findings

The data analysis yielded pertinent information in response to the objectives of the study. The results, discussed here in summary, show that the study achieved the aims and objectives as outlined.

There are numerous motives for engaging in CSR. Relevant to the South African context, Williamson et al. [as cited in Carroll and Shabana (2010)] established that CSR activities are driven mainly by regulatory structures and the pursuit of direct cost reductions. The authors conclude that the environment in which such companies operate do not recognise the benefits of the broader business case, motivated by regulatory compliance and direct causal relationships between CSR and financial performance. In contrast to this assertion, which may have prevailed earlier in 2010, the views of the participants in this study included a combination of the realist, optimist and strategic idealist orientations to CSR suggested by Tench et al. (2007), discussed earlier. There was overall acceptance of the mutual benefits of CSI to society and the company. Four participants mentioned sustainability and three others spoke of "long-term impacts, changing people's lives, teaching people to fish and not just give handouts", responses that are located within the strategic idealist position.

The general perception was that the MNC has transformed to adapt to the changing social and economic climate of the country. A process of change, which originated in the early

years and became more established over the 60-year period of operations in South Africa. This participant, a senior executive, encapsulated the transformation:

> *Company X has been in South Africa for 60 years and I am not sure if you know, but Company X was responsible for a lot of the more progressive labour laws, even during the days of Apartheid. We created literally the framework for what the government adopted as the current labour set up in the industry. So we have always had this kind of vision of what we want to be to this country* [P10, senior management, male].

On Theme 1, all participants were familiar about the concept of CSI, even though they tended to use the term "CSR" to denote CSI. The CSI duty was located within the corporate affairs division, which recently began reporting to the human resources division. Restructuring may be pronounced as a strategic move in the company's transformation as claimed by Collier and Esteban (2007), who concluded that the success of CSR programmes is more reliant on progressive people management rather than being a compliance-related matter. The significant role of human resource development (HRD) practitioners, in relation to a company's CSR, was expounded on by Blake and El Mansour (2012). As was foreseeable, participants who were closely affiliated with the CSI division and those who were more actively involved in volunteering were most knowledgeable about the company's CSI practices and the CSI framework (policies, budget and initiatives). Other participants affirmed that there was a framework but had limited awareness of the details of this framework.

With respect to Theme 2, most employees were knowledgeable about the company's various CSI projects. Those that did not know much were employees who did not take the initiative to become aware or involved. Marketing employees were better informed about the projects that adopt a strong marketing angle and where the company gained the most marketing mileage. The marketing division was extensively involved in the company's flagship project, adopted as a global initiative and strongly advocated from the company headquarters in Germany. While some participants were more knowledgeable than others about the involvement with this flagship venture, all participants attested to the company's profound

commitment, particularly because it is driven from Germany. It became evident that the company has begun engaging with beneficiary projects on a more strategic level. The tactical involvement was illustrated by the launch of the new pillar of the flagship project that aimed to address mobility for learners in disadvantaged rural communities. Additional examples include the establishment of a learning academy at the company's assembly plant, emphasis on youth development and the support for maths, science, accounting and English. The CSI employees alluded to how these initiatives feed back into the industry by cultivating future employees and possible customers. According to the latest Trialogue Handbook, "for CSI to be strategic, it must have positive developmental impact that is aligned and contributes to the priorities of business, beyond reputational impact" (Trialogue, 2017, p. 162).

Employee volunteering or employee engagement, Theme 3, was declared as the most transformative CSI agenda that had developed and formalised over the years to be incorporated into company policy. The researcher suggests that the impetus may result from the CEO's initiation of the EVP. However, there were reservations that even though EVP cannot be forced or demanded, maximising the involvement of staff may necessitate covert coercion by senior management and the CEO via the tweaking of formal constructs and processes. The company's EVP advanced to incorporate an EVP kit, employee volunteer leave, project champions, ambassadors and some features of skills sharing. The researcher also observed on her visits to the company a well-designed and centrally located EVP Wall comprising of digital screens, pictures and information about all the company EVP initiatives. In addition to the pronounced strides made in EVP, participants contended that communication and awareness about CSI among stakeholders and employees had increased notably compared to the past when *people knew little about the company's CSI.* The researcher deduced that the involvement of employees and the subsequent awareness around CSI has grown and become significantly institutionalised. The results indicated that the company provides extensive opportunities and resources to support employees' desires to volunteer on CSI projects. However, employees themselves need to be motivated by a sense that it is "the right thing to do". Hence, the focus is on establishing a values system that embeds a "culture of corporate social investment".

With regard to the changed CSI culture from five years back, Theme 4 –an important approach gaining momentum across the company – was the enhanced attention to "integration and inclusivity" in its CSI operations, both on a policy and execution level. This philosophy extended to relations with all internal and external stakeholders, which included subsidiaries, employees, dealerships, customers, suppliers and communities. Strategic aspects incorporated into integration and inclusivity were increased awareness, more streamlined focus on certain social issues aligned to the business, longer-term, multi-year involvement in specific projects and enhanced employee engagement in CSI. The researcher suggests that the two concepts of inclusivity and integration are part of the company's values and belief system, espoused by the company slogan – 'Together we are better'. The two concepts, although not written into policy, consequently bore essential implications for the culture discourse.

Theme 4 on the critical role of the company's leadership and CEO in driving the CSI agenda and creating a culture that embraces CSI was widely emphasised. The positioning of the CSI department, its human and capital resources was essentially the core responsibility of leadership. However, there were reservations expressed and calls for a greater thrust from the CEO and leadership. As recognised by Blake and El Mansour (2012, p. 16), "leaders are responsible for creating vision, influencing people, performing effective strategic planning, and empowering the workforce in order to facilitate rapid changes". It can be theorised that such leaders understand that CSR can impact the company's bottom line. Hence, the need exists for leaders educated about CSR who will ensure the implementation of strategic plans and provide facilitation of CSR initiatives at all levels within the organisation (Blake & El Mansour, 2012).

4.4 Conclusion

Framed on the deliberations of Blake and El Mansour (2012) on how social and ethical responsibility can encompass human resource development practices the researcher explored the extent to which CSI was incorporated into the company's business model and among its employees. Was CSI mainly written into and archived in a policy document, or has it become

enshrined in the corporate culture of the company? Evidence confirms that the company has espoused an increasingly strategic approach to CSI. Based on the themes that emerged and the outcomes of the data analysis the researcher contends that the company in this study has transformed largely over the years and moved beyond "Compliance CSI". The changes embraced by the MNC depict steps towards voluntary self-regulation, which are more innovative and efficient as opposed to regulatory compliance. The steps in this instance related to inclusivity and integration. However, the role of leadership and the subsequent positioning of the CSI department is pivotal in decidedly elevating CSI to the position it warrants within the MNC. Attention to the resource allocation for the CSI department is vital. CSI responsibilities are to be placed in the portfolio of a senior manager and ensure a direct link to the CEO's office and a dedicated spot on the agenda at the board level.

Only with the power of leadership can the CSI department and the various projects be elevated to a new strategic imperative to become entrenched into the company culture. The company has a well-established regulatory framework, policies and structures in place – the question lies in implementation. North (1986) affirms that NIE literature corroborates that altering and manipulating beliefs is essential, since merely changing formal rules is insufficient to adequately influence tangible business and social practices. Thus, validating the use of subtle unobtrusive mechanisms by the CEO and senior management designates needs to influence the company culture. Such enactment cannot be written into any document to be effective, rather it has to be acted-out, demonstrated and "lived". For example, stopping at a red traffic light is formally enshrined in the country's traffic control legislative framework and enforced by the police. However, there may also be informal methods to impose rules, such as the outrage demonstrated by people on the street should a motorist not stop, or in other instances picketing, boycotts, strikes, etcetera. The researcher likens this example to the notion of employee activism as a significant tool to transform and embed a culture that promotes CSI throughout a company's operations. Thus, behavioural beliefs and strategies embrace reaction mechanisms (North, 1986). The MNC can take direction from Hamann (2003) suggesting an emerging trend of incentives and pressures on companies to integrate social development issues more significantly into core business decisions. Incentives and pressures that specify a diminished role of regulatory compliance,

leaning towards an acceptance that business has more resources and capacities to provide social benefits with greater proficiency. Hereby, upholding the prevalent neo-liberal philosophy in South Africa. Subsequently, it is appropriate to reconsider the developments from which the NIE analysis arose. Namely the inability of the state to provide extensive social services, the increasing complexity of society, encompassing matters of equity among the various cultures, the need for accountability, the growing recognition of the role of corporate managers and directors in society and pressures from globalisation and international trade (Hinson & Ndhlovu, 2011).

Chapter Five

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The company in this study has made exceptional strides in its approach to CSI on a policy and operational level, however much is yet to be done to entrench CSI into the organisational culture. Commitment to social concerns is to be communicated consistently, not only in words and in actions, but central to this study – rooted into its culture, its DNA. A culture of social responsibility and ethical leadership sets the tone for productivity and helps the business to engage with the real life concerns of stakeholders and wider society.

Whether companies embrace CSI or not, the idea of social responsibility has become central to the way businesses operate in the world around them. “Investing in communities is no longer an optional extra – it is key to the way companies are perceived and relate with the constituencies that support them” (CSRNEWSSA, 2018). The vital role of business in society is unquestionable. The contention now is the extent of business’s commitment to strategic CSI, described by Trialogue. Today trust in business is low. Where the attention to sustainability and the triple bottom-line, and ethical practices are under constant scrutiny it is not enough for business to only be in the business of generating profits, neither is it enough to merely give back or communicate what they are doing; social responsibility, responsible and ethical leadership has to be lived and demonstrated throughout a company. Levels of accountability and demands on business to be responsible beyond making a profit are a global phenomenon. It has increasingly become a strategic focus of the business sector and placed on the agenda at board and executive level. Hence, a corporate culture (values and beliefs) around CSI, especially in SA given the historical trajectory of the country should permeate throughout a company’s DNA – nurturing the symbiosis of individual and collective culture. House, Hanges, Javidan, Dorfman, and Gupta (2004) speak of the “sharedness” of culture among members of the collective - collective values to motivate collective actions to achieve collective goals. The company in this study has advanced to the

next phase of strategic CSI and has begun to entrench a 'shared' CSI culture across its operations and among its stakeholders – employees, customers, dealerships, subsidiaries, the assembly plant and the society within which it operates.

South Africa's socio economic challenges and the so-called "wicked problems" of poverty, inequality and unemployment can only be dealt with collectively by all sectors if we are to make any progress as a nation. CSI was born from, and located in the offensive of the malevolent discriminatory practices of apartheid (Phiri et al., 2015). Consequently, it must be contained within this aftermath, and cultivated in the conceptual womb, of 'righting those wrongs'. Not overlooking, the role of large multinational corporations in supporting and perpetuating apartheid atrocities as discussed earlier.

Revering the holistic approach promulgated by the New Institutional Economics framework, the researcher established that CSI is incorporated as a norm within the MNC involved in this study, validated by the establishment of a normative attitude that increasingly favours CSI. The NIE model recognises that CSR permeates every aspect of business and society. Thus, CSI guides the behaviour and actions across the company's expanse of internal and external stakeholders. Aptly coined by North (1986, p. 24) institutions may be pronounced as constituting 'rules cum shared beliefs'. In agreement with North's description, the researcher concludes that the company does have a well-formulated CSI framework (the rules) and implements strategic CSI as per figure 6. It is also evident that CSI continues to become more enshrined within the company culture (shared beliefs) as suggested in the responses about how the company had changed over the years. Both the 'rules' and the 'shared beliefs' around CSI are influenced by the current trends in the CSI arena, including the objectives of the country's social development plans and the changing dynamics in collaborative partnerships between the state, civil society and the private sector. There were connotations that the company's CSI culture had developed as a blend of an 'organic, anthropological approach and a socially engineered, scientific rational approach'. Some aspects of the CSI culture in the company just evolved and transpired naturally while, on the other hand, the company intentionally introduced structural elements to direct the process, which appears to be in a continual evolutionary state.

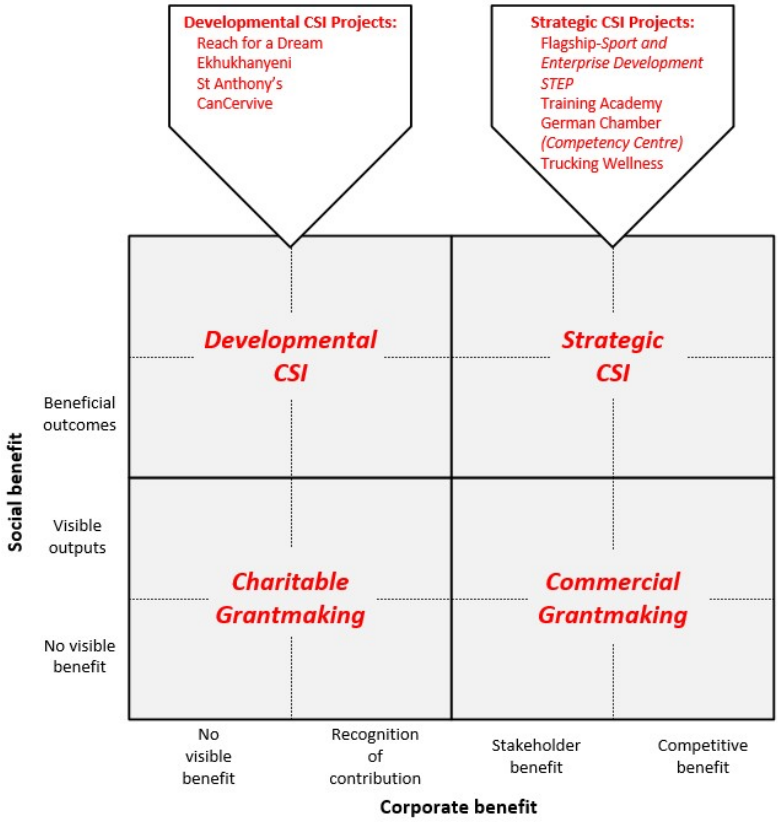


Figure 5: MNC projects plotted on CSI positioning matrix (Trialogue, 2017)

This research demonstrates that it is not enough to have strategies, mission statements and codes of ethics. It is essential for these to become embedded in the cultural fabric of the business as well as in the hearts and minds of its employees. The researcher resolutely supports Collier and Esteban's (2007) view that those responsible for strategy and direction need to respond to the challenge of facilitating and nurturing employee commitment to CSR so that the business develops an integrated CSR culture where social responsibility becomes a central beam in the collaborative search for the common good and a sustainable future. Companies need to have CSR ingrained into their corporate values and integrated into the very heart of their operations. These may include the CEO and leadership as substantial drivers of CSI related activities within their respective companies, for example Miriam January, social performance advisor at Anglo American confirmed that securing buy-in from

the executive level is essential to successful planning and implementation of volunteer programmes. Sizwe Nxasana, ex CEO of First Rand is an ardent supporter of The First Rand Employee Volunteer Programme and Beyond Painting classrooms initiative (Mail&Guardian, 2014). Central to this argument is the need for a well-resourced CSI department to be strategically positioned close to business operations and not relegated to the periphery.

The challenges and areas for development that filtered through the study included a more concerted effort for the company leadership to drive CSI. These were that CSI be included as a core pillar in the company's business strategy, more proficient resource allocation (personnel and financial) to CSI, employee volunteering and commitment to be encouraged through the use of 'soft power' and the more inventive use of human resource management (HRM) practices.

Gauging the commitment and seriousness of the business sector has direct implications for the field of social development, given the reciprocal nature of relationships between the private sector and development agencies. This responds to the concern whether business is a dependable and dedicated partner in the multi-sectoral, multidimensional approach to social development in South Africa.

5.2 Recommendations

The outcomes of this study illustrate that the CSI practices within the respective multinational corporation has grown and developed into a more strategic undertaking. Presently, conforming to six of the ten forecasted trends in CSI in South Africa presumed to shape the sector and responsible business practices in the future (Trialogue, 2017). The researcher identifies the six trends applicable specifically to the MNC as (1) Increased integration, (2) Greater focus, (3) Employee engagement, (4) Stakeholder interaction, (5) Innovative finance and (6) Applied measurement. The company has made strides in each of these categories. The company's partnership with its flagship project proposes a significant best practice model to provide other such businesses with valuable lessons on CSI

collaborations. Lessons, such as the level of involvement with the project where a company director manages the relationship, the highly concentrated and focussed funding process and the mutual establishment of the enterprise development pillar. The partnership with other implementing organisations, engagement with the dealership network, customers and direct CSI beneficiaries provides a best practice model for robust engagement with stakeholders. Evidently, there is the added advantage of being a global company initiative. While there may be misgivings associated with implementation of the EVP there are useful features in the design and policy that may offer direction to other businesses. The company has an ingrained due diligence, monitoring and evaluation, and legal and compliance practise across all aspects related to CSI. While the MNC adds value to the universal field of CSI, the enhanced role of leadership as drivers of CSI and the prominence awarded to the CSI Department are central to the CSI culture discourse.

A fundamental priority to advance CSI further and entrench an organisational culture that embraces CSI into day-to-day operations is contingent exclusively upon the CEO and leadership structures as the main influencers and decision makers. While the researcher strongly propagates this notion, CSI activism from employees within the company would drive the practice deeper into the company's business priorities, so that it becomes a select item on the boardroom agenda.

The outcomes of this study provide guidance to CSI practitioners on the importance of moving beyond policy and operations, to design strategies consciously that include and engage employees more actively and purposefully. Employees then feel heard and wilfully embrace the concept of 'shared values' thereby ensuring a corporate culture that delves further than profit making and more towards sustainability. Thereby, establishing a culture of collectivisms and promoting a 'spirit of Ubuntu' – a term, that became the epitome of South Africa's transition, and later faded into the pandemonium. Taylor (2014, p. 10), in defining Ubuntu for business ethics proposed:

> *Take each action or transaction and test it against the four components of Ubuntu: does the action promote cohesion amongst the parties? Does the action promote or acknowledge reciprocal value between the parties? Does the action damage relationships with the various parties? Does the action devalue any of the parties*?

The essence of Ubuntu aptly summates the objectives of CSI and sustainability, and embodies the notion of shared values, a universal bond of sharing that connects all humanity – "a person is a person through other persons".

In addition to providing direction to CSI practitioners, CEOs and company leaders are encouraged to relook their relationship with their CSI departments and understand the importance of their role and their power to influence, drive and instil a culture that enshrines CSI into their company DNA. Leading by example is the most fundamental means of establishing an unwritten culture (Robbins, 2001).

The company's transition to employ and design CSI initiatives that align to business objectives is an example to other vehicle manufacturers. There are worthy lessons learnt from bringing CSI closer to the business through providing mobility solutions for underprivileged youth, and the company's intent to create a pipeline of future employees and customers. Such corporate actions will embed CSI into the organisational culture since these strategic ventures span all business units across company operations.

With the large number of citizens within their ambit, corporate South Africa has a prominent role to establish and influence a philosophy that recognises they are part of a wider constituency. Mthombeni (2006) in his study on the role of MNCs in South Africa, accentuates the position that economic leaders of industry wield significant power in general. Therefore, companies have the ability to influence individual beliefs towards a shared value system, where individuals are encouraged by a collective organisational culture, a collectivism that permeates organisations and filters into wider society to promote a culture of helping, a culture of sharing, a culture of giving – re-instilling the concept of UBUNTU. This is the epitome of CSI.

A significant outcome of the of the study is a revised version of Carroll's pyramid for CSR (Carroll, 1991) to establish a model that exemplifies enhanced applicability to the South African context. CSR is a broad term that illustrates various elements of a business's responsibility spectrum. The term CSR must be unpacked and deconstructed to reflect the categories it embodies as well as the interactions between these. While, the revised model retains the primary elements of Carroll's pyramid, it awards an exclusive segment to CSI. In

addition, the researcher proposes that corporate culture, excluded in Carroll's design, is fundamental to all company practices. The culture enshrined within a company determines the judgements made about its legal, ethical, economic and strategic CSI responsibilities. These judgements or company's corporate responsibility then influence the decisions across all divisions, which ultimately guide the company's overall strategy. The researcher proposes Figure 6 below as the new South African CSI model. The model provides a tactical departure from Carroll's CSR pyramid, which lacks relevance to CSI in the South African context. The hierarchical pyramid illustration ranks the different elements of economic, legal, ethical and philanthropic responsibilities according to importance. The pyramid does not portray a relational construct. The revised CSI model for South Africa proposed by the researcher responds to both these shortcomings and integrates the dimension of corporate culture as central to all business practises. It is highly relevant to this study where culture is the focus. The use of a circular model demonstrates the interconnectedness of the various elements of the corporate context that support and coexist with CSI. It is now the challenge of other researchers to test this model in various sectors.

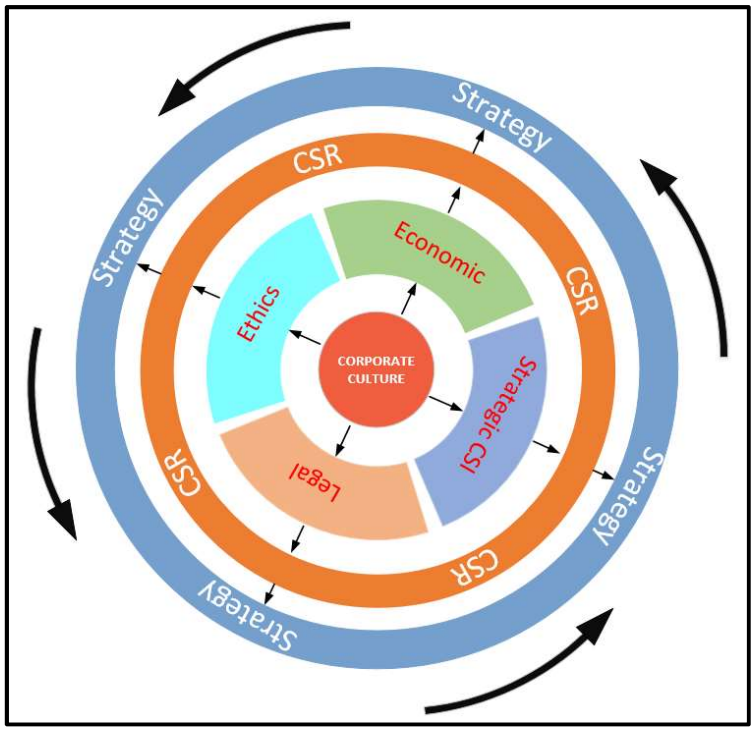


Figure 6: Revised CSI Model for South Africa

5.3 Further Research

Literature on CSI and CSR has predominantly looked at the business case for CSI, profitability and leadership. However, there has been limited focus on issues related to corporate culture and CSI. The proposed areas for further research are:

The multinational corporation

For the MNC a field for further exploration is to conduct a longitudinal assessment by doing a follow up case study five years henceforth. This will provide valuable insight into the further evolution of CSI at the company. The results of such a study would respond to the issue raised that "the company is doing a lot but there is still much to be done", and the progress in entrenching a CSI culture into its operations. This would also answer the questions that Keys et al. (2009) encourage leaders to ask "Where have you focused CSR activities in the past?" and, more important, "Where should you focus them for the future?" Given the advances that the company has made thus far, a longitudinal case study may prove to establish a turnkey best practice model for both the development and business sector.

The business sector

A similar quantitative study among multinational corporations could yield results that can be generalised to the sector to promulgate the culture discourse.

CSI Practitioners

Whereas, extensive academic attention is directed to CSR linked to performance, definitional constructs, theoretical frameworks and building a case for CSI, there is minimal focus exclusively on a corporate culture around CSI. It seems there is a need to develop a research thrust that will unlock the vagueness of the notion of a CSI culture, how such a philosophy can be established, its benefits and how it influences all stakeholders. Such research could provide information as to whether organisational culture supporting CSI can inspire and motivate employees to take CSI and sustainability obligations more seriously. In addition, explore how individual values and beliefs effect the collective culture and vice versa – how collective beliefs influence individuals.

Non-profit organisations (NPOs)

NPOs as the primary beneficiary agencies of CSI funds, and largely reliant on their support it would beneficial to understand how strategic CSI will affect funding to NPOs. Especially since strategic CSI brings initiatives closer to business. The reality is that not all NPOs have the opportunity to offer such attractive and innovative projects for funded and support, for example baby therapy centres, organisations that work with the aged, mentally challenged, some residential care facilities and so forth. Will strategic CSI marginalise certain NPOs and groups in favour of establishing their own Trusts and Foundations to perpetuate their 'own agenda'.

Academic Institutions

An important recommendation in line with the increased professionalisation of CSI is for tertiary institutions and academics to develop a curriculum (accredited courses) for CSI practitioners within the social work course or established as a specialised field of social development. The CSI sector would benefit from a standardised CSI Framework, developed in collaboration with the three sectors of business, civil society and government. This would ensure common understanding and a shared vision that precludes a perspective that favours corporate South Africa.

Within the South African context, CSI offers substantial resources to achieve the objectives of social development. The NPO sector, in the wake of diminished government support, has become increasingly reliant on CSI funding to continue serving the most vulnerable sectors. It is clear that neoliberal ideology is rampant in the South African markets.

Ite (2005) affirm that multi-stakeholder and partnership slant to managing social issues is the right path. However, the approach should ensure that the major stakeholders, governments, MNCs and NGOs in the development process are clearly defined with the roles, responsibilities and obligations of each stakeholder well-articulated. Each is to recognise and accept that no single sector of the economy (private or public) can be expected to provide solutions to all social problems. Given the high levels of unemployment, inequality and poverty in South Africa (May, 1998) the various sectors, especially MNCs who have the resources, require a renewed commitment. The researcher concludes that as

society becomes more socially conscious there is the unspoken underlying re-awakening of the Ubuntu philosophy - “Umuntu ngumuntu ngabantu", meaning that a person is a person through other people. Ubuntu has its roots in humanist African philosophy, where the idea of community is one of the building blocks of society. Ubuntu is that nebulous belief of common humanity, oneness (Taylor, 2014).

Against this belief system, the revised model offers new ways of viewing how MNCs can design, implement and evaluate CSI initiatives.

6. REFERENCES

Andreasen, A., & Lauridsen, K. M. (2008). *CSR in B2B companies*. masters dissertation, Aarhus School of Business, Aarhus-Denamrk.

Atkinson, R., & Flint, J. (2001). *Accessing hidden and hard-to-reach populations: Snowball research strategies. Social Research Update, 33*(1), 1-4.

Babbie, E. (2007). *The Practice of Social Research.* Belmont, United States: Thomson Wadsworth.

Balmer, J. M., van Riel, C. B., Jo Hatch, M., & Schultz, M. (1997). Relations between organizational culture, identity and image. *European Journal of marketing, 31*(5/6), 356-365.

Barton, D. (2018). *McKinsey: Reflections from Davos 2018.* Retrieved 4th February, 2018, from https://www.mckinsey.com/about-us/new-at-mckinsey-blog/reflections-from-davos-2018

Bass, B. M., & Avolio, B. J. (1993). Transformational Leadership and Organizational Culture. *Public administration quarterly*, 112-121.

Baxter, P., & Jack, S. (2008). Qualitative case study methodology: Study design and implementation for novice researchers. *The qualitative report, 13*(4), 544-559.

Becker, S., Bryman, A., & Ferguson, H. (2012). *Understanding research for social policy and social work: themes, methods and approaches*. Bristol, UK: Policy Press.

Bezuidenhout, A., Fig, D., Hamann, R., & Omar, R. (2003). *A political economy of corporate social and environmental responsibility.* Paper presented at the United Nations Research Institute for Social Development/Sociology of Work Unit conference on Corporate Social and Environmental Responsibility, South Africa, Johannesburg.

Bindu, A., & Balbir, B. (2011). Corporate social responsibility and broad-based black economic empowerment legislation in South Africa codes of good practice. *Business & society, 50*(4), 674-695.

Blake, P., & El Mansour, B. (2012). Exploring corporate social responsibility leadership. *Human Resources Development International Journal*, 1-18.

Blaikie, N. (2010). *Designing Social Research*. Cambridge,UK:Polity Press

Blewitt, J. (2008). *Community, empowerment and sustainable development*. Aston University, Burmingham: Green Books.

Bloomberg, L., & Volpe, M. (2008). *Completing qualitative research: A roadmap from beginning to end.* Thousand Oaks, CA: Sage Publications.

Bowen, H. R., & Johnson, F. E. (1953). *Social responsibility of the businessman*. New York, USA: Harper & Brothers.

Bryman,A. (2001). *Social Research Methods* : New York: Oxford University Press

Cadbury, A. (2006). Corporate social responsibi lity. *Twenty-First Century Society, 1*(1), 5-21.

Carroll, A. B. (1983). Corporate social responsibility: Will industry respond to cutbacks in social program funding. *Vital Speeches of the day, 49*(19), 604-608.

Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons, 34*(4), 39-48.

Carroll, A. B. (1999). Corporate social responsibility evolution of a definitional construct. *Business & society, 38*(3), 268-295.

Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research and practice. *International journal of management reviews, 12*(1), 85-105.

Cochran, P. L. (2007). The evolution of corporate social responsibility. *Business Horizons, 50*(6), 449-454.

Collier, J., & Esteban, R. (2007). Corporate social responsibility and employee commitment. *Business ethics: A European review, 16*(1), 19-33.

Collins, D. (2003). Pretesting survey instruments: an overview of cognitive methods. *Quality of life research, 12*(3), 229-238.

Cooper, D. R., Schindler, P. S., & Sun, J. (2006). *Business research methods* (Vol. 9): McGraw-Hill Irwin New York.

Creswell, J. (2007). *Qualitative inquiry and research design: Choosing among five approaches* (2nd ed.). Thousand Oaks, CA: SAGE Publications.

Creswell, J. (2014). *Research design: qualitative, quantitative, and mixed methods approaches* (Fourth Edition ed.). London: SAGE Publications Ltd.

Creswell, J., Hanson, W. E., Plano, V. L. C., & Morales, A. (2007). Qualitative research designs selection and implementation. *The counseling psychologist, 35*(2), 236-264.

Creswell, J., & Tashakkori, A. (2007). Editorial: Differing perspectives on mixed methods research. *Journal of mixed methods research, 1*(4), 303-308.

CSRNEWSSA. (2018). The South African CSI industry report (the CSI index) Retrieved 24th February 2018, from http://www.csrnewssa.co.za/the-first-south-african-csi-industry-report-the-csi-index-reveals-that-south-african-companies-are-not-fully-optimising-the-potential-of-their-csi-and-that-great-programmes-go-undetected-buried-de/

Cycyota, C. S., Ferrante, C. J., & Schroeder, J. M. (2016). Corporate social responsibility and employee volunteerism: What do the best companies do? *Business Horizons, 59*(3), 321-329.

Dahlsrud, A. (2008). How corporate social responsibility is defined: an analysis of 37 definitions. *Corporate social responsibility and environmental management, 15*(1), 1-13.

Davis, R. (2013). *US Corporations can't be sued for Apartheid*. Retrieved from http://www.dailymaverick.co.za/article/2013-08-22-us-corporations-cant-be-sued-for-apartheid-court-rules/

De Vos, A., Delport, C., Fouché, C., & Strydom, H. (2011). *Research at grass roots for the social science and human service professions* (Fourth Edition ed.). Pretoria: Van Schalk Publishers.

Denison, D. R. (1984). Bringing corporate culture to the bottom line. *Organizational dynamics, 13*(2), 5-22.

Denzin, N. K., & Lincoln, Y. S. (2011). *The SAGE handbook of qualitative research*. California: Sage.

Donaldson, L., & Davis, J. H. (1991). Stewardship theory or agency theory: CEO governance and shareholder returns. *Australian Journal of management, 16*(1), 49-64.

Dugmore, C. E. (2014). *Perceptions of occupational social workers in Gauteng regarding their potential engagement in corporate social responsibility.* Masters research report, University of the Witwatersrand, Johannesburg

Emerson, J. (2003). The blended value proposition: Integrating social and financial returns. *California management review, 45*(4), 35-51.

Epstein, M. J., Buhovac, A. R., & Yuthas, K. (2010). Implementing sustainability: The role of leadership and organizational culture. *Strategic finance,* 91(10), 41.

Epstein, M. J., & Manzoni, J. F. (2010). *Performance measurement and management control: Innovative concepts and practices* (First ed): Bingley, Emerald Group Publishing.

Fieldhouse, D. (2000). A new imperial system: The role of the multinational corporations reconsidered. *International political economy: perspectives on global power and wealth*, (3) 165 - 179

Fig, D. (2005). Manufacturing amnesia: corporate social responsibility in South Africa. *International Affairs, 81*(3), 599-617.

Fitzgerald, N., & Cormack, M. (2006). *The role of business in society: An agenda for action.* Paper presented at the Leadership Dialogues, New York.

Friedman, M. (1982). *Capitalism and freedom*. Chicago: University of Chicago Press.

Friedman, M., Hudson, J., & Mackay, S. (2008). New whims for old? Corporate giving in South Africa. *Giving & Solidarity*, 159.

Garriga, E., & Melé, D. (2004). Corporate social responsibility theories: Mapping the territory. *Journal of Business Ethics, 53*(1-2), 51-71.

German Chamber of Commerce and Industry. (2010). *Corporate Social Responsibility as practiced by South African and German Companies in South Africa*. Retrieved 20th January 2018, from http://suedafrika.ahk.de/fileadmin/ahk_suedafrika/Dokumente/CSRprintloRES.pdf

Ghauri, P. N., & Grønhaug, K. (2005). *Research methods in business studies: A practical guide*: Pearson Education.

Ghazinoori, A. (2014). *CSR via Institutional Theory.* Retrieved 29th March 2017, from *http://www.slideshare.net/AmirhosseinGhazinoori/csr-via-institutional-theory:* . Wales: University of New South Wales.

Ghoshal, S., & Bartlett, C. A. (1990). The multinational corporation as an interorganizational network. *Academy of Management review, 15*(4), 603-626.

Gibbons, R., & Roberts, J. (2012). *The handbook of organizational economics*: Princeton University Press.

Given, L. M. (2008). *The Sage encyclopedia of qualitative research methods*: Sage Publications.

Goncalves, F. 2000. The world at Davos: the fear of globalisation. *Southern Africa political and economic monthly,* 13(6), 26-27

Gorski, H. (2017). *Leadership and Corporate Social Responsibility.* Paper presented at the International conference - Knowledge-Based Organization, Sibiu, Romania.

Green, S. (1988). Understanding corporate culture and its relation to strategy. *International Studies of Management & Organization, 18*(2), 6-28.

Grint, K. (2005). *Leadership: Limits and possibilities*. New York: Palgrave Macmillan.

Guba, E. G. (1981). Criteria for assessing the trustworthiness of naturalistic inquiries. *Education Communication Technology Journal, 29*(2), 75-91.

Guba, E. G. (1990). *The paradigm dialog*. London: Sage Publications.

Habib, A., & Maharaj, B. (2008). Giving & solidarity: resource flows for poverty alleviation and development in South Africa.

Hamann, R. (2003). Corporate social responsibility and its implications for governance: The case of mining in South Africa. *Paper submitted to the Oikos PhD summer academy, St Gallen, Switzerland, 28*.

Hamann, R. (2009). South Africa: The role of history, government, and local context. In S. O. Idowu & W. I. Filho (Ed.), *Global practices of corporate social responsibility* (pp. 435-460). Berlin, Germany: Springer.

Hamann, R., & Acutt, N. (2003). How should civil society (and the government) respond to'corporate social responsibility'? A critique of business motivations and the potential for partnerships. *Development Southern Africa, 20*(2), 255-270.

Harriss, J., Hunter, J., & Lewis, C. (2003). *The new institutional economics and third world development*. London: Routledge.

Hemingway, C. A., & Maclagan, P. W. (2004). Managers' personal values as drivers of corporate social responsibility. *Journal of Business Ethics, 50*(1), 33-44.

Hennink, M., Hutter, I., & Bailey, A. (2010). *Qualitative research methods*. London: Sage Publications.

Hinson, R. E., & Ndhlovu, T. P. (2011). Conceptualising corporate social responsibility (CSR) and corporate social investment (CSI): the South African context. *Social Responsibility Journal, 7*(3), 332-346.

Holme, R., & Watts, P. (2001). Making Good Business Sense. *Journal of Corporate Citizenship*, 2, 17-20.

House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (2004). *Culture, leadership, and organizations: The Globe study of 62 societies*:. London: Sage publications.

Hsieh, H. F., & Shannon, S. E. (2005). Three approaches to qualitative content analysis. *Qualitative health research, 15*(9), 1277-1288.

Ismail, M. (2009). Corporate social responsibility and its role in community development: An international perspective. *The Journal of International Social Research, 2*(9), 199-209.

Ite, U. E. (2005). Poverty reduction in resource-rich developing countries: what have multinational corporations got to do with it? *Journal of International Development, 17*(7), 913-929.

Jiraporn, P., & Chintrakarn, P. (2013). How do powerful CEOs view corporate social responsibility (CSR)? An empirical note. *Economics Letters, 119*(3), 344-347.

Kahle, L. R., & Gurel-Atay, E. (2013). *Communicating sustainability for the green economy*. New York: ME Sharpe.

Keys, T., Malnight, T. W., & Graaf, K. v. d. (2009). *Making the most of corporate social responsibility.* Retrieved on 24th January 2018, from https://www.mckinsey.com/global-themes/leadership/making-the-most-of-corporate-social-responsibility

Knox, S., & Maklan, S. (2004). Corporate social responsibility: Moving beyond investment towards measuring outcomes. *European Management Journal, 22*(5), 508-516.

Kolk, A., & Lenfant, F. (2010). MNC reporting on CSR and conflict in Central Africa. *Journal of Business Ethics, 93*(2), 241-255.

Kotter, J. P. (2008). *Corporate culture and performance*. New York: Simon and Schuster.

Krefting, L. (1991). Rigor in qualitative research: The assessment of trustworthiness. *American journal of occupational therapy, 45*(3), 214-222.

Kvale, S., & Brinkmann, S. (2009). *Interviews: Learning the craft of qualitative research interviewing* (2nd ed.). London: Sage Publications.

Leech, N. L., & Onwuegbuzie, A. J. (2007). An array of qualitative data analysis tools: A call for data analysis triangulation. *School psychology quarterly, 22*(4), 557.

Mack, N., Woodsong, C., MacQueen, K. M., Guest, G., & Namey, E. (2005). *Qualitative research methods: A data collectors field guide*. North Carolina, USA: Family Health International.

Mail&Guardian. (2014). *Employee volunteers contribute to skills development in South Africa*. Retrieved on 20th January 2018, from https://mg.co.za/article/2014-03-12-employee-volunteers-contribute-to-skills-development-in-south-africa

Mason, M. (2010). *Sample size and saturation in PhD studies using qualitative interviews.* Qualitative Sozialforschung/Forum. Qualitative social research, 11(3).

May, J. (1998). Poverty and inequality in South Africa. *Indicator South Africa, 15*(2), 53-58.

Mazon, R. (2004). Uma abordagem conceitual aos negócios sustentáveis: manual de negócios sustentáveis. *São Paulo: FGV-EAESP*, (23) 178–191

McCallum, S., Schmid, M. A., & Price, L. (2013). CSR: A case for employee skills-based volunteering. *Social Responsibility Journal, 9*(3), 479-495.

McWilliams, A., Siegel, D. S., & Wright, P. M. (2006). Corporate social responsibility: Strategic implications. *Journal of management studies, 43*(1), 1-18.

Mersham, G. M., Mersham, G. M., Skinner, C., & Skinner, C. (2016). South Africa's bold and unique experiment in CSR practice. *Society and Business Review, 11*(2), 110-129.

Midgley, J. (1995). *Social Development: The Developmental Perspective in Social Welfare* (First ed.). London: SAGE Publications Ins.

Midgley, J. (2013). *Social development: Theory and practice*. London: Sage Publications.

Miles, M. B., Huberman, A. M., & Saldana, J. (1984). *Qualitative data analysis: A sourcebook of new methods*. Beverly Hills: Sage Publication

Miles, M. B., Huberman, A. M., & Saldana, J. (2013) Sage Publications. *Qualitative data analysis: A methods sourcebook* (3rd ed.). London: SAGE Publications.

Morrow, S. L. (2005). Quality and trustworthiness in qualitative research in counseling psychology. *Journal of counseling psychology, 52*(2), 250.

Mouton, J., & Babbie, E. (2001). *The practice of social research*. Cape Town: Wadsworth.

Mthombeni, S. M. (2006). *The role of multinational corporations in South Africa: a political-economic perspective*. masters dissertation, University of the Free State, Bloemfontein.

Muller, A. (2006). Global versus local CSR strategies. *European Management Journal, 24*(2), 189-198.

Naicker, N. (2008). *Organizational culture and employee commitment: A case study.* Phd dissertation, Durban University of Technology, Durban.

Nalband, N. A., & Kelabi, S. (2014). Redesigning Carroll's CSR pyramid model. *Journal of Advanced Management Science, 2*(3).

NationalPlanningCommission. (2013). *National Development Plan Vision 2030*. Pretoria, South Africa: Government Printer.

Nicholas, L., Rautenbach, J., & Maistry, M. (2010). *Introduction to social work*. Cape Town: Juta and Company Ltd.

Njenga, S., & Smit, A. (2007). *Leading the way through CSI: A guidebook for corporate social investment practitioners*. Johannesburg: Knowledge Resources

North, D. C. (1986). The new institutional economics. *Journal of Institutional and Theoretical Economics (JITE)/Zeitschrift für die gesamte Staatswissenschaft,* 142(1), 230-237.

North, D. C. (1995). The new institutional economics and third world development. In J. Harriss, J. Hunter, C.M. Lewis (Eds). *The new institutional economics and third world development* (pp. 17 -27). New York: Routledge.

Oliver, P. (2010). *The student's guide to research ethics*. United Kingdom: McGraw-Hill Education

Partners for Possibility, P. (2017). *Inspiring Employee Volunteering*. Retrieved 23rd January 2018 from https://www.firstrand.co.za/csi/volunteers/Day2/Lindiwe%20and%20Frank%20-%20George%20Khosa%20Secondary%20School.pdf

Patel, L. (2005). *Social Welfare and Social Development: In South Africa*. South Africa: Oxford University Press Southern Africa (Pty) Limited.

Patel, L. (2015). *Social Welfare and Social Development*. South Africa: Oxford University Press Southern Africa (Pty) Limited.

Phiri, M. Z., Molotja, N., Makelane, H., Kupamupindi, T., & Ndinda, C. (2015). Inclusive innovation and inequality in South Africa: A case for transformative social policy. *Innovation and Development*, 1-17.

Pohl, M., Judith, H., & Nick, T. (2006). *The ICCA Handbook on Corporate Social Responsibility*. West Sussex: John Wiley & Sons Ltd.

Ponte, S., Roberts, S., & Van Sittert, L. (2007). 'Black Economic Empowerment', business and the state in South Africa. *Development and Change, 38*(5), 933-955.

Rajput, P. (2015). Corporate Social Responsibility and Employee Commitment: A Depth Study by The Mangalayatan University Lecturer. *International Journal of Management Research and Reviews, 5*(4), 258.

Rangan, K., Chase, L. A., & Karim, S. (2012). *Why every company needs a CSR strategy and how to build it.* Havard Business School, 1 - 30

Republic of South Africa, R. (1997). *White Paper for Social Welfare: Ministry of Welfare and Population Development*. Pretoria: Government Printers.

Robbins, S. P. (2001). *Organisational behaviour: Global and Southern African perspectives*. South Africa: Pearson Education.

Rossouw, G. J. (2005). Business ethics and corporate governance: A global survey. *Business & society, 44*(1), 32-39.

Rowley, J. (2012). Conducting research interviews. *Management Research Review, 35*(3/4), 260-271.

Republic of South Africa. (2015). The Department of Social Development - *Strategic Plan 2015 – 2020*. Pretoria: Government Printer.

Rubin, A., & Babbie, E. R. (2016). *Empowerment Series: Research Methods for Social Work*. United States of America: Cengage Learning.

Rudestam, K. E., & Newton, R. R. (2014). *Surviving your dissertation: A comprehensive guide to content and process*. United States of America: Sage Publications.

Rupp, D. E., Ganapathi, J., Aguilera, R. V., & Williams, C. A. (2006). *Employee reactions to corporate social responsibility: An organizational justice framework* (Vol. 27).

Schein, E. H. (2006). *Organizational culture and leadership* (Vol. 356). San Fransisco: John Wiley & Sons.

Schein, E. H. (2009). *The corporate culture survival guide* (Vol. 158). San Fransisco: John Wiley & Sons.

Schurink, E. (2009). Qualitative research design as tool for trustworthy research. *Journal of Public Administration, 44*(Special issue 2), 803-823.

Seery, E., & Caistor Arendar, A. (2014). *Even it Up: Time to end extreme inequality*. Oxford: Oxfam International.

Seidman, G. W. (2003). Monitoring multinationals: Lessons from the anti-apartheid era. *Politics & Society, 31*(3), 381-406.

Shenton, A. K. (2004). Strategies for ensuring trustworthiness in qualitative research projects. *Education for information, 22*(2), 63-75.

Skinner, C., & Mersham, G. (2008). Corporate social responsibility in South Africa: emerging trends. *Society and Business Review, 3*(3), 239-255.

Strange, S. (1996). *The retreat of the state: the diffusion of power in the world economy*. Cambridge: Cambridge University Press.

Streeten, P. (1974). The theory of development policy. *Economic analysis and the multinational enterprise*, 252 - 278

Streubert, H., & Carpenter, D. (2003). *Qualitative research in nursing: Advancing the humanistic perspective (3rd ed.)*. Philadelphia: Lippincott Williams & Wilkins.

Suter, W. N. (2011). *Introduction to educational research: A critical thinking approach* (2nd ed.). Thousand Oaks: SAGE publications.

Taylor, D. F. (2014). Defining ubuntu for business ethics-a deontological approach. *South African Journal of Philosophy - Suid-Afrikaanse Tydskrif vir Wysbegeerte, 33*(3), 331-345.

Tench, R., Bowd, R., & Jones, B. (2007). Perceptions and perspectives: Corporate social responsibility and the media. *Journal of Communication Management, 11*(4), 348-370.

Trialogue. (2004). *The Good Corporate Citizen* (A. Freemantle & N. Rockey Eds. Inaugural ed.). Cape Town: Trialogue.

Trialogue. (2005). *The CSI Handbook* (V. Rockey Ed. 8 ed.). Cape Town: Trialogue.

Trialogue. (2006). *The Sustainability Business Handbook - Smart strategies for responsible companies* (A. Freemantle Ed. 3rd ed.). Cape Town: Trialogue.

Trialogue. (2008). *Corporate Social Investment in South Africa, The CSI Handbook* (11th ed.). Cape Town: Trialogue.

Trialogue. (2009). *The CSI Handbook* (12th ed.). Cape Town: Trialogue.

Trialogue. (2014). *The Trialogue CSI Handbook* (H. d. Wet Ed. 17th ed.). Cape Town: Trialogue.

Trialogue. (2015). *The Trialogoue CSI Handbook* (18th ed.). Cape Town: Trialogue

Trialogue. (2017). *The Business in Society Handbook* (Z. D. Anter Ed. 20th ed.). Cape Town: Trialogue.

University of Johannesburg, C. (2017). *Welfare services, government and business agree to be creative about solving funding issues*. Retrieved 25th January 2018, from https://www.uj.ac.za/faculties/humanities/csda/Pages/Welfare-services,-government-and-business-agree-to-be-creative-about-solving-funding-issues.aspx

Utting, P. (2005). Corporate responsibility and the movement of business. *Development in practice, 15*(3-4), 375-388.

Van der Waldt, G., & Knipe, A. (2001). *Project management for strategic change and upliftment*. Johannesburg: Oxford University Press.

Watson, D. (2017). *Corporate Social Investment in South Africa.* Retrieved 15th January 2018, from http://www.bridge.org.za/wp-content/uploads/2017/09/Trialogue-Bridge-teacher-development-CoP-CSI-presentation-2017-08-1.pdf

Watson, S., & Weaver, G. R. (2003). How internationalization affects corporate ethics: formal structures and informal management behavior. *Journal of International Management, 9*(1), 75-93.

Wilson, D. (2002). This juvenile posturing is for punks. *The Guardian, 8*.

Woolard, I. (2002). An overview of poverty and inequality in South Africa. *Unpublished briefing paper, HSRC, Pretoria*.

Wyngaard, R. (2013). Governance, NGOs and BBBEE. Retrieved 20th July, 2017, from http://www.ngopulse.org/article/npos-and-revised-b-bbee-codes

Zadek, S. (2004). The path to corporate responsibility. *Harvard business review, 82*(12), 125-133.

Zerbe, W. J., & Paulhus, D. L. (1987). Socially desirable responding in organizational behavior: A reconception. *Academy of Management review, 12*(2), 250-264.

7. APPENDICES

Appendix 1 - Participant information sheet

Appendix 2 - Consent form

Appendix 3 - Semi – structured interview schedule

Appendix 4 - Ethics clearance certificate

Appendix 5 Letters of permission and approval from the MNC