



Impact of Corporate Social Responsibility in Small and Medium Enterprises in Pakistan

S. Azam¹, Z. Hussain¹, Dr. Fiaz²

¹MBA Scholar, Institute of Business & Management, UET Lahore, Pakistan

²PhD, Northwestern Polytechnical University, Xian, China currently working in UET Lahore, Pakistan

Keywords:

Corporate Social Responsibility (CSR); Small and Medium Enterprises (SME's).

Correspondence:

Shanawar Azam, MBA Scholar,
Institute of Business &
Management, UET Lahore,
Pakistan.

E-mail: shanawarazam@gmail.com

Funding Information:

No funding information provided.

Received:

25 January 2014; Accepted: 3 February
2014

International Journal of Scientific
Footprints 2014; 2(1): 8–21

Abstract

Role of Corporate Social Responsibility (CSR) in Small and Medium Enterprises (SME's) has attracted significant interest and attention in recent years. The purpose of this paper is to build some relevant model which will help to explore the impact of CSR on SME's. So far practices have been focused on the large scale industries, but its broader implication in SME's is more significant in relation to their contribution to the communal, employee, natural environment and economic development of the society. The notion was assessed through four dimensions namely natural environment, society, economic and employee. Responses were collected through hundred numbers of structured questionnaires from managers/owner of small and medium scale enterprises, spanning different nature of industries. Results revealed that most of the companies supposed to give attention to their community, environmental, employees and economic responsibilities. Industries that were included in the sample indicate that motivation components for undertaking CSR are to advance firm's status in the society, gaining economic benefits, green environment and increased employee motivation.

Introduction

Small and medium enterprises (SME's) comprise on the number of industries in the private sector, despite of this fact policy maker and also academics are likely to focus on large scale industry. World's enterprise contains more than 90% small and medium scale industries.

However in the context of evolving countries, where crucial goal is poverty reduction, we

need a more methodical investigation of their potential involvement to sustainable progress (Fox, 2005).

Specifically, the role of CSR relative to the endorsement of SME's in developing countries is a field of research that continues under enquired. In this context, CSR may be understood as the integration of environmental, economic, and communal concerns into core strategies of SMEs and their voluntary involvement in actions that are

likely to promote stakeholders and society more than the narrow financial interest of the firm (Lund-Thomsen, 2004). Hence the reason of the study is to make certain whether the SME's are cognizant of and actually practicing the CSR notion for their endurance. In spite of the growing significance of the SME's, there is a lack of comprehending in relation to CSR in SMEs and therefore the purpose of this study is elevating the existing body of knowledge by responding the following question. [1] [2] [3]

Problem Statement

How corporate social responsibility contributes in the success of small and medium enterprise sector.

Corporate Social Responsibility

Corporate social responsibility (CSR) is a subject of increasing interest for business exercise and also for business research (Lee, 2008; Taneja, Taneja, & Gupta, 2011). Despite that growing interest in this subject, there remains no general understanding on the specific meaning of CSR. Instead of being a consistent idea, CSR is an expression which encompasses some overlapping areas, particularly company citizenship, corporate sustainability, stakeholder principle and business ethics (Freeman & Hasnaoui, 2011). The rising social awareness and activities leading to commercial achievements of companies using applications like cause-related marketing, sponsorships, charitable donations, codes of ethics, health and protection practices, environmentalism, and support for employee volunteering. Support for employee volunteerism is rising as an important tool by which businesses make obvious their CSR practices. There has been

an increasing call in CSR sphere to move forward beyond words (Fontrodona, 2005) and spending, and towards CSR to get rooted within the strategy of a firm (Porter to Kramer 2006, Davis 2005) so this can help to produce sustainable worth. [4] [5] [6] [7] [8] [9] [10]

Small and Medium Enterprise

The word SME encompasses heterogeneous cluster of small business as one product; there is absolutely no single meaning of SME which is acknowledged internationally. A range of definitions have become proposed typically focus on issues particularly annual turnover, number of employees working in the enterprise, ownership types, and formal versus informal economy status (Jamali *et al.*, 2009).

The Bolton Committee Report (1972) in United Kingdom offered two definitions. The 1st definition is economic definition which states that firms are small if they meet that following three criteria:

- Must have a moderately smaller share of their marketplace.
- Ought to be managed simply by the owner or co-owners of the firm in an informal manner.
- Should be separate and never configuring as being a part of large enterprise.

Second definition is statistical, and relates to the range of staff members in the company. Presently the United Kingdom's Department of small business Innovation and expertise (BIS, 2009) defines SME as business with less than 250 workers.

European Commission (EU, 2009) defines SME just as a business having fewer than 250

workers and lower than 55 million euro turnover and a balance sheet of under 43 million euro. The United States small business Administration (SBA 2009) includes no meaning for SMEs. Although, US small Business Act defines small businesses as those businesses which have less than 500 employees and annual receipts which differ according to business areas. [11] [12] [13][14][15]

CSR and SME'S

Recently, SME's have attracted attention in the CSR literary works, with growing facts of their positive responsibility inclinations and their strengths and unusual relational attributes within the context of CSR. The expression corporate within the CSR agenda use to be implied that CSR is truly pertaining to international providers. According to Castka *et al* (2004) he argues that CSR concept need to be combining all business through all industries regardless of size and types. In comparison to large organizations, small companies are assumed to perform imperfectly in terms of public responsibility and business ethics (Jenkins, 2006). According to Sarbutts (2003), SME's are at better position to take advantage of CSR practices than larger enterprises, as they're flatter and additionally potentially faster on the feet, less fixated by earnings and price ratios, furthermore SME's are more likely to look up for qualities like integrity and honesty. There's thus much subjective and empirical evidence pointing to on adeptness and peculiarities of SMEs in the perspective of CSR. A study conducted in US on small enterprise (Thomson *et al.* 1993) found that CSR involvement is intimately associated with customers and employees with little

initiatives aimed at their society. SME's seem to be involving in a range of social economic and environmental practices but don't usually use the term CSR to categorize this. In certain SME's often have excellent economic and social impacts in their local community which are not commonly acknowledged in CSR terms. Though, the theoretical grounding has not been accorded methodical understanding which is sometimes associated to the conceptual vagueness of both terms. Curran *et al.* (cited in Spence & Schmidpeter, 2003) note that there is a lack of study on SME involvement in social activities. Whilst Joseph (2000) finds that SME's play a crucial role in terms of commitment and community issues in regional economic development. [16] [17] [18][11] 21][22] [23]

Advantages of CSR

CSR has the potential to bring significance benefits not only to the stakeholders receiving the goodwill, but also to the businesses participating in CSR. Although it's commonly acknowledged that many of these advantages are intangible, vague, and impressionistic (Jenkins, 2006; Worthington, *et al.*, 2006), they're reported by company holders to be beneficial to the enterprises a few ways. These kinds of benefits may proceed as drivers of CSR involvement in SME's, or they may simply be positive outcome that result from participating in CSR. This particular distinction is often unclear in publications, so the advantages of CSR will be integrated here as facilitators of CSR commitment for SMEs.

Employee Dimension

One of many most significant advantages of CSR for SMEs is it will surely have positive impact on employees and this benefits both

the employee as well as the business. In a study of CSR commitment by ethnic business owners in a UNITED KINGDOM, ordinary reference was made toward positive influence that CSR has on worker health and pleasure (Worthington, *et al.*, 2006). Murillo to Lozano (2006) interviewed the owners of 4 SMEs in Catalonia, Spain which were chosen as high personal and also ecological performers. These found that the main benefits of CSR for SMEs are internal such like better working environment, greater productivity, staff being tangled up in all company's objectives, and decreased staff turnover rates (Murillo & Lozano, 2006). Jenkins (2006) revealed that not only CSR have the potential to make current staff much more motivated, but that it also has the capacity to boost the attractiveness of business to prospective recruits.

According to this research it's got revealed that all the organizations have acclimatized CSR activities which are beneficial for employees in the business. Even though they have not thoroughly aware of term CSR but they have acclimatized most CSR strategies in their company to facilitate their staff members. There was clearly no significant connection among firm's size with acclimatized CSR undertaking towards worker in their organizations. [25] [26] [27][28][29][30][21]

Social Dimension

Numerous investigations report that CSR can increase a business's standing (small business in the Community, 2002; Jenkins, 2006; Tencati, et al., 2004). Vyakarnam (1997, cited in Murillo & Lozano, 2006) states undertaking CSR activities results in a more

professional image, and this can lead to an boost in trust and commitment from stakeholders. It has also been recognized it CSR can offer an aggressive advantage for SMEs through offering a more famous profile and market positioning (Jenkins, 2006; Murillo & Lozano, 2006; Perrini, 2006). Other benefits encompass better word of mouth and public relations, which could next induce expanded sales and income (Worthington, *et al.*, 2006). Even in the 1980s it was accepted that "doing the socially accountable thing amounts to profit maximization eventually" (Wilson, 1980, p. 23). It is a commonly held belief that enterprise can only be thriving in a wholesome community (Wilson, 1980). For this cause, numerous authors cited community welfare, encompassing a more stable workforce, education and community development, as a benefit of CSR (Business in the Community, 2002; Murillo & Lozano, 2006; Perrini, 2006). These are not just benefits for the society, but also, in the long run enterprises will recognize the benefits as they will have a more highly skilled workforce and a more flourishing community to function in (Business in the Community, 2002). [16][32][33][34][35]

Environmental Dimension

CSR is path to come sustainable development. Environmental concern and sustainable development is a key pillar of the business communal responsibility. Environmental and ecological issues have been an crucial topic of discussion for the past 30 years in the industry world. The knowledge and matters inside the dimensions have progressed across countryside of changing enterprise realities. In 1983 the UN established World Commission

on Environment and Development (UNWCED) to deal with the growing anxieties about the accelerating worsening to the human environment and natural resources and also the consequences concerning this worsening for social and economic development. "Development that encounters the desires of present without compromising the proficiency of future generations to rendezvous their own requirements" (Porter and Kramer, 2007:81) CSR activities in discipline of the defense of the environment focus on designing environmentally amicable items or production processes, efficient usage of resources, decrease in waste and contamination applying an "ecologic evaluation "on the suppliers in relation to their environmental standards, informing stakeholders on environmental matters. [36]

Economic Dimension

Initially and most important social responsibility of enterprise is economic in nature. Before anything else, the business organization may be the fundamental economic product within our society. As such it has a task to produce goods and solutions that society wants and to sell consumers at a reasonable margin. All other business functions are predicated on this basic assumption. Facts for this affirmative CSR premium are on the rise. Visionary CSR businesses will surely have a premium of at minimum 5% over non-visionary companies. for a well-managed CSR program people will be eager to pay extra in the information that the products they bought had not become manufactured by slave labor, had respected the natural environment, that the technological system to make product had been acquired without corruption payments, and that the

human privileges of its workers and the localized community had been defended etc.. They would also know that the goods or service consigned were at the cutting brim of expertise and conceive.

A CSR premium is additionally attained from enhanced efficiency through sound human resource (HR) principles of employees and managers. Quality of product likely to be much advanced when workers are addressed as part of the company rather than as add-ons.

Businesses can apply CSR and corporate sustainability to build point advantages for the final outcome. Including, operational advantages can be accomplished through limiting energy and materials like input factors for manufacturing. Furthermore trashes can be decreased and components can be recycled. These sorts of activities from eco-efficiency can produce concurrent environmental and economic advantages for the business and thereby assist to more powerful economic presentation and more positive profitability. Operational efficiencies can be achieved in other facets of CSR such as streamlining the form that information is provided on investment community as well as to other investors that requirements increased clearness. Managing potential risks and liabilities most effectively by using CSR tools and perspectives will also reduce costs. Using corporate responsibility as well as sustainability approaches within business decision making can result not only in reduced costs but can easily also induce recognizing unique market opportunities including when new manufacturing procedures are developed that can be expanded with other vegetation, regions or perhaps markets. . There are various studies

that have analyzed the connection between CSR and corporate economic performance and most of the evidence shows that the connections are positive. [37] [38]

Framework

The influence of CSR was measured using the four dimensions of stakeholder concept as proposed in the literature.

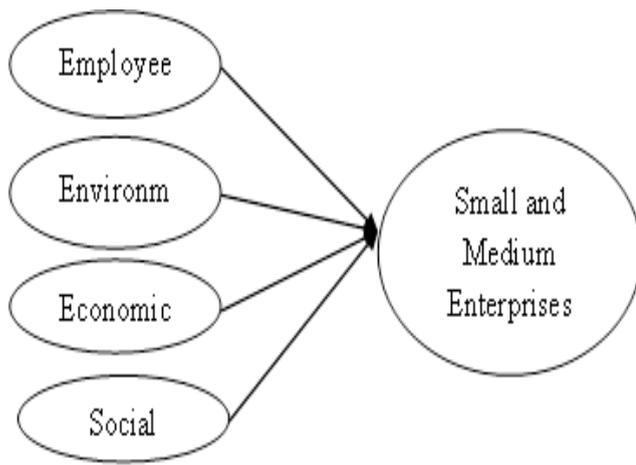


Figure 1: Model for SME

Methodology

Sample

The target population for this study is SME sector operating in Pakistan. SMEDA criteria were used to define on SMEs in Pakistan.

Small

- Between 10-35 men employed.
- Productive assets restriction of 20 million.

Medium

- In between 36-99 people employed
- Productive assets maximum of 40 million.

Data Collection and Instrument

Hence in this study, this is considered that SMEs tend to be enterprises with 10 to 99 workers using asset range of 20 hundred thousand to 40 hundred thousand. One hundred and fifty structured questionnaires were sent to the manger/owner of SME and responded only by just 100. The benefits & the degree of present practice of CSR were assessed utilizing five points Liker Scale extended from 1 (Strongly Disagree) towards 5 (Strongly agree)

Data Analysis

After getting the data from respondents, the next step is to align data and interpret it using software. SPSS software is used for the analysis of data Multiple tests.

Validity and Reliability

Validity is a concept to which extend of the data is well founded and real. The validity checking has been done through experts. Face validity has been used as the test is subjectively viewed. Reliability is the consistency of a measure. A measure is said to have a high reliability if it produces consistent results under consistent conditions. It is an effective tool for measuring Cronbach's alpha, which is a numerical coefficient of reliability.

Cronbach's Alpha Table

Reliability Statistics

Cronbach's Alpha	N of Items
.726	5

The reliability of all the variables is greater than 0.7 which means that the data is reliable enough to accept.

Five Figure Summary

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Employee	100	3.75	1.25	5.00	3.8175	.69799	-.830	.241
Economic	100	3.25	1.75	5.00	3.9825	.67068	-1.192	.241
Environment	100	3.25	1.75	5.00	3.8600	.62797	-.790	.241
Social	100	3.50	1.50	5.00	3.8325	.69364	-1.247	.241
SMEtotal	100	2.75	2.25	5.00	3.9500	.64354	-.506	.241
Valid N (listwise)	100							

Above table shows descriptive statistics of dependent and independent variables. As the above table contains the rang, Minimum value of variables, Maximum value of variable, Mean taken by adding the variable results and show the behavior of data and in the last std. Deviation is describe in the table. Employee total range is 3.75, Mini is 1.25, Max is 5, Mean is 3.81 and Std. Deviation is 0.69799, Economictotal variable

Range is 3.25, Mini is 1.75, Max is 5, Mean is 3.9825 and Std. Deviation is 0.67068. Environmenttotal variable range is 3.25, Mini is 1.75, Max is 5, Mean is 3.8600 and Std. Deviation is 0.62797. Socialtotal is dependent variable which has range 3.50, Min is 1.50, Max is 5, Mean is 3.8325 and Std. Deviation is 0.69364. SME is dependent variable which has range 2.75, Min is 2.25, Max is 5, Mean is 3.9500 and Std. Deviation is 0.64354.

Correlations

		Employee	Economic	Environment	Social	SMEtotal
Employee	Pearson Correlation	1	.469**	.254*	.150	.242*
	Sig. (2-tailed)		.000	.011	.136	.015
	N	100	100	100	100	100
Economic	Pearson Correlation	.469**	1	.306**	.390**	.387**
	Sig. (2-tailed)	.000		.002	.000	.000
	N	100	100	100	100	100
Environment	Pearson Correlation	.254*	.306**	1	.173	.751**
	Sig. (2-tailed)	.011	.002		.085	.000
	N	100	100	100	100	100
Social	Pearson Correlation	.150	.390**	.173	1	.387**
	Sig. (2-tailed)	.136	.000	.085		.000
	N	100	100	100	100	100
SMEtotal	Pearson Correlation	.242*	.387**	.751**	.387**	1
	Sig. (2-tailed)	.015	.000	.000	.000	
	N	100	100	100	100	100

**/. Correlation is significant at the 0.01 level (2-tailed). */ Correlations is significant at the 0.05 level (2-tailed).

Interpretation

H1: there is a relation between EM. TOTAL and EC.TOTAL

H0: there is no relation between EM. TOTAL and EC.TOTAL

H2: there is a relation between EM.TOTAL and EN.TOTAL

H0: there is no relation between EM.TOTAL and EN.TOTAL

H3: there is a relation between EM.TOTAL and SO.TOTAL

H0: there is no relation between EM.TOTAL and SO.TOTAL

H4: there is a relation between EM.TOTAL and SM.TOTAL

H0: there is no relation between EM.TOTAL and SM.TOTAL

H5: there is a relation between EC.TOTAL and EN.TOTAL

H0: there is no relation between EC.TOTAL and EN.TOTAL

H6: there is a relation between EC.TOTAL and SO.TOTAL

H0: there is no relation between EC.TOTAL and SO.TOTAL

H7: there is a relation between EC. TOTAL and SM. TOTAL

H0: there is no relation between EC. TOTAL and SM. TOTAL

H8: there is a relation between EN.TOTAL and SO. TOTAL

H0: there is no relation between EN.TOTAL and SO. TOTAL

H9: there is a relation between EN. TOTAL and SM. TOTAL

H0: there is no relation between EN. TOTAL and SM. TOTAL

The above table showed the association analysis between scale variables of both independent and dependent variables, these values of relationship are computed by applying Pearson's correlation as the data is linear and normally distributed so Pearson's correlation applied. According to this method only then the relationship between two variables is detected if the significance value is less than 0.05.

According to the table the significance value between EM.TOTAL and EC. TOTAL is 0.00 which shows that there exists a relation between both variables and the value of Pearson's correlation is 0.469, which showed that the strength of the relationship is moderate. Hence H1 is accepted. The significance value between EM.TOTAL and EN. TOTAL is also 0.00 which shows that there is a relation between both variables hence H2 is accepted and the value of Pearson's correlation is 0.254, which showed that the strength of the relationship is weak. The significance value between EM. TOTAL and SO.TOTAL is also 0.00 which shows that there is a relation between both variables hence H3 is accepted and the value of Pearson's correlation is 0.150, which showed that the strength of the relationship is weak. The significance value between EM. TOTAL and SM. TOTAL is also 0.00 which shows that there is a relation between both variables hence H4 is accepted and the value of

Pearson's correlation is 0.242, which showed that the strength of the relationship is weak. The significance value between EC.TOTAL and EN. TOTAL is also 0.00 which shows that there is a relation between both variables hence H5 is accepted and the value of Pearson's correlation is 0.306, which showed that the strength of the relationship is weak. The significance value between EC.TOTAL and SO. TOTAL is also 0.00 which shows that there is a relation between both variables hence H6 is accepted and the value of Pearson's correlation is 0.390, which showed that the strength of the relationship is weak. The significance value between EC. TOTAL and SM. TOTAL is also 0.00 which shows that there is a relation between both variables hence H7 is accepted and the value of Pearson's correlation is 0.387, which showed that the strength of the relationship is weak. The significance value between EN.TOTAL and SO. TOTAL is also 0.00 which shows that there is a relation between both variables hence H8 is accepted and the value of Pearson's correlation is 0.173, which showed that the strength of the relationship is weak. The significance value between EN. TOTAL and SM. TOTAL is also 0.00 which shows that there is a relation between both variables hence H9 is accepted and the value of Pearson's correlation is 0.751, which showed that the strength of the relationship is strong. The significance value between SO. TOTAL and SM. TOTAL is also 0.00 which shows that there is a relation between both variables hence H10 is accepted and the value of Pearson's correlation is 0.387, which showed that the strength of the relationship is weak

Regression Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.799a	.638	.623	.39520	.638	41.877	4	95	.000

a. Predictors: (Constant), Social, Employee, Environment, Economic

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	26.162	4	6.541	41.877	.000a
Residual	14.838	95	.156		
Total	41.000	99			

a. Predictors: (Constant), Social, Employee, Environment, Economic
 b. Dependent Variable: SMEtotal

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.093	.342		.272	.787
Employee	-.008	.065	-.009	-.128	.898
Economic	.087	.073	.090	1.182	.240
Environment	.702	.067	.685	10.454	.000
Social	.218	.062	.234	3.487	.001

a. Dependent Variable: SMEtotal

Challenges to Implement CSR in SME's

SME's working alongside CSR accounts that the key trials faced by almost all SMEs when it arrive to implementing CSR procedures were limitations on time and resources and also difficulties to get employees engaged. Evolving an internal culture for CSR, making connections with community and need of data and support were also reported as constraints by most companies. Moreover, most companies also reported problems in gauging and quantifying the outcomes of their efforts in CSR Corresponding to a report undertook by Business inside the Community on top of the behalf to the British Department of Trade and Industry, the barriers to get involved inside CSR matter for SME's are mostly described to b the cost, lack of time, resources and bureaucracy. Anyhow, this is often reported by SMEs which are committed in CSR that these obstacles are insights plus maybe not truth. Thus, there's is a need of perception considering how CSR can be an essential part of responsible business practices.

Conclusion

The authors of this paper conclude that there are significant advantages of implementation of CSR in Small and medium enterprises. Some of the advantages are related to large-scale business. But there are numerous for the small and medium sector as well. The major advantages are related to image, cost, brands, reputation, and risk reduction opportunities for developing better enterprises and with likeness, status for evolving better enterprise. Most of the Small and medium enterprises are not much well-known with the notion of CSR especially in Pakistan. In developing nations

SMEs are not appropriately implementing CSR practices. Owners and managers are not in good health of training and education. Therefore they are not implementing the CSR practices accordingly. Although some of them are contributing in charities, welfare fund, and donations for the well-being of their society and also for employees. Most of the owners and managers contribute their profit in none financial areas and are not properly advertised which is why these contributions do not deliver much advantages to firms. Therefore proper implementation of CSR practices and spreading public awareness can deliver numerous advantages. A company with good brand image attracts more customers, suppliers, employee and stakeholders. Customers are willing to pay premium and are very keen to buy product of a firm which is engage in ethical and social business practices. Ethical business practices build employee trust and also serve as a tool to motivate them to work with devotion and also help to make employee loyal which will result in decreased turnover, increased revenue, reduced cost of production and innovation.

As CSR is an expansive domain single enterprise cannot properly address CSR practices. In order to better implementation of CSR practices owners of SME's needs to make cluster. This will help them to accumulate funds. A cluster can properly manage a hospital delivering free health facilities to their employee and also to community. Educational institute may be establishing to deliver quality education economically to employee's children as well as children's of locality. This cluster also can take measures to preserve environment by plantation, spreading awareness about green environment, repairing streets, controlling

waste etc. productive work force is greatest asset of organization. CSR practices help to improve employee's competencies and skill through education and training.

References:

- [1] Jamali, D., P. L. Thomsen and S. Jeppesen. SMEs and CSR in Developing Countries: Advancing Academic and Policy-Oriented Knowledge, Business & Society Special Issue, Call for Papers.
- [2] Jeppesen, S., B. Kothuis and A. Ngoctran. (2012). Corporate Social Responsibility and Competitiveness for SMEs in Developing Countries: South Africa and Vietnam, AFD /November 2012.
- [3] Munasinghe, M. A. T. K. and A.P. Malkumari. (2012). Corporate Social Responsibility in Small and Medium, Sri Lanka. Journal of Emerging Trends in Educational Research and Policy Studies, Vol. 3 (2): 168-172.
- [4] Lin-Hi, N. and K. Müller. (2013). The CSR bottom line: Preventing corporate social irresponsibility. Journal of Business Research, Vol. 66:1928–1936
- [5] Lin, C. H., H. L. Yang & D. Y. Liou. (2009). The impact of corporate social responsibility on financial performance: Evidence from business in Taiwan. Technology in Society, Vol. 1(31), 56-63.
- [6] Weber, M. (2008). The business case for corporate social responsibility: A company-level measurement approach for CSR. European Management Journal, Vol. 26(4), 247-261.
- [7] Ciliberti, F., P. Pontrandolfo & B. Scozzi. (2008). Investigating corporate social responsibility next term in supply chains: a SME perspective. Journal of Cleaner Production, Vol. 16(15), 1579-1588.
- [8] Basil, D., M. Runte, M. Basil & J. Usher. (2011). Company support for employee volunteerism: Does size matter. Journal of Business Research, Vol. 64(1), 61-66.
- [9] Keegan, A. & H. Francis. (2008). HRM, Technology and Strategic Roles: Considering the Social Implications. Technology, Outsourcing & Transforming HR, 421-447.
- [10] Durmaz, V., S, Sava and A. G. Duman. (2011). CSR As A Tool To Cope With Economic Crises: The Case Of TEI, 7th International Strategic Management Conference, Procedia Social and Behavioral Sciences 24 (2011) 1418–1426
- [11] Steven P. M. and J, Fontrodona. (2011). Strategic CSR for SMEs: paradox or possibility? UNIVERSIA BUSINESS REVIEW | se gundotrimestre 2011 | ISSN: 1698-5117
- [12] Sen, S. (2011). Corporate social responsibility in small and medium enterprises: application of stakeholder theory and social capital theory Southern Cross University

ePublications@SCU

108.

- [13] Sarbutts, N. (2003). Can SMEs do CSR? A Practitioner's View of the Ways Small and Medium Sized Enterprises are Able to Manage Reputation through Corporate Social Responsibility. *Journal of Communication Management*, Vol. 7(4):340–347.
- [14] Ma, J. (2012). A Study on the Models for Corporate Social Responsibility of Small and Medium Enterprises, 2012 International Conference on Solid State Devices and Materials Science, *Physics Procedia* 25 (2012) 435 – 442
- [15] Bolton, J. E. (1971). Report of the Committee of Enquiry on Small Firms, HMSO, London.
- [16] BIS (2009). Differences between the SME and large company schemes, Department for Business Innovation and Skills, United Kingdom, viewed 14 May 2009.
- [17] Jenkins, H. (2006). Small business champions for corporate social responsibility. *Journal of Business Ethics*, Vol. 67(3):241-256.
- [18] Thompson, J., H. Smith & J. Hood. (1993). Charitable contributions by small businesses. *Journal of Small Business Management*, Vol. 31(3): 35-51.
- [19] Spence, L. J. & R. Schmidpeter. (2003). SMEs, social capital and the common good, *Journal of Business Ethics*, Vol. 45(1-2):93-108.
- [20] Dwyer, L. & P. Sheldon, (2007). Corporate social responsibility for sustainable tourism. *Tourism Review International*, Vol. 11: 91-95.
- [21] Worthington, I., M. Ram & T. Jones (2006). Exploring corporate social responsibility in the U.K. Asian small business community. *Journal of Business Ethics*, Vol. 67(2): 201-217.
- [22] Castka P., M. Balzarova, C. Bamber and J. sharp. (2004). How can SME's effectively implement the CSR agenda? A UK case study perspective. *Corporate social responsibility and Environmental Management*, Vol. 11(3):140-9.
- [23] Roberts, S., R. Lawson and J. Nicholls. (2006). Generating Regional Scale improvements in SME Corporate Responsibility performance: Lessons from Responsibility Northwest. *Journal of Business Ethics*, Vol. 67:275-286.
- [24] Yu, A. (2009). Corporate social responsibility and SMEs, Barriers and opportunities in a Swedish perspective, Stockholm University, 2009/2010.
- [25] Lee, Y. K., Y. S. Kim, K. H. Lee and D. X. Li. (2012). The impact of CSR on relationship quality and relationship outcomes: A perspective of service employees. *International Journal of Hospitality Management*, Vol. 31: 745– 756.
- [26] Perrini, F. (2006). SMEs and

- CSR theory: Evidence and implications from an Italian perspective. *Journal of Business Ethics*, Vol. 67(3): 305-316.
- [27] Palimeris, M. (2006). Engaging employees through corporate responsibility. Ipsos MORI White Paper.
- [28] Murillo, D. & J. M. Lozano. (2006). SMEs and CSR: An approach to CSR in their own words. *Journal of Business Ethics*, Vol. 67(3): 227-240.
- [29] Business in the Community. (2002). Engaging SMEs in Community and Social Issues. London: Department of Trade and Industry.
- [30] Tencati, A., F. Perrini & S. Pogutz. (2004). New tools to foster corporate socially responsible behavior. *Journal of Business Ethics*, Vol. 53(1-2):173-190.
- [31] Barton, C. E. (2010). Understanding Corporate Social Responsibility Engagement In Small And Medium Tourism Businesses, November 2010, University Of Technology, Sydney, (11-13)
- [32] Forschung, K. CSR And Competitiveness European SMEs' Good Practice, European Commission Enterprise And Industry Directorate-General
- [33] CSR and the SME sector in Argentina, *Kulturstudier - Corporate Social Responsibility Buenos Aires*, Spring 2011 (pg. 12-14)
- [34] Business in the community (BITC). (2003). Engaging SMEs in community & social issues. London. April 22nd 2011.
- [35] Porter, M. E. and R. M. Kramer. (2007). Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review*, Vol. 84(12):78-92.
- [36] Irwin, D. (2002). Encouraging responsible business. London: Small Business Service.
- [37] Archie, B. and A. Carroll. (1979). Three-Dimensional Conceptual Model of Corporate Performance, *Acad. Manage. Rev.*, Vol. 4(4): 497-505. DOI: 10.5465/AMR.1979.4498296.
- [38] Belaluddin, M., M. R. Hassan and K. M. Tarique. (2008). Three Dimensional Aspects of Corporate Social Responsibility. *Daffodil International University Journal of Business and Economics*, Vol. 3(1):199-212.
- [39] Hopkins, M., I. Hopkins and J. Adam. Comment on the Economics of Corporate Social Responsibility by Dr. Leonardo Lanzona, Chairman, Dept. of Economics, Ateneo University, Philippines and member E-Metrics MHCi's collaborating company in Asia.