

The Role of public libraries in promoting corporate social responsibility by small and medium enterprises

by

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DECLARATION

I, Sebenzile Kazingizi, **Student Number: 58525203**, declare that **The Role of Public Libraries in Promoting Corporate Social Responsibility by Small and Medium Enterprises** is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

13 September 2017
Date _____

Signature  _____

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DEDICATION

To my father, the late Brigadier General Jimmy Patrick Mhandu. I wish you had lived long enough to celebrate my accomplishment. You would have been proud of me.

ABSTRACT

The concept of Corporate Social Responsibility (CSR) in Small to Medium Enterprises (SMEs) has been significantly drawing global attention for the past decade. The solving of social, political and economic problems now fully requires the involvement of both the public and private sectors, particularly in the context of developing countries. In Zimbabwe, CSR has mainly been the responsibility of large firms, NGOs and the government. Little has been done to encourage SMEs to take initiative and responsibility on CSR matters, although these SMEs constitute about ninety percent of all economic activities in Zimbabwe. For CSR to be implemented, there is need for access to information. Public libraries are one of the major focal points in the provision of information. These public libraries have vast potential to support CSR initiatives and are capable of partnering with various organisations from different sectors as well. However, when it comes to visibility on CSR, public libraries in Zimbabwe and in other developing countries are almost non-existent. The aim of this study was to investigate the role that public libraries play in promoting CSR to SMEs in Zimbabwe as a means of contributing in shaping policies which ensure that public libraries are more relevant in society through their support of, as well as their involvement in sustainable developmental issues. In order to attain this, the study adopted the interpretive paradigm and the qualitative approach. In addition, the case study design was used, allowing the researcher to obtain detailed information about the Harare City Library in relation to the promotion of CSR to SMEs. The target population for this study included librarians at public libraries in Zimbabwe and the owners or managers of formally registered SMEs in the country. The study revealed that a great number of SMEs have limited knowledge about CSR and do not engage in it. SMEs consider CSR to be mainly philanthropic in nature, as their knowledge does not extend to include other important aspects of the concept. In addition, public libraries are not the major source of CSR information provision to SMEs, although a fair number of SMEs believe that they should be at the forefront. The study recommends that public libraries should reach out to SMEs to promote CSR to them, in addition to marketing the library's own information resources and services. Public libraries need also to establish strategic alliances with relevant stakeholders as a means of encouraging SMEs to engage in CSR initiatives.

KEY TERMS:

Corporate Social Responsibility; Public libraries; Small to Medium enterprises; Sustainable development; Philanthropy; Zimbabwe; Development; Information dissemination; Awareness; Community development; Society

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LIST OF ACRONYMS

CSR	Corporate Social Responsibility
DCPL	District of Columbia Public Library
E-BIC	Enhanced Business Information Center
EIAP	Environmental Impact Assessment Policy
EMA	Environmental Management Authority
ICLSA	Indiana Cooperation Library Services Authority
IFLA	International Federation of Library Associations and Institutions
ISO	International Standards Organisation
NCCG	National Code on Corporate Governance
NGOs	Non-Governmental Organisations
SAZ	Standards Association of Zimbabwe
SMEs	Small to Medium Enterprises
UNIDO	United Nations Industrial Development Organisation
ZIPR	Zimbabwe Institute of Public Relations

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CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION AND BACKGROUND TO THE STUDY

There is a growing need worldwide for both the public and private sectors to jointly come up with solutions to deal with social, political and economic problems. It is on account of this that the notion of Corporate Social Responsibility (CSR) is now generally being accepted as vital to both business and social progress. Panigrahi and Sukla (2016:6) highlight that CSR yields significant benefits to society in the form of community welfare, economic development and protection of the environment. Firms that engage in CSR also accrue long-term benefits which tend to be significant. The United Nations Industrial Development Organisation (UNIDO) (2015:4) points out that these benefits include cost savings for the firms as a result of environmental and productivity improvements, as well as enhanced staff loyalty due to advanced human resources development programmes offered to them by the company. Bosun, Teoderescu and Teoderescu (2014:7) add that CSR activities also help boost a company's brand image as responsible companies face far less scrutiny from regulatory authorities. They further add that in uncertain business environments, CSR initiatives can help companies rebuild trust and relationships with different stakeholders. This study moved a step further in highlighting the importance of CSR within the Zimbabwean context.

CSR is an initiative that can significantly change the lives of many communities if adopted by all players in the private and public sectors, in particular, Small to Medium Enterprises (SMEs) given their sheer numbers in many economies. The World Intellectual Property Organisation (WIPO) (2009:1) highlights that before the twentieth century, it was generally assumed that large enterprises would remain dominant in the marketplace of the global economy. However, with the progression of the twentieth century came the knowledge economy, which made it highly evident that the enterprise sector would largely be comprised of SMEs. Today, according to Majanga (2015:177), SMEs now play a key role in economic development as the major contributors of employment and wealth creation, accounting for two thirds of all jobs worldwide. Fjose, Grunfeld and Green (2010:6) highlight that many countries in sub-Saharan Africa have experienced high growth in the number of SMEs in the last decade. Mushakavanhu (2014:9) adds that in Africa alone, there are now over fifty million SMEs which employ close to sixty percent of the workforce. SMEs growth has covered the major economic sectors such as manufacturing, construction,

agriculture and retail and according to Bhattacharya (2015:1), the SMEs sector is likely to generate one million jobs every year, globally.

As a result of the increasing growth of SMEs, the recognition of the importance of this sector has extended the frontiers of CSR to include the SMEs in a debate that has been traditionally dominated by large corporations. Due to their high numbers and cumulative effect, SMEs are posing serious environmental problems and are adversely contributing towards the high consumption of energy and natural resources, whilst generating waste and pollution. Jamali, Lund-Thomsen and Jeppesen (2015:3) also indicate that there are sceptics who believe that some SMEs in developing countries often undertake the worst labour practices, with employees working long hours in difficult and dangerous environments yet receiving low wages.

1.1.1 Defining Corporate Social Responsibility

CSR has gathered great momentum over the past number of years and is now considered to be at its most prevalent. The concept has evolved over a large number of years, with definitions and understanding of the term consistently changing. According to Rahim (2014:186), the CSR concept is continuously growing and is versatile such that it has different meanings for different people and organisations. Although there is no universally accepted definition of CSR, different authors have come up with various definitions that they consider to be comprehensive and all-encompassing of the term. Mathur (2013:269) highlights that recent research indicates that CSR involves the way a company governs the relationship between the firm and its stakeholders. Murthy (2013:5) adds that CSR is when business embraces social responsibilities for the impact of its activities on the environment, employees, communities and to everyone in the society at large. Rahim (2014:86) also defines CSR as the extent to which businesses are consciously responsible for and accountable for their actions and non-actions on its stakeholders. Despite these definitions appearing to be ostensibly different, they all cover important aspects of CSR which include stakeholders, accountability and responsibility. Stakeholders can be considered to be the main component of CSR as the relationship between companies and stakeholders impacts all other elements of the CSR equation such as the environment, the economy and the society. It can thus be said that CSR looks at companies taking full responsibility for their operations and actions to society and the environment, as society has certain obligations that it expects businesses to implement and adhere to.

1.1.2 Historical Development of CSR

It is also necessary and important to understand the development of CSR because it is a concept that continues to progress and has a bearing on the future of society. Knowledge of how CSR has developed over time significantly contributes to how some business decisions are now being implemented today. In addition, a historical perspective of the concept also serves as an evaluation tool on how much CSR has been a success or a failure and if there is need to continue with it or introduce an alternative initiative. With the world becoming a global village, countries can learn from the past CSR mistakes undertaken in order to contribute positively to global development.

CSR began as far back as 1700 BC in Mesopotamia. Tripathi and Bains (2013:788) highlight that King Hammurabi introduced a policy where builders or farmers and other workers were put to death if their negligence caused certain inconveniences to the locals, or even the deaths of others. Despite these early CSR initiatives, Low (2016:57) highlights that the term only became popular in the 1950s with the publishing of R. Bowen's book titled "Social Responsibilities of the Businessman." The concept was then challenged and strengthened in the 1960s with the emergence of the need to protect the environment. Low (2016:57) further adds that the 1970s came with the establishment of the first widely accepted definition of CSR, developed by Archie Carroll which focused on economic, legal, ethical and philanthropic responsibilities for firms. In the 1980s, focus was on quality management in occupational health and safety, and this was the beginning of CSR codes such as Responsible Care, which was developed for the chemical industry.

Up until the 1990s, CSR was mostly limited to corporate philanthropy. Tripathi and Bains (2013:790) highlight that extended concepts and practices of CSR essentially came to force during the 1990s, with the establishment of standards such as ISO 14001 and SA 8000. Mahdavi (2014:2) points out that the last fifty years have seen CSR being driven mostly by society's reaction to the irresponsible behaviour of many corporations. Safwat (2015:86) however indicates that the past two decades have seen the relationship between business and society transforming massively from the traditional view of businesses focusing solely on profit maximisation, to a more ethical outlook which looks at the impact of business on society.

Globalisation has largely been attributed in shaping the new relationship between business and society. Safwat (2015:86) highlights that globalisation has compelled businesses worldwide to enhance their global image through environmental awareness and responsible business practices.

Knopf and Mayer-Scholl (2013:19) add that the emergence of globalisation has brought with it important developments on environmental awareness and responsible business practices. Consumers have become more aware of the destructive effects of businesses operating irresponsibly, resulting in the consumers making it rather impossible for businesses to undertake their operations with the freedom they had before. Ethical consumerism has imposed both opportunities and threats to businesses worldwide and today, as acknowledged by Murthy (2013:6), most countries in the developed world are paying an increasing importance towards CSR.

UNIDO (2015:2), however, highlights that a great number of large firms mainly undertake CSR activities as a means of protecting their reputation and their brands. Mathibela (2013:1) also states that most companies that are involved in CSR, especially in developing countries, are multinational companies with international links, such that they are obligated by virtue of their structures to participate in these initiatives. Manuere and Majoni (2016:65) highlight that nowadays, most companies in the developed world engage in CSR activities as a result of external and internal pressures. External pressure comes mostly from shareholders, pressure groups and the media. Lund-Thomsen, Jamali and Vives (2013:7) indicate that the social and environmental activities that companies undertake now receive a lot of media scrutiny and attention. As a result, firms are coerced to engage in CSR in order to minimise some of the negative media reports. Internal pressure comes from employees, shareholders, consumers and the government as highlighted by Manuere and Majoni (2016:65). The government ensures that firms are socially responsible by providing guidance and offering partnerships to them. Nonetheless, businesses should carry out CSR initiatives beyond their legal requirements, stakeholder pressure and profit maximisation because they understand the need to do so, in order for them to promote socio-economic development and environmental sustainability.

It is important to note that international bodies continue in their strife to promote and encourage the implementation of CSR. The World Economic Forum has come to recognise the importance of this concept through the establishment of the Global Corporate Citizenship Initiative, which aims to increase the involvement of businesses in CSR. ISO 26000 was also established in 2010 by the International Standards Organisation to serve as a guideline for ensuring that businesses are accountable for the impact of their business decisions and activities on their communities and environment, with respect to transparency and ethical attitudes.

The new millennium has also seen the establishment of other global voluntary regulations, guidelines and codes on CSR. These include the Brundtland Commission, World Business Council for Sustainable Development, Global Reporting Initiative, Principles for Responsible Investment and the United Nations Global Compact, as highlighted by Tripathi and Bains (2013:791). Although these guidelines are commendable, they are not mandatory in nature and therefore companies are not bound in any way to conform to the requirements that are stated. As a result, only a few countries, chiefly those in the developed world, utilise these guidelines for their developmental purposes. As for the developing countries, companies cannot be coerced to be socially responsible as long as those countries do not have policies or other guidelines that are binding. Thus, CSR may remain a voluntary concept and most companies in countries with a poor economic climate would rather not volunteer for anything that may dig deep into their already diminishing finances.

Nevertheless, it can be stated that CSR has become an accepted concept amongst SMEs in the developed world because of the role that SMEs play in triggering economic development. The historical development of CSR has contributed significantly to the shaping of its practice in today's world. Presently, additional factors are influencing the involvement of companies in CSR and these include public outcries, the presence of civil society organisations and pressure from political entities, NGOs and stakeholders. As long as CSR continues to progress, more and better policies are likely to be developed in the near future that will ensure that the concept is embraced by all companies world over.

1.1.3 Components of CSR

In order to combat the negative social and environmental impacts by SMEs, basic CSR components have been established in order to create a path to sustainable development. Taylor (2015:2) highlights the three broad components of CSR which SMEs should be practising. These include environmental protection, philanthropy or community development and ethical labour practices. Environmental protection is where firms focus on finding sustainable solutions for using natural resources with the aim of reducing negative environmental impacts. This goes beyond observing government regulations on environmental issues such as recycling, but also includes eliminating waste and emissions and minimising business practices that negatively affect the environment. Philanthropy includes activities targeting assistance to communities, low income groups, education and donating to charities in monetary or time values. It also includes welfare programmes for employees and their families. Lastly, ethical labour practices involve treating

employees fairly and improving their work conditions. Fiori, Di Donato and Izzo (2007:8) add that the measures of work-force oriented CSR activities are based on health and safety systems, employee training and development as well as systems for job creation and security.

1.1.4 Public Libraries and CSR

Public libraries are the main conduits for disseminating valuable information on the three CSR components which will help SMEs fully adopt and engage in CSR. In line with the environmental CSR component, the International Federation of Library Associations and Institutions (IFLA), (2015) states that the consideration of the role of humanity in climate change and the notion of sustainable development are core concerns of society and subsequently of libraries. Libraries therefore have the mandate to promote information sources and services connected to environmental concerns.

With regards to the second component of CSR which is philanthropy or community development, The Urban Libraries Council (2008:5) highlights that although a library building is a great asset, it is the people who actually make a difference in the community, and therefore it is important for librarians to get into the community. Gruidl and Walzer (1996:53) proposed that library staff should spend at least ten percent of their time outside the library building, meeting with business and community leaders in order to learn about important community development needs. This enables libraries to lend their support through creating awareness on these community needs and subsequently encouraging firms to act upon these needs in a socially responsible manner. Public libraries are at the centre of community transformation, and instead of being responsive to emerging needs, they should be pro-active in encouraging CSR in order for communities to develop and prosper.

Lastly, with reference to the component of ethical labour practices, The Urban Libraries Council (2008:13) states that public libraries should be actively engaged in the development of ethical labour practice initiatives and networks because of their reputation as trusted, quality community information providers. The global business environment is rapidly changing in terms of promoting better labour practices. Public libraries should thus answer the call of providing firms with greater support for promoting ethical business practices as the libraries have resources covering labour issues. Establishing partnerships with relevant associations can help in the formation of outreach programmes to create awareness on issues of this nature.

Public libraries are becoming crucial institutions in the socio-economic development of many countries. The purpose of a library as highlighted by Bunyasi, Bwisa and Namusonge (2014:123), is to identify and provide information in the appropriate format to different stakeholders in order to educate, empower and aid them in decision-making. Yet, many SMEs in Africa are operating in environments where information is scarce as a result of poor information dissemination structures, as further indicated by Bunyasi et al. (2014:122). This limits their involvement in CSR initiatives because the SMEs lack adequate information on CSR which is accurate and appropriate for them to be able to understand and undertake CSR activities for the betterment of the economy. Tripathi and Bains (2013:98) highlighted in their research on CSR and SMEs that problems such as a lack of information and obtaining support from relevant officials are part of the factors that prohibit SMEs from getting involved in CSR activities. This study thus sought to highlight and justify the important role played by public libraries in disseminating information in order to alleviate economic woes currently faced by Zimbabwe through the promotion of CSR information to all SMEs. Access to information can break the cycle of poverty through bridging the gap between knowledge and ignorance.

In light of the above, this study explored how best SMEs in Zimbabwe could be informed and educated about the impact of their activities on society and the environment, as well as the best strategies that can be utilised in addressing these negative impacts. The study was prompted by the need to create awareness amongst public libraries on their important role of promoting CSR to SMEs so that the burden of developing a sustainable country is not left to a few stakeholders. Part of the CSR challenges that the country is facing can be solved when the right information is disseminated to the right people. Public libraries are key sources of information, and disseminating relevant information to SMEs is of great importance, particularly on issues that have an impact on the sustainability of a country. These public libraries are best able to undertake such responsibility because they can appreciate and understand the value and impact that information dissemination can have in a community. The study therefore highlights the important role of public libraries in promoting the concept of CSR to SMEs.

1.2 CONTEXTUAL SETTING

1.2.1 Zimbabwe's Current Socio-Economic State

Zimbabwe is currently suffering from major socio-economic challenges which need to be addressed in the context of CSR, as these challenges are hindering the promotion of sustainable

development in the country. The country's infrastructure is dilapidated and the environment is full of litter, with the responsible authorities failing to collect the refuse frequently (*Local companies must uphold CSR* 2012:2). The HIV/AIDS pandemic continues to affect the locals and poverty continues to rise yearly. Unfortunately, Zimbabwean SMEs cannot afford to have the luxury of not participating in CSR as poverty and disease continue to thrive in the communities.

The Zimbabwe Institute of Public Relations (ZIPR) (2015) highlights that the current economic environment in Zimbabwe has reduced most business activities to that of survival in order for them to remain in business. All companies, including SMEs, have had to endure Zimbabwe's economic hardships. Although the Zimbabwean government has come up with various mechanisms to support SMEs growth, in reality, nothing much has improved as a large number of SMEs are struggling to keep their businesses afloat. Kakava, Mbizi and Manyeruke (2013:679) note that the SMEs have remained economically un-empowered, resulting in them suffering from inadequate infrastructure, old low-tech technology, poor information asymmetry and a hostile regulatory environment.

1.2.2 CSR in Zimbabwe

Zimbabwe's private sector has been struggling from the 2008 and 2009 economic disaster, thereby drastically reducing the involvement of companies in CSR. ZIPR (2015) adds that CSR is gradually becoming archaic in Zimbabwe and may become obsolete from the system as a result of the difficult business climate which has seen some companies that were fully involved in CSR shutting down and others retrenching employees. It has therefore become a major challenge for companies, particularly SMEs, to prioritise CSR at the expense of survival as they have wages, bills and operational costs to fulfil.

Ncube (2012:9) states that although there are some CSR activities being undertaken by companies, these initiatives are "fragmented, unmonitored and unquantified." As a result, no recognition is given to them in official reporting. Phillipson (2013) highlights that most companies in Zimbabwe traditionally do not engage in issues to do with the welfare of the public as business-related schools and companies in the country do not provide CSR training. She further adds that companies that do engage in CSR view it as an extension of marketing and thus CSR is not given enough attention. Some companies also engage in CSR in order to be seen as being involved in social causes and at times, to receive tax exemptions. In addition, there is an interaction gap between government officials and the private sector such that companies are not aware of developmental shortfalls in

the country. As a result, these companies tend to make uninformed CSR decisions because of limited background information. This study therefore intends to cover this gap through highlighting the important role that public libraries can play in providing businesses with ample information on CSR.

Kakava et al. (2013:679) highlight that with regards to Zimbabwe, social responsibility activities can be classified as philanthropic or developmental, as shown in Table 1.1:

Table 1.1: CSR Activities in Zimbabwe

SUSTAINABLE DEVELOPMENT	PHILANTHROPY
-Infrastructural Development	-Food Aid
-Direct Investment	-Donations
-Joint Ventures	-Scholarships
-Technological Transfers	-Caring For The Poor
-Political Intervention	-Health Education

SOURCE: Kakava et al. (2013:679)

Table 1.1 denotes that Zimbabwe’s private sector is mainly focusing its CSR activities on philanthropy. There is no motivation to concentrate on sustainable development due to the government’s failure to lead the process. The country’s current economic situation has compelled companies to focus their CSR activities on low cost projects that target individuals, households and at times small groups. The high capital projects that result in sustainable development are being left out due to financial constraints being experienced by companies. Focus on philanthropy by Zimbabwean firms can also be attributed to a lack of knowledge on the various types of CSR practices. Consequently, this study highlights the strategies that public libraries can adopt in order to promote the different types of CSR practices to SMEs in the country so that they are fully knowledgeable and are entirely involved in CSR.

In spite of the negative business environment in Zimbabwe, Phillipson (2013) states that the country’s economy is stabilising and most companies are beginning to appreciate the benefits of CSR programmes that are not politically affiliated in any way. Manuere and Majoni (2016:63) add that it is important for Zimbabwean companies to embrace CSR as it is a crucial part of a successful and sustainable business strategy. As the country begins to come out from the economic meltdown, it is important that companies re-think paradigms on CSR, as it is slowly becoming an

unwritten law being enforced by customers. ZIPR (2015) also notes that despite Zimbabwe's negative economic climate, companies can still afford to give back to society through CSR activities.

1.2.3 Legislation and Policies on CSR in Zimbabwe

One of the contributing factors to the minimal involvement of companies in CSR is the absence of legislation which encourages businesses to engage in CSR. Nyawuyanga (2015:23) states that the closest legislation to CSR in Zimbabwe is the Environmental Impact Assessment Policy (EIAP) of 1994 and the Indigenisation and Economic Empowerment Act of 2007. EIAP ensures that the environmental, social and economic costs and benefits of developmental projects are well accounted for and realised and that the negative impacts are avoided or mitigated. However, EIAP is non-mandatory and therefore companies are not obligated to adopt the policy. In contrast, Pindula (2016) states that the Indigenisation and Economic Empowerment Act is mandatory in that it requires all foreign companies worth USD500 000 and above to give back their profits to society in various forms. One of the disadvantages with this Act is that it is only limited to large companies, thus, SMEs are not obligated to contribute towards societal development.

In addition, the country also launched the National Code on Corporate Governance (NCCG) in April 2015. According to Nyawuyanga (2015:28), this code focuses on the rules and laws under which businesses in Zimbabwe operate and are regulated. The code ensures that all businesses adhere to accepted ethical standards and best practices. However, the Zimbabwe Broadcasting Corporation(2016:1) points out that the Chairman of NCCG, Canaan Dube, highlighted in April 2016 that although there have been commendable behavioural changes by businesses since the launch of the code, a greater number of the companies still have a very long way to go in complying with it.

On top of the above mentioned policies, there are organisations that have been established by Acts of Parliament in order to ensure companies conduct their business operations responsibly. Mushanyuri (2013:53) highlights that these include the Environmental Management Authority (EMA) which is an amalgamation of the Water Pollution Control Unit, Air Pollution Control Unit and the Hazardous Substances Control Unit. All companies in Zimbabwe are required to conform to the standards set by EMA with regards to water and air pollution. However, EMA's lack of resources at times prohibits the organisation from fully monitoring all companies to ensure that they are complying with its regulations. There also exists The Standards Association of Zimbabwe

(SAZ), an organisation created to safeguard the public by ensuring that companies establish and maintain quality products and services that contribute to the country's sustainable development. Ncube (2012:10) notes that SAZ adopted ISO 26000 in 2012 and according to SAZ (2016), this instrument is currently guiding CSR in Zimbabwe today. However, a number of SMEs in the country may not be knowledgeable about such organisations and their policies as information dissemination by government institutions tends to be ineffective at times. This study therefore aims to determine the level of knowledge on CSR by SMEs and to help cover the existing knowledge gap by highlighting the best mechanisms of distributing information to SMEs which is comprehensive and relevant, through public libraries.

By and large, it has become difficult for companies to engage with and support the Zimbabwean government on developmental issues, as supported by Kakava et al. (2013:678) who highlight that any forms of lobbying by companies tend to be deemed as anti-government. As a result, companies are inclined to uphold low profiles on developmental matters, with some believing that it is the government that should take a leading role in meeting the country's developmental needs rather than for the companies to spearhead this. According to Chitongo (2013:125), it is the NGOs instead, that have been at the forefront of undertaking social activities covering health, education and agriculture through food aid, trainings and donations of farming and health equipment and accessories. Kakava et al. (2013:678) indicate that the few resources that companies and NGOs contribute tend to be misdirected by government officials and usually end up benefiting a few individuals. As a result, the support efforts made by the private sector are compromised.

Mathibela (2013:1) asserts that libraries need to be proactive and take a leading role in disseminating information that promotes CSR to SMEs. This will assist in filling the huge CSR gaps left from the activities of the large firms, NGOs and government, in order to complete the CSR equation. Sadly, when it comes to visibility on CSR, public libraries in Zimbabwe are almost non-existent, yet a country's development is immensely dependent on how much information its people are exposed to. Fear (2014:2) indicates that most public libraries in developing countries are not promoting their business resources, yet it is very important that SMEs realise that the greatest and most constructive business tools can be found from these libraries. Okello-Obura and Matovu (2014:3) also highlight that most SMEs are unaware of formal institutions which provide important business information, such as public libraries. Thus as a result of a lack of information dissemination by Zimbabwean public libraries on CSR, most SMEs in the country are solely

focusing on making high profit margins and surviving the current economic crisis, thereby neglecting the essential CSR elements.

It is imperative that this study be undertaken in order to ensure that CSR is embraced by all businesses in the country, with particular focus on SMEs, and that public libraries play a leading role in promoting the concept. It is not enough that social responsibility is being left to a few large companies that survived the economic meltdown. Although the government may not have adequate resources to prioritise CSR, it is important that they establish honest partnerships with NGOs, public libraries and other stakeholders who can assist them in spearheading the process. Mathibela (2013:1) points out that it is unfortunate to note that companies involved in CSR are mostly foreign-owned. Although local companies are gradually accepting the concept, SMEs may still require a lot of education on the importance of CSR, based on their level of involvement in the initiative as well as the limited literature available which focuses specifically on SMEs and CSR. This study intends to fill that knowledge gap through ensuring public libraries are a focal point for information dissemination to SMEs on CSR. As long as CSR remains voluntary in Zimbabwe, the burden of developing the country will continuously remain on the shoulders of a few.

1.3 STATEMENT OF THE PROBLEM

For many companies and organisations, responsibility towards their communities is still a challenge. CSR is a concept which stipulates that companies should go beyond their legal obligations and incorporate socio-economic, environmental and ethical considerations into their business strategies. Verma and Tanwar (2013:93) highlight that all organisations should be accountable for the impact of their activities on stakeholders, employees, the environment and society. It is imperative therefore for public libraries as vital development partners, to provide access to CSR information to SMEs in order to support the socio-economic development of a country. Public libraries should be disseminating information on CSR to SMEs which is focused, up to date, packaged in the right format for easy understanding and easily and readily accessible as stipulated by Okello-Obura and Matovu (2014:2). SMEs are likely to value and make use of information that comes from credible sources such as public libraries.

However, in Zimbabwe little is known about public libraries encouraging SMEs to take initiative and responsibility on CSR matters. Given that SMEs constitute about seventy percent of all

economic activities in the country, as stated by Ruzivo Trust (2013:1), the impact that they have on the environment and society is enormous. According to Lund-Thomsen, Jamali and Vives (2013:603), when it comes to CSR, the involvement of SMEs is unknown and limited. Additionally, Jamali et al. (2015:1) highlight that the role of SMEs in CSR, with regards to developing countries, has not been given adequate attention, although there has been an increase in the number of publications pertaining to the topic.

Most of the SMEs in Zimbabwe are ignorant and unaware of the importance of undertaking CSR initiatives. Jamali et al. (2015:2) state that the ecological footprint of SMEs is highly significant and that SMEs in developing countries operate in high pollution industries where there is no enforcement to comply with global policies on pollution. It is the environment that is subsequently affected by these activities in a negative manner. Most Zimbabwean SMEs are only concerned about their personal economic growth instead of focusing on the well-being of the communities in which they are operating (*Local companies must uphold CSR* 2012:2). They are not promoting causes that benefit society such as eliminating poverty or educating the under-privileged.

Mathibela (2013:1) states that although there are companies in Zimbabwe already engaged in CSR initiatives such as Nestle, Barclays, Zimplats, Tanganda and Econet, most of them are multinational companies with international links such that they are obligated by virtue of their structures to participate in these initiatives. Thus, CSR is being left to a few large companies, Non-Governmental Organisations (NGOs) and a government that does not have the capacity to deal with the country's socio-economic challenges. Ncube (2012:10) adds that there is currently no legislation in the country to ensure that all businesses play their part in CSR, although there are international guidelines on social responsibility that have been established such as ISO 26000:2010. As a result, the economic, social and environmental state of affairs will remain poor or may become worse. It was vital, therefore, for this study to be undertaken in order to cover the gap between poor information dissemination on CSR by public libraries, and the lack of knowledge on CSR by Zimbabwean SMEs. Mousiolis, Zaridis, Karamanis and Rontogianni (2015:581) indicate that SMEs generally do not have resources to aid them in continuously generating knowledge about CSR. It is important that SMEs are made aware of the implications of CSR and that public libraries assist SMEs to engage in socio-economic development in the society through the implementation of CSR policies. This study aspired to contribute greatly in achieving this.

1.4 AIM OF THE STUDY

The aim of the study was to investigate the role that public libraries play in promoting CSR to SMEs in Zimbabwe. Investigating this contributes in shaping policies that ensure public libraries are more relevant in society through their support of, as well as their involvement in sustainable developmental issues.

1.5 RESEARCH OBJECTIVES

The objectives of the study were:

- To determine the level of knowledge on CSR by SMEs in Zimbabwe.
- To establish the extent to which SMEs in Zimbabwe practice CSR.
- To establish the degree to which public libraries create awareness on CSR to SMEs in Zimbabwe.
- To establish the challenges faced by public libraries in promoting CSR to SMEs in Zimbabwe.
- To suggest strategies to promote CSR to SMEs by public libraries in Zimbabwe.

1.6 RESEARCH QUESTIONS

The following were the research questions of the study:

- How knowledgeable are SMEs in Zimbabwe on CSR?
- To what extent do SMEs in Zimbabwe put CSR into practice in their activities?
- How are public libraries creating awareness on CSR to SMEs in Zimbabwe?
- What challenges are faced by public libraries in promoting CSR to SMEs in Zimbabwe?
- What strategies are used by public libraries to promote CSR to SMEs in Zimbabwe and how can they be improved?

1.7 JUSTIFICATION OF THE STUDY

According to Jeppesen, Kothuis and Ngoctran (2012:54), the subject of the role that public libraries play in supporting CSR is under-researched in Africa because geographically, the

majority of studies undertaken deal with countries in Asia, Latin America and very few have dealt with Africa. This study sought to add to the literature currently available in order to aid public libraries in decision making processes that would ensure their involvement and support of CSR practices by SMEs. This would subsequently assist the already strained Zimbabwean government to create a sustainable economy for its citizens.

This study also aimed at bringing to light the relevance of public libraries in annihilating the challenges that SMEs perceive and face in undertaking CSR practices. This contributes in shaping the policies of public libraries such that they encompass the concept of promoting CSR not only to SMEs, but to other larger corporations.

Moreover, a review of how other countries in both the developing and developed world have benefited from the involvement of SMEs in CSR helps in providing insight to government policy makers on the need for SMEs to engage in CSR. This contributes in ensuring appropriate policies and legislations are drafted that guarantee the involvement of all types of businesses in CSR.

Creating awareness amongst public libraries on the benefits to be accrued by both society and SMEs when they support and promote CSR projects is of crucial importance as this encourages the public libraries to play a leading role in advancing CSR causes. The study aimed to shed light on the basic CSR practices that public libraries need to be promoting towards SMEs as well as highlighting some of the challenges that the public libraries may be facing in their bid to support and promote CSR programmes in Zimbabwe. This in turn helps the government and other stakeholders to assist these libraries in overcoming some of the challenges in order to ensure that barriers to promoting the implementation of CSR activities are limited.

To the researcher, this study serves as the foundation for advocating for the implementation and support of CSR by all firms and relevant institutions in Zimbabwe for the betterment of the economy.

1.8 SCOPE OF THE STUDY

The researcher limited this study to Harare only, and did not cover other major cities in Zimbabwe. Harare has the most number of SMEs in Zimbabwe as indicated by Mugano (2015), and was therefore more representative of the other cities in the country. The study was not limited to any

particular economic sector, but aimed to cover most of them in order to obtain diverse perspectives relating to the topic under study. Only SMEs that are formally registered and are members of the Zimbabwe National Association of SMEs were considered as participants.

The study covered only one public library, that is, the Harare City Library, because it is one of the largest public libraries in the country in terms of the size of the collections and the clientele base, as indicated by the Encyclopaedia of Nations (2016:2). The Harare City Library was therefore an appropriate representation of the city public libraries in Zimbabwe.

The research participants only included the Librarian and SME owners or managers, as they were in a position to provide relevant information and were able to disclose as much information as possible to the researcher, in contrast to junior employees.

1.9 OVERVIEW OF THEORETICAL FRAMEWORK

The development of CSR has led to the establishment of theories which do not prioritise a company's financial gains when it comes to responsibility issues. Ethical theories have been established, which stipulate that companies should engage in CSR because they have a moral responsibility towards stakeholders. The ethical theory most relevant and practical to this study is the stakeholder theory. Manuere and Majoni (2016:65) state that this theory defines the responsibilities of the CSR stakeholders to whom businesses are accountable, as well as spelling out what business should specifically do. The stakeholder theory provides a substitute means of decision-making for businesses, meaning that the interests of various stakeholders of a company are served. According to Cela and Resmeliu (2015:21), stakeholders play an important role in contributing to the success and survival of a firm as they have the ability to impact the firm negatively or positively. Stakeholders include customers, suppliers, shareholders, employees, government and local communities amongst others. Accordingly, the stakeholder theory is a significant contributor for motivating businesses to be responsible. Comprehensive information about the theoretical framework is covered in chapter two.

1.10 LITERATURE REVIEW

According to Schryen, Wagner and Benlian (2015:1), literature reviews play a significant role in the development of knowledge. A review of literature also aids the researcher to build on the

existing body of knowledge and consequently identify areas that need to be explored further. This section aims to provide a key analysis of the literature that is related to the role of public libraries in promoting the concept of CSR to SMEs, guided by the research objectives and research questions of the study.

The role that SMEs play in relation to CSR remains under investigated in developing countries. Inyang (2013:123) indicates that there is very little literature currently available to enhance understanding about the involvement of SMES in CSR. Mathur (2013:269) highlights that literature on CSR has traditionally focused on larger companies and Murthy (2013:6) points out that it is mostly these large businesses that have played an important role in dealing with education, health, environment and sanitation concerns through their CSR interventions. In addition, Mathur (2013:269) points out that although there have been calls for articles on researching about CSR and SMEs since the 1990s, the work to date has been limited and a huge amount of research is still needed. Tripathi and Bains (2013:5) highlight that the reasons for the lack of involvement of SMEs in CSR include unavailability of information and insufficient pressure from relevant institutions, which include public libraries. Poor information access by SMEs has negatively contributed in them becoming complacent towards CSR matters. A detailed literature review on these issues will be discussed further in chapter two.

1.11 RESEARCH METHODOLOGY

Research methodology influences the way data is collected and it enables the research to meet its aims and objectives, as indicated by Labaree (2014:2). He further states that research methodology focuses on the principles that guide research practices and thus serves as a framework within which the researcher works. According to Rajasekar, Philominathan and Chinnathambi (2013:5), the methodology chosen affects the research findings and how the researcher interprets these findings, and therefore it is a major component of research.

For this study, the interpretive paradigm was adopted, as this allowed the researcher to obtain a rich understanding of key issues pertaining to SMEs, CSR and the role of public libraries in relation to these aspects. In terms of the research approach, the study adopted multi methods and employed both qualitative and quantitative approaches. This enabled the researcher to collect data at the site of the problem under study in order to get information that was accurate and in the natural setting, and in this case, at public libraries and the SMEs business premises. In addition to

selecting these approaches, it was crucial for the researcher to decide on the design of study within this approach. The case study was therefore the most appropriate research design as this narrowed down a broad field of research into an easily researchable topic, with intensive analysis on a single entity. In this case, focus was on the Harare City Library.

The researcher also made use of the maximum variation sampling technique, as this allowed the researcher to only select participants who contributed accurate, relevant and comprehensive information on the subject at hand. With reference to SMEs, a sample size of thirty was selected, as the researcher deemed this number to be large enough to obtain feedback on the diverse perspectives of the participants on the research topic. The data collection instruments used included interviews, open-ended questionnaires, documents and observation. In terms of data analysis and interpretation, qualitative computer data analysis programmes were used as these saved valuable time for the researcher to spend in richer data evaluation. Issues of reliability and validity were also addressed. Chapter three provides a more in depth discussion on research methodology.

1.12 ETHICAL CONSIDERATIONS

According to Peter (2015:2625), ethical duties are important in ensuring a sustainable, trustworthy relationship between the researcher and the participants as well as to the integrity of the project. The researcher applied for ethical clearance from the University of South Africa (UNISA)'s Ethics Review Committee and adhered to the ethical principles set out in UNISA's policy on research ethics. Based on the policy, the researcher continues to safeguard entrusted information obtained from participants. Information received is incessantly protected from unauthorised access and use.

Participation was voluntary and the participants had the right to withdraw from the research at any given time. In addition, the participants had the liberty to contact the researcher at any time for questions and comments relating to the research. The researcher did not ask personal questions outside of the research topic to participants.

UNISA's informed consent form was also made available to all participants. Informed consent according to Lorell, Mikita and Anderson (2015:1), involves honest communication with the participant. The form comprised of important key elements of the research which included, but not restricted to, the objectives, duration, importance of the study, confidentiality of information,

contact information, procedures and risks. Lorell et al. (2015:1) stipulate that informed consent should be obtained after the participant has been presented with “pertinent information, has had adequate time to review the consent document and has had all questions answered.” The researcher fully ensured that all this was done.

1.13 DEFINITION OF TERMS

1.13.1 Corporate Social Responsibility

CSR focuses on long term commitments by businesses to contribute to socio-economic development through improving the quality of life of employees, their families, the communities they operate in as well as the society at large. Panigrahi and Sukla (2016:1) add that CSR is when businesses, besides the profit motive and growth, show interest in societal, economic and environmental matters through taking responsibility for the impact of their activities on stakeholders and civil society.

1.13.2 International Federation of Library Associations and Institutions (IFLA)

IFLA is an international organisation that represents all libraries, information centres, library and information science professionals as well as library users. The organisation aims to promote excellence in the provision of library and information services as well as representing the interests of its members worldwide.

1.13.3 ISO 26000:2010

ISO 26000:2010 is a set of international guidelines and recommendations for social responsibility established by the International Standards Organisation in 2010. It provides guidance to all types of organisations on the core subjects and issues of social responsibility. The International Standards Organisation (2014:3) highlights that ISO 26000:2010 provides a framework on corporate governance, ethical business practices, human rights, environmental policies, sustainable development and community engagement.

1.13.4 Philanthropy

Philanthropy is supporting the welfare of others through financial, time or other forms of donations in order to improve their livelihoods, with no profit motive.

1.13.5 Public Libraries

Gill (2001:1) defines a public library as an organisation established to provide access to information, knowledge and services through various forms of resources to all members of society, without discrimination or prejudice. Information and services offered by public libraries are generally for purposes of education, personal and cultural development. In Zimbabwe, public libraries often obtain their funding and support from NGOs and the local community.

1.13.6 SMEs

Defining SMEs is generally country specific and for the purposes of this study, a Zimbabwean definition was used. According to Ruzivo Trust (2013:1), SMEs are businesses that are registered in terms of their legal status and employing anywhere between six to one hundred workers. *The Zimbabwe SMEs Act of 2011* (2011) adds that SMEs have asset values that range from USD10000 to USD2 million, with annual sales turnover from USD30000 to USD5 million. Both definitions from Ruzivo Trust and the Zimbabwe SMEs Act of 2011 reflect the current status of SMEs in Zimbabwe and have therefore been adopted for this study.

1.13.7 Sustainable Development

The term sustainable development was made popular by the World Commission on Environment and Development (WCED) in 1987 through its report known as the Brundtland Report. It has been defined as "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs." For this study, the focus of sustainable development is on meeting the basic needs of every human being and an equal opportunity for a better life for everyone.

1.14 STRUCTURE OF DISSERTATION

Chapter one: Introduction and background to the study. This chapter covers the issues and challenges that the study is addressing and the reasons the study is being undertaken. The concept of CSR is introduced and explained, together with SMEs and the involvement of public libraries in promoting CSR with particular reference to Zimbabwe. This chapter thus looks at the background of the study, the aims and objectives as well as the relevance of the study.

Chapter two: Literature review. This reviews research that has been done previously on the research topic. It brings out gaps and contradictions in the existing literature on the topic at hand and provides views pertaining to the research problem. The literature review looks at the involvement of SMEs in CSR as well as the role that public libraries are playing to encourage this.

Chapter three: Research methodology. This chapter presents the paradigms, the research approach adopted, the data collection instruments and the data analysis methods used, as well as the justification for using them. In this case, the research was qualitative and the use of the case study method is justified. This chapter also focuses on the sampling technique chosen as well as reliability and validity issues.

Chapter four: Data analysis and interpretation. In this chapter, data is presented and findings are interpreted and discussed.

Chapter five: Summary, discussion, conclusions and recommendations. This chapter provides summary, discussion, conclusions and recommendations of the study.

1.15 CHAPTER SUMMARY

The purpose of this chapter was to introduce important aspects of the research being undertaken, that is, CSR, SMEs, public libraries and their relationship in sustainable development. It provided insight to the background of this study as well as the reasons for undertaking such a study. This chapter also highlighted the statement of the problem, together with the research objectives and research questions. The scope of the study was also indicated, setting the boundaries of the study. A brief outline of the literature review and research methodology was again included. Issues to do with ethical considerations were also covered in detail. In addition, significant words and terms used in this study were defined in this chapter in order to ensure readers have an understanding of the researcher's use of these words and terms. The next chapter provides in-depth and comprehensive discussions on the literature pertaining to the topic under study.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter aims to provide a key analysis of the literature that is related to the topic under study. According to Schryen, Wagner and Benlian (2015:1), literature reviews play a significant role in the development of knowledge. Hargreaves and Forasacco (2015:3) highlight that a literature review is a critical discussion, analysis, synthesis and evaluation of knowledge on a particular topic. Annum (2016:1) adds that a literature review creates awareness amongst researchers on what is already known or what has been covered by other researchers pertaining to the topic being studied. Moreover, Wright (2016:3) highlights that this chapter gives the reader important background information about the issues that are relevant to the research. A review of literature also aids the researcher to build on the existing body of knowledge and consequently identify areas that will need to be explored further. Lincoln University (2016:1) indicates that it is important to undertake a literature review as it provides justification for the research being undertaken.

This chapter therefore provides a comprehensive discussion on CSR, SMEs and public libraries, being guided by the research objectives of this study. The literature review highlights how CSR has evolved and how it is impacting SMEs as well as the role of public libraries on this issue. It also highlights how CSR is being conducted in the developing world and the challenges that both public libraries and SMEs are facing in promoting and implementing CSR respectively. Literature pertaining to some of the best library practices in promoting CSR is also discussed.

2.2 SMES AND CORPORATE SOCIAL RESPONSIBILITY

SMEs play a crucial role in triggering economic development especially in developing countries. Inyang (2013:124) highlights that SMEs, often defined in terms of turnover, number of employees and asset value, are an important global sector in terms of their impact on the economy, the environment and society, and their contribution to employment creation. He further states that SMEs account for more than ninety percent of the world's business enterprises. UNIDO (2015:6) also stipulates that around ninety percent of all global companies that exist can be classified as SMEs. The business activities of SMEs are commonly undertaken closer to the stakeholders, making them first-hand recipients of needs that are expressed by the stakeholders. This section

therefore highlights the need for SMEs to undertake CSR initiatives, the level of knowledge on CSR that the SMEs have as well as the extent to which they practice CSR.

2.2.1 Need for SMEs to Engage in CSR

Tripathi and Bains (2013:4) point out that SMEs have a great understanding of local culture and politics and have an enormous commitment to operate in a particular geographical area. As a result of this proximity, SMEs are thus confronted to actively engage in CSR, as these attributes can be used for sustainable development in the communities they operate in. Safwat (2015:89) also stipulates that SMEs rely on societies' tangible and intangible assets, therefore, their purpose should not only be to make profit but to use this profit to build a better society. SMEs that practice CSR can be guaranteed of a favourable operating environment in the future. Many social problems are created by both large and small firms and it is the responsibility of these companies to help solve them.

In Africa and Asia, most jobs outside the urban areas are provided by SMEs, which account for a large number of industrial units operating in these continents. Shanbaug (2015:1) highlights that in India, the SMEs constitute more than eighty percent of the industrial enterprises, thus forming the backbone of industrial development. He adds that the SMEs sector is the second largest employer in India after agriculture, providing employment for up to twenty eight million people. Moreover, the SMEs contribute approximately forty-five percent of the overall country's exports. Indian SMEs have thus played a crucial role in the growth of the country's economy. In Malaysia, SMEs account for eighty percent of all the goods sold within the country, as stated by Khan (2014:40). In Brazil, Motilewa, Ogbari and Aka (2015:908) point out that the SMEs contribute about forty-six percent of the country's investment in data transmission infrastructure.

The SMEs sector significantly contributes in reducing development gaps as a result of catering for disadvantaged population groups, particularly those in rural areas. UNIDO (2015:6) stipulates that SMEs also contribute to the development of a viable environment for innovation through linkages with larger firms and serving niche markets.

2.2.2 SMEs and CSR Knowledge

In most CSR debates, SMEs are often viewed as not being concerned about the environment and their social responsibilities, particularly in developing countries. Jamali et al. (2015:2) highlight that the environmental trail of SMEs is highly noteworthy and that SMEs in developing countries

manage their businesses in high pollution industries such as textiles and leather production where there is no enforcement to adhere to global policies on pollution. Although SMEs are widely considered to be important instruments of development in most economies, Turyakira, Venter and Smith (2014:2) stipulate that the SMEs in African countries still lack effective knowledge of modern competitiveness techniques such as CSR, which has been identified as a potential tool for enhancing competitiveness amongst companies. Inyang (2013:123) adds that there is limited knowledge amongst a large variety of SMEs about social responsibility issues.

The role that SMEs play in relation to CSR has remained under-investigated in developing countries, as highlighted by UNIDO (2015:7) which states that the existing knowledge on CSR from an SME perspective is scarce and only partially existent. SMEs predominantly obtain external information through employee socialisation and knowledge sharing. Consequently, there is no systematic framework to engage with issues on CSR. Kiratli et al. (2015:11) point out that SMEs lack the capacity to collect and analyse useful data on CSR as they generally do not manage information in the same manner as larger companies. This lack of information on CSR affects the commitment of SMEs to the concept. Inyang also (2013:123) indicates that there is very little literature currently available to enhance understanding about the involvement of SMEs in CSR. According to Jamali et al. (2013:2), one of the main reasons for this limited knowledge of CSR in SMEs is that debate on this issue appeared to have reached a plateau between the years 2005 and 2006. As a result, few contributions have been made that go beyond the main researches already undertaken. In addition, Mathur (2013:269) points out that although there have been calls for articles on researching about CSR and SMEs since the 1990s, the work to date has been limited and a huge amount of research is still needed. Looser and Wehrmeyer (2015:1953) however, disagree and state that the 21st century has come with the introduction of a number of studies that focus on examining CSR in SMEs such as Fassin in 2008, Day and Hudson in 2010, Blackburn, Hart and Wainwright in 2013 and Spence in 2013. They add that this has been as a result of an appreciation of the huge impact that SMEs have on society and the environment.

According to Inyang (2013:123), SMEs lack adequate support services to guide them in adopting and implementing CSR programmes. This results in a consistent prejudice by SMEs, which is that of regarding CSR as a concept only for large companies because most of the existing CSR guidelines and tools have mainly been designed for the large corporations and are of little or no relevance to SMEs. The perception still exists today, mostly in developing countries, that CSR is an initiative principally for large corporations, as highlighted by Basera (2013:72). To this point,

it is without a doubt that a greater number of large firms in developing countries have embraced the concept. Murthy (2013:6) highlights that these large businesses have predominantly and undeniably played an important role in dealing with education, health, environment and sanitation concerns through their CSR interventions. However, in 2007 Spence undertook research in Australia, exploring the characteristics of SMEs in comparison to the larger companies. The study concluded that there is need to implement CSR policies that consider the capacities and capabilities of both large and small businesses, as the CSR activities of these larger companies are far beyond reach for many SMEs that may be faced with financial or human resource constraints. The results of this study are still applicable in today's world. In order for sustainable development to be achieved, CSR has to be conducted by all companies. It is, however, unfortunate that most countries in the developing world tend to wait for important initiatives such as CSR to be introduced to them by the developed countries. As a result, implementation is usually delayed and dragged until tremendous damage has been done.

Nevertheless, it can be noted that the available literature on CSR significantly contributes in shaping the perceptions of SMEs about the concept. Where most of the existing knowledge on CSR relates to large corporations, SMEs may feel that they are not mandated in any way to incorporate the concept as part of their business strategy. It is therefore important that further research on CSR and SMEs be undertaken, particularly with regards to the developing world, as a means of encouraging SMEs to appreciate the importance of this initiative rather than for them to continue with their business activities with the belief that CSR is the responsibility of large firms.

Another one of the issues considered to be impacting SMEs negatively in understanding and implementing CSR is the use of the word 'corporate.' Mousilios et al. (2015:580) note that this word immediately dismisses the concept as being irrelevant to SMEs as it depicts a one size fits all approach, overshadowing the idea of translating CSR into a concrete practice for SMEs. Jamali et al. (2013:1) also question the use of the term 'corporate social responsibility,' pointing out that it does not actually capture the nature of SMEs engagement in socio-economic and environmental issues, since these SMEs are not considered large-scale corporations. In addition, Sandling (2014) points out that the word 'corporate' is misleading as it fails to accommodate and recognise the socially responsible initiatives undertaken by SMEs. As a result, some SMEs tend to adopt a cynical position when it comes to CSR. It is important to develop an all-inclusive term that embraces all types of organisations or a separate one that focuses solely on the social responsibility

activities of SMEs in order to make the concept relevant to every business. Sandling (2014) suggests the use of terms such as ‘responsible entrepreneurship’ or ‘social entrepreneurship’ instead.

Although the term ‘corporate social responsibility’ may not appear to incorporate SMEs, it is no excuse for the SMEs to be complacent towards social responsibility. It is the obligation of all companies and the whole of society to ensure that the environment is protected for future generations and that companies instil ethical business practices that do not compromise on the morals of society. It is therefore imperative to show that CSR equally works for SMEs as much as it does for the large corporations. Phillipson (2013) highlights that unfortunately, the CSR concept has not been fully incorporated in business management subjects and is often an ‘add-on’ to the traditional business topics. This lack of inclusion makes the subject appear as unimportant. Where the topic is included in the business programmes, focus is again mostly around the large companies, with hardly any mention about SMEs, thereby excluding them from the CSR equation.

If SMEs are well informed, supported and included beginning at the CSR grassroots, society would largely benefit from their engagement in CSR initiatives. Communities have a lot of basic needs that should be met and without CSR, it becomes extremely difficult to accomplish this. It is important that SMEs are made aware of the benefits they can accrue when they are involved in CSR. In highlighting some of the benefits of engaging in CSR, Safwat (2015:89) points out that CSR enhances the reputation of a business and reduces risks of company scandals that may affect society’s confidence in the company. He adds that firms that engage in CSR have better relations with government and civil society, giving them a competitive edge over their competitors. Bosun, Teoderescu and Teoderescu (2014:5) also indicate that when firms switch to more environmentally friendly production processes, they gain access to new markets and can differentiate themselves from dirtier competitors, whilst improving resource efficiencies and reducing costly waste. In addition, Subudhi and Kar (2014:111) highlight that CSR helps in attracting, motivating and retaining employees as well as improving a firm’s access to finance. Table 2.1, developed by the researcher, portrays other benefits that can be attained by SMEs when they engage in CSR:

Table 2.1: Benefits of CSR Practices by SMEs

AUTHOR	CSR BENEFITS BY SMES
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UNIDO (2015)	<ul style="list-style-type: none"> • Cost savings: CSR can lead to operational savings resulting from environmental and productivity improvements in the form of less waste, energy and material inputs • Enhanced staff loyalty: Companies with advanced human resource development programmes enjoy higher levels of loyalty and lower levels of absenteeism • Innovation and learning: Engaging in stakeholder dialogues makes companies more sensitive to their operating environment and often results in enhanced capacities for risk management and anticipation of challenges • Enhanced reputation: For companies with a high-value retail brand, the positive image effects of CSR can be a decisive factor for future market development
Rangan, Chase and Karim (2015)	<ul style="list-style-type: none"> • Access to new markets for green products • Improved resource efficiencies and reduced costly waste • An improved environmental image can help SMEs gain credibility from socially responsible investors and help them attract capital
Doda (2015)	<ul style="list-style-type: none"> • Boosting of brand image • Sustainable competitive advantages • Enhanced social and financial performance • Improvements in productivity and quality: Greater efficiency and better management encouraged by CSR can help SMEs improve the quality and productivity of their output
Bosun, Teoderescu and Teoderescu (2015)	<ul style="list-style-type: none"> • Increased sales • Brand differentiation • Enhanced brand image • Improved employee recruitment • Morale and retention • Enhanced government relations • Ability to reach new customer segments
Subudhi and Kar (2014)	<ul style="list-style-type: none"> • Community improvement • Customer satisfaction • Sales and profit growth • Community goodwill • Expanded customer base

Information on Table 2.1 highlights the benefits that can be attained by both society and business when SMEs engage themselves in CSR practices. Relevant organisations such as public libraries should play their part in educating and encouraging SMEs on the benefits that they can derive from engaging in CSR. SMEs will continue to thrive and grow especially in developing countries, thus, their existence is guaranteed for decades and possibly centuries to come. As a result, their huge numbers will contribute in shaping the environment for future generations and they will

drastically impact, positively or negatively, the sustainable developments of their particular countries. In order to ensure a positive impact on society, SMEs need to start engaging in CSR immediately so as to minimise and mitigate permanent damages to both society and the environment that may arise as a result of irresponsible business practices.

2.2.3 SMEs and CSR Implementation

It is without a doubt, that CSR cannot be sustainable unless SMEs are fully integrated into the CSR equation. Jamali, Lund-Thomsen and Jeppesen (2013:3) point out that if the vast majority of SMEs in developing countries were to engage in CSR, most of the negative social, economic and environmental factors related to the operations of SMEs could be drastically reduced or eliminated. In addition, Rahim (2014:92) indicates that incorporating CSR thinking into SMEs should have a positive impact on social and environmental development. Considering that SMEs are now being recognised as an important element of a society's economic and social activities, their attachment to CSR practices could immensely benefit the human and environmental development of society.

Some initiatives have been established as a means of attaching importance to the need for SMEs to engage in CSR. Mullerat (2013:19) highlights that the European Union (EU) is one organisation which has instituted a number of public policy initiatives aimed at familiarising SMEs with the CSR concept. These policies come in the form of good practice examples as well as the generation of information for policy makers on the major CSR challenges faced by SMEs. Mullerat (2013:19) states that in 2007, the EU presented a report titled "Opportunity and Responsibility," which highlights the ways in which SMEs can best engage in CSR. There is therefore a universal recognition of the importance of SMEs for long term economic stability.

It can, however, be argued that a large number of SMEs in developing countries fail to meet their current obligations in terms of national economic, social and environmental laws. Nevertheless, Burke (2015:28) notes that although some SMEs with less revenue and profitability may not be able to contribute financially towards CSR initiatives, they should embody other components of CSR such as ethical business practices, values, care and concern for local issues affecting the communities they operate in. Kiratli, de Ruytera and van Laerb (2015:6) also state that SMEs cannot avoid the discussion surrounding CSR and they must actively adopt and adjust to CSR principles. According to Atan, Shukri and Zainon (2015:1), the social and environmental impact of SMEs should be monitored and evaluated in order to ensure that they are socially responsible.

All organisations impact society through their operations, products, services and interactions with stakeholders, therefore, CSR should be engaged by all firms, in both the developing and the developed world.

In many instances, CSR is still a new concept for SMEs in developing countries, as they lack awareness and understanding of its importance. Mousiolis, Zaridis, Karamanis and Rontogianni (2015:582) highlight that the concept tends to be regarded as a distraction from business, with the aim of consuming time and company finances. Most SMEs consider CSR activities to be expensive and therefore unbearable for the ones with little resources. Moreover, Cela and Resmeliu (2015:222) point out that there is a level of unclearness with regards to the cost-benefit ratio, as SMEs are not aware of the beneficial outcomes of investing in CSR. As a result, there is a strong barrier between SMEs and the implementation of CSR as a continuous process.

Furthermore, the media also largely contributes in determining the level of engagement of SMEs in CSR. Sandling (2014) highlights that most CSR practices that are publicised by the media focus more on the larger companies. It becomes difficult for the SMEs to relate to these examples as they do not have the financial resources to undertake the exact same CSR practices as those of the larger firms that are receiving media attention. Consequently, SMEs will more likely consider CSR to be a practice that is somewhat impossible to undertake. Mousiolis et al. (2015:580) highlight that as a result of SMEs generally facing less media and public scrutiny as well as stakeholder attention, they become complacent towards CSR projects.

2.2.3.1 CSR Models for SMEs

For a number of years, a lot of companies have related CSR to large-scale philanthropic donations and investment as highlighted by UNIDO (2015:2). This is, however, changing as various authors, highlighted in this section, have established CSR models and components that go beyond philanthropy as a means of assisting SMEs in fully practicing CSR. In 1991, Carroll developed a pyramid four-level framework of CSR, comprising of economic, legal, ethical and philanthropic responsibilities. According to Carroll (1991:42), being socially responsible means that profitability and obedience to the law are primary conditions when discussing a firm's ethics and the level to which a firm supports the community in which it exists with finance, time or even talent contributions. This is depicted in Figure 2.1:

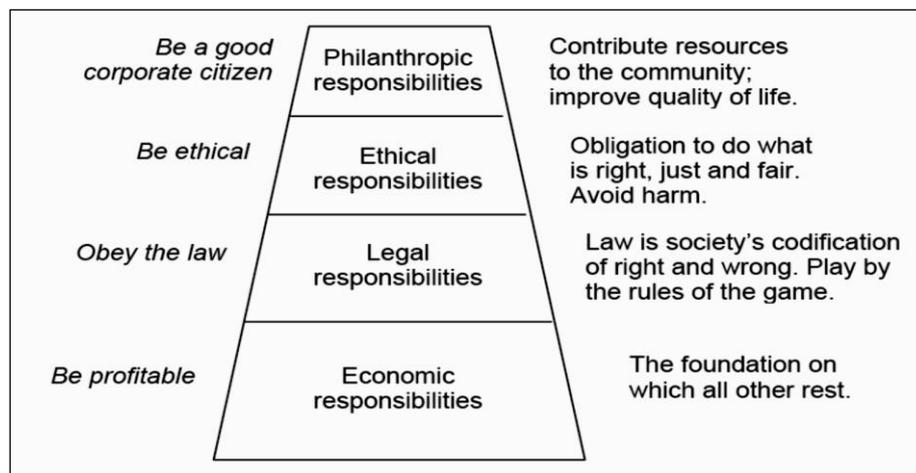


Figure 2.1: Carroll's CSR Pyramid (Zabin 2013:76)

The different levels in the pyramid aid business owners in seeing the obligations that society expects from the businesses. In establishing this pyramid, Carroll (1991:42) highlights that businesses should not fulfil these responsibilities in a sequential manner but they should be acted upon at all times. Ronkainen (2014:34) indicates that the economic responsibilities on the pyramid concern companies being properly functioning economic units. This is due to the fact that these firms have shareholders who require a return on their investments, employees who need safe and well-paying jobs as well as customers who require quality products at fair prices. The economic responsibility serves as the base of the pyramid where other responsibilities rest upon.

The legal responsibilities on the pyramid demand that companies comply with laws and regulations propagated by government under which businesses must operate. According to Nalband and Kelabi (2014:237), firms are expected to pursue their economic activities within the parameters of the law. With regard to ethical responsibilities, Zabin (2013:77) highlights that these are societal standards, expectations and norms that are not necessarily legislated. They look at companies operating over and above economic and legal expectations in order to cover their wider range of responsibilities.

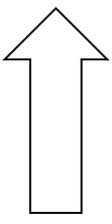
Philanthropic responsibilities, according to Wagner-Tsukamoto (2015:10), look at firms being good corporate citizens, behaving charitably and selflessly in society through making donations and engaging in charitable acts. Ronkainen (2014:35) highlights that philanthropy is at the top of the pyramid as it focuses more on luxurious things such as improving the quality of life of society,

communities and employees in general. Verma and Tanwar (2013:94) however, point out that activities which are ad-hoc and philanthropic in nature should be avoided. They highlight that firms should instead create synergies for undertaking joint venture projects which have a greater social impact that can trigger socio-economic development through ripple effects.

Zabin (2013:4) however, criticises Carroll's pyramid, highlighting that it has been created in an American context and that it may not be the best model in understanding CSR in general. It is not fully applicable in the context of developing countries. In 2006, Visser published an article titled "Revisiting Carroll's CSR Pyramid, An African Perspective," with the aim of exploring the nature of CSR in Africa. The hierarchy for the pyramid that he established and deems fit for the African context has economic responsibilities at its base, followed by philanthropic, legal and lastly ethical responsibilities. In Africa, society and communities mostly appreciate CSR in the form of philanthropy because they obtain immediate tangible benefits. This can chiefly be attributed to the role that NGOs have played in meeting some of society's basic needs in the form of food aid and payment of educational fees for the under-privileged. Long-term developmental projects such as the construction of a school or preserving the environment may at times not be deemed as a priority, as these communities have developed a culture of valuing philanthropic gestures more rather than, for example, protecting the environment. Hence, Visser's pyramid would be the most suitable for the African context today, although this might change in the near future, based on how the continent develops.

In his pyramid, Zabin (2013:4) adds the element of environmental responsibilities as a domain because protecting the environment is every firm's responsibility. There are also other authors such as Nalband and Kelabi (2014:237) who have amended the hierarchy of the pyramid, pointing out that legal responsibilities should be at the foundation, followed by economic, ethical and lastly philanthropic responsibilities at the top. They highlight that legal responsibilities are actually a basic responsibility as one needs to comply with the laws of a country to even start a business. Table 2.2, established by the researcher, depicts the different models developed by Carroll, Zabin, Visser, Nalband and Kelabi.

Table 2.2: Comparison of CSR Pyramids for Developed and Developing Countries

	Carroll’s Pyramid (For Developed World)	Zabin’s Pyramid (For Developing Countries)	Visser’s Pyramid (For Africa)	Nalband and Kelabi’s Pyramid (For both Developing and Developed countries)
 <p>Lowest Priorities</p> <p>Highest priorities</p>	Philanthropic Responsibilities	Philanthropic Responsibilities	Ethical Responsibilities	Philanthropic Responsibilities
	Ethical Responsibilities	Environmental Responsibilities	Legal Responsibilities	Ethical Responsibilities
	Legal Responsibilities	Legal Responsibilities	Philanthropic Responsibilities	Economic Responsibilities
	Economic Responsibilities	Economic Responsibilities	Economic Responsibilities	Legal Responsibilities
				Values
				Beliefs

Nalband and Kelabi (2014:237) include beliefs, values and assumptions in their pyramids. They highlight that the beliefs of society affect the values of the stakeholders or decision makers of companies. These values will then be assimilated into assumptions and subsequently actions by these decision makers. These actions may result in the establishment of a CSR policy.

Despite the various CSR models that have been established, Zabin (2013:78) points out that Carroll’s four part conceptualisation has been the most durable and widely cited in literature and that it is a useful model for defining and exploring CSR. He adds that in order to have a competitive advantage, firms have embraced environmental and legal awareness as part of their CSR strategies. Nonetheless, it can be noted that there is no universal agreement as to how CSR should be undertaken and what it should entirely be comprised of. The various authors highlighted in this section have tried to establish the best CSR practices that companies and their respective countries should employ. However, the way CSR is implemented in the developed world may not necessarily be the best format for the developing countries and in particular, for the African continent, due to the limited and sometimes non-existent resources and policies that guide CSR.

In addition to the above pyramids, Cela and Resmeliue (2015:219) established that CSR operates at three key levels, as shown in Figure 2.2:

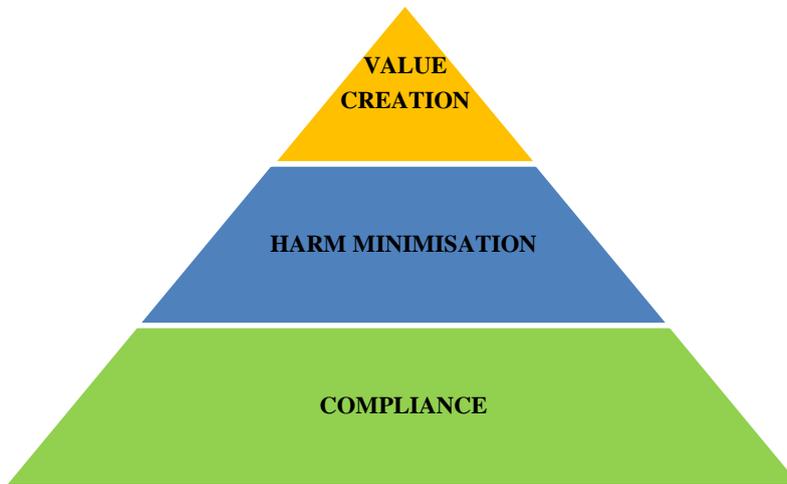


Figure 2.2: Levels of Engagement of CSR

Firstly, it includes complying with legal responsibilities such as tax, environmental regulations and consumer rights. The second level of CSR is minimising and/or eliminating the negative impacts of business on society such as pollution and abuse of human rights. Thirdly, CSR involves increasing the positive effects of business through investments, partnerships and innovation aligned towards the good of the environment and society. This can be in the form of job creation, social and economic development and conflict resolution. Cela and Resmeliue (2015:220) further add that there are tools and processes that have been developed for each of the different levels to enable CSR to be measured, rewarded and replicated.

2.2.3.2 Types of CSR Activities

CSR involves activities that companies undertake to support different social causes. These causes include community development, environmental sustainability, economic development and other basic human needs. As a result, Kotler and Lee in 2005 classified CSR into six broad categories highlighted in Table 2.3 as a means of ensuring all firms engage in at least some form of CSR initiative.

Table 2.3: Types of CSR Activities for SMEs

Type of CSR Activity	Descriptions
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Cause promotions	Resources spent by companies to promote a specific cause that benefits society in many levels such as eliminating poverty or fighting against child abuse.
Cause –related marketing	A marketing campaign initiated by a business that highlights positive correlation between the amount of sales for the business and the amount of contribution to support a specific cause.
Corporate Social Marketing	Businesses promoting social causes such as healthy eating, caring about parents, quit smoking etc.
Corporate Philanthropy	This form of CSR involves businesses donating money or products of the company in substantial amounts in order to support specific causes.
Community volunteering	Businesses engaging their employees to work in a community sector for a specified number of hours on a voluntary basis.
Socially responsible business practices	Engaging in fair trade when dealing with suppliers and sustaining ethical business norms and practices.

SOURCE: Kotler and Lee (2005:49)

Given the different types of CSR practices that companies can adopt, it is possible for every business to engage in at least one CSR model. SMEs in developing countries with difficult economic climates may possibly restrict their CSR activities to corporate social marketing, community volunteering and philanthropy, based on Kotler and Lee’s (2005:10) CSR table of activities. However, it is important for SMEs to strive to work towards CSR initiatives that are sustainable and that will have a positive bearing on future generations. The above CSR models and activities are there to serve as guides, particularly for those intending to start engaging in CSR as well as for those planning on educating about CSR. Both public libraries and SMEs can immensely benefit from such models.

2.3 CREATION OF CSR AWARENESS TO SMEs BY PUBLIC LIBRARIES

SMEs require adequate information resources on CSR that will enable them to develop appropriate strategies and tools to undertake CSR activities. Inyang (2013:129) states that SMEs need guidance and support in their efforts to adopt and effectively implement CSR initiatives. Where support exists, SMEs will likely take their CSR commitment to a higher level. Looser and Wehrmeyer (2015:1956) also highlight that SMEs require information resources on CSR which go beyond existing informal networks and the internet.

Robert Ackerman in 1976 established that CSR has a life cycle which begins with companies recognising a problem and ending with the implementation of a solution, as indicated by Isa (2012:329). The challenge in most developing countries is that SMEs have not been able to recognise the CSR problem due to the unavailability of information. Kiratli et al. (2015:11) argue that information collection is the foundation to the development of organised CSR activities because an organisation's responsiveness is based on the knowledge they have about the external environment. Tripathi and Bains (2013:5) also point out that the majority of SMEs are unaware and are unable to see clear benefits of practising CSR. SMEs require ample information resources in the form of tools, guidelines, strategies and standards tailored specifically for the SMEs as a means of encouraging them to engage in CSR. Tripathi and Bains (2013:5) further highlight that the reasons for the lack of involvement of SMEs in CSR include unavailability of information and insufficient pressure from relevant institutions which include public libraries. In addition, Ojo, Akinsumni and Oluwatimilehin (2014:5) also note that information unavailability and utilisation are factors that have been identified as a hindrance to the performance of SMEs, as SMEs generally engage in initiatives where the environment is information rich.

According to Radijeng (2013:2), public libraries are a vital part of any community because they share information relevant to the development of communities, since information is considered the lifeblood of society. Basri, Yusof and Din (2012:317) also add that libraries are distinct institutions which play a prominent role in shaping the knowledge society. However, Maria and Murillo (2013:145) indicate that the influence of institutions such as libraries in the promotion of CSR to SMEs has captured low attention in the available literature. Jamali et al. (2015:2) support this by highlighting that the last few years have seen stakeholders in developing countries such as libraries and NGOs taking comparatively little interest in promoting CSR in SMEs. Ravi and Vivek (2013:19) also note that public libraries cannot just be storehouses of documents, but they need to become dynamic organisations catering for the information needs and offering services relevant to communities. There is need for these libraries to draw attention to the services that they offer to the business community. The IFLA/UNESCO Public Library Manifesto (1995:4) highlights that public libraries should provide adequate information services to local enterprises. Public libraries have the potential to bridge the gap between the 'information poor' and 'information rich' by ensuring that information is disseminated to all sections of society. Hamilton (2013) adds that there are over 230,000 public libraries in developing countries and their potential to support development is being under-used. Public libraries have a wide array of resources that can be used to support socio-economic developments in communities.

According to Williment (2013), service ideas are generated by community members where sustained relationships exist. He adds that in order for this to take place, librarians need to reposition their roles in the communities by becoming active listeners who place their hearing within the context of library services. This will enable them to disseminate appropriate information in the right format for the betterment of the communities they serve. Librarians should be given a significant place within CSR because the profession is part of the foundation of this initiative.

The most useful sources of influence for SMEs as highlighted by Tripathi and Bains (2013:12), would be organisations such as NGOs, government and libraries and that the preferred method should be persuasion, encouragement and support. They add that institutions such as libraries should recognise the positive contributions that companies can make in the global context and should be willing to create partnerships with businesses on CSR, which go beyond philanthropy. Maria and Murillo (2013:149) highlight that support to individual SMEs comes in three main areas which are education, consultancy and research. The Department of Trade and Industry in South Africa (2004:69) further breaks these three into the following activities: supply of relevant business information, accessible publications, advice and mentoring facilities, guidance towards entrepreneurship and support to specific groups of entrepreneurs such as women or disabled persons. Public libraries should thus undertake these activities in order to effectively support and promote the concept of CSR to SMEs.

Mavromataki, Skinner, Walker, Seymour and Hardy (2012:9) highlight that it is possible for every public library to involve itself with business without having to incur any extra costs. Reaching out to SMEs can be implemented using the already existing staff and the already available resources that the libraries have. Public libraries are a cheaper but reliable source of information that can be utilised by SMEs as a number of SMEs in developing countries do not have access to the internet. Where access is available, it tends to be expensive for these SMEs. However, Mavromataki et al. (2012:9) point out that partnerships, outreach and advocacy are now the catch cries of modern public libraries the world over.

Most public libraries in Africa are also conveniently located such that they are reachable to a greater number of SMEs. Their location also makes it possible for librarians to go out and visit businesses in order to engage in developmental matters. The onus remains on public libraries to

make use of their strengths to support societal development by making information available, as information dissemination is the foundation of libraries and therefore is a responsibility that can and should never end. Other support organisations such as NGOs and the government may only be able to provide information to SMEs for a limited period of time as they usually tend to disseminate information through projects that have time-frames. Once the projects are completed, information is generally no longer distributed.

With regards to how public libraries are creating awareness on CSR to SMEs in the developed world, in the United States of America, the Lancaster County Library partnered with the Lancaster County Planning Commission to create a body known as Biz Info to Grow (BIG), as highlighted by the Lancaster County Library (2016). This body comprises of five business information centres within the county, with the aim of providing businesses with information relevant to them such as CSR. The BIG information centres have a variety of online databases which can be freely accessed by business persons. The librarians assist the business owners in ensuring that the databases are fully utilised for their own benefit. According to the Lancaster County Library (2016), the library staff are very visible in the community, as some of the library directors serve on various company boards.

Again, in Indiana, The Indiana Cooperative Library Services Authority (ICLSA), a consortium of public, academic and school libraries, developed the Libraries Mean Business Programme which consists of initiatives that businesses and the economic development community should implement. ICLSA (2016) highlights that the programme aims to identify community development needs that can be met by the business community or even libraries themselves as well as to inform these businesses about these needs.

The District of Columbia Public Library (DCPL) also established a partnership with the U.S. Small Business Administration in order to open the Enhanced Business Information Center (e-BIC). According to DCPL (2016), e-BIC provides business planning tools and workshops that help SMEs grow and expand their businesses as well as making them aware of developmental issues. In another project, the Business Information Center at the Pima Public Library in Arizona teamed up with academic and other public libraries to create a network known as the Arizona Economic Development Centers. The City of Tucson (2016) states that the aim of this network is to build partnerships amongst libraries, businesses and economic development professionals so as

to expand access to the current SMEs information resources and to increase the role and visibility of public libraries.

With focus on Canada, Williment (2013) highlights that public librarians are implementing what is known as the community-led service planning model, which brings together library staff and community members to identify and meet community needs. Every member of the community is involved in every step of the development process. Fairbairn (2013:1) adds that by collaborating with economic development units, businesses and traders associations, public libraries can help increase the impact of local governments in community development projects because they have the information edge which is usually only enjoyed by large corporations. According to Mavromataki et al. (2012:8), public libraries provide low cost or even free unbiased information and analysis as a result of their position outside of the commercial framework. Table 2.4 established by Williment (2013) highlights the community-led service planning table:

Table 2.4: Community-Led Service Planning Table

COMMUNITY ASSESSMENT	NEEDS IDENTIFICATION	SERVICE PLANNING	DELIVERY	EVALUATION
Staff reviews all of the traditional measures and spends time developing relationships with community members. Staff hears from community about what is important to them.	Staff discusses needs and priorities with community members.	Service ideas are the community's ideas. Community is engaged in the planning of the service. Staff members act as partners and facilitators, rather than as creators and teachers.	Community members and staff work together to deliver the service: community partners are involved in selecting collection materials, active in hosting programmes and work collaboratively with the library to develop policy recommendations.	Staff reviews various inputs. Community and staff discuss answers to these questions: How did the process work? Did the service or policy actually address the need? What could have been done differently?

SOURCE: Williment (2013)

Table 2.4 stipulates that when librarians enter community spaces outside the confines of the library, they easily recognise current community capacities and gaps. They can then be able to develop relationships with individual business owners and other community members for

developmental purposes. Williment (2013) points out that the development of relationships is the basis of the community-led service planning model. The Consumer Financial Protection Bureau (2014:9) and Fairbairn (2013:1) also state that in order to establish relationships, it is important for librarians to meet with community members who do not come to the library such as SMEs, as well as to maintain relationships with the traditional library users in order to facilitate access to other community members. Jamali et al. (2015:6) highlight that it is also important for the right group of people such as the librarians to ensure that the role of SME owners remains significant as it is in their power to conceptualise how the SMEs can be incentivised to adopt or resist engaging in CSR.

In addition, Hamilton (2013) notes that library projects in some countries such as Nepal, Kenya and Serbia have received awards for their work in areas of community information, development and civic participation. He adds that librarians should be proactive in the work they do for their communities and should thus be immensely involved in promoting CSR to SMEs. Considering that public libraries are a part of their local communities, they should play a leading role in contributing to the welfare and vitality of these communities. It can be seen from the above discussions that partnerships are what make public libraries proactive and relevant to their communities when it comes to developmental issues. Accordingly, it is important that public libraries in developing countries adopt such initiatives as a means of giving back to society.

2.4 CHALLENGES FACED BY PUBLIC LIBRARIES IN PROMOTING CSR TO SMEs

A major impediment to public libraries in most developing countries in understanding community needs and subsequently CSR, according to Gwang (2011:5), is the mindset of the librarians towards outreach to the business community and also creating business-friendly environments. This comes as a result of a lack of experience in developmental advancements. It is impossible for public libraries to remain relevant if their information and other resources do not meet the developmental needs of the communities.

As communities change, so do the information needs of the people. It is therefore crucial for public libraries to undertake regular community needs assessments. However, Salman, Mostert and Mugwisi (2014:42) highlight that most public libraries are not conducting these needs assessments as a result of the indifference of library staff, library personnel reluctance, lack of finances and even a lack of knowledge of the assessment techniques. There is thus a discrepancy between the

needs of communities and the information and services provided by public libraries. It is therefore a huge concern when public libraries are not able to even introduce the concept of CSR to SMEs in their communities because they have limited knowledge on the developmental needs of the communities and the role that SMEs can play in meeting those needs.

Salman et al. (2014:38) highlight that at times, public libraries suffer from poor delivery systems. They may have relevant information to meet the needs of the communities they serve but fail to channel the information to the people who need it. As a result, information does not reach the people who need to utilise it or those who may benefit their communities by making use of that information. In addition, public libraries do not have adequate funding to enable them to create awareness of their information resources to different communities, including information on CSR. According to Green (2013), library budgets are often cut, particularly in struggling countries, where the library funds are diverted to other services which are deemed more important.

Burnet (2013:16) goes a step further by indicating that the problem lies with the Library Science curricula. He points out that the curricula needs to be developed in such a manner that it goes beyond the conventional in order to integrate courses from other disciplines so as to produce librarians who can work beyond what is required of them for the betterment of communities. Islam and Mezbah-ul-Islam (2010:6) point out that in Bangladesh, Library Science does not include a course in Community Information Systems, leading to a lack of proper planning in introducing community information programmes by public libraries.

According to Gwang (2011:5), Ochogwu identified three types of librarians; the passive, reactive and proactive. The passive librarians, who are found in most developing countries, are those who focus mostly on acquiring and processing information resources as a matter of routine with no value attached to the importance of this information. Gwang (2011:5) adds that these librarians are not at all concerned about meeting the needs of their users. In respect of CSR, these librarians will never understand its importance and the need to promote it as they are not at all attached to society and involved in its development. Hamilton-Pennell (2008:2) adds that the mindset of these librarians is focused on the library building as the location of the profession, with the belief that their knowledge and skills cannot go beyond the library building. Myburgh (2013:216) also indicates that these librarians are reluctant to leave the library building in order to participate in business and community programmes because they feel they do not have adequate time to undertake outreach programmes. They believe that they have to keep the library doors open to the

regular patrons for them to be able to conduct the regular library activities. Gwang (2011:5) adds that unfortunately in Africa, most public librarians still can be classified as passive, as they do not know the needs of their communities. As a result, they are unaware of important components of development which include CSR.

The second group of librarians are the reactive ones, who only respond to queries and are not at all concerned with potential users who do not visit the library nor those who do visit but do not ask any questions. These librarians do not address the needs of non-library users. Williment (2013) highlights that these librarians are knowledgeable about and meet the needs of only the regular library users who are aware of and familiar with library services. According to Williment (2013), they are ineffective in that they only assess, identify, plan, deliver and evaluate services within the confines of the library and therefore do not directly involve those outside the library's customer base in every step of the process. Fear (2014:2) highlights that a great number of SME owners in developing countries do not make use of libraries. As a result, the reactive librarian is unable to add any value to society and cannot assist in any way in promoting CSR to SMEs.

The last group of librarians are the proactive ones and according to Gwang (2011:5), they unfortunately consist of a small minority group in the librarian profession. Proactive librarians are concerned with analysing the information needs of different user groups within and outside of the library confines. As long as the proactive librarians remain a minority in Africa, promoting CSR to a great number of SMEs will remain an upward and difficult task.

Generally, with particular reference to developing countries, public librarians believe that corporations, government and society owe them in one way or another and therefore libraries should be made a priority when it comes to these organisations' CSR projects. There are authors who have strongly advocated for the business community to fully support public libraries as part of their CSR programmes. Such authors include Ravi and Vivek (2013); Das (2013); Rahayuningsih and Setyowati (2013) and Murthy (2013). Although it is important that public libraries are well supported by both the public and the private sector, they in turn must be proactive when it comes to developmental issues. It is of great concern when public libraries do not take the mandate to inform and educate businesses about CSR in such a way that the whole of society benefits. Instead, the only time that public libraries are seen to be involved in CSR is when they require their own needs to be met, with reference to the developing world. CSR should thus be a

two-way street when it comes to public libraries. They must promote the concept to business and business should also consider public libraries in their CSR projects.

2.5 THEORETICAL FRAMEWORK

Society today requires that corporations take more responsibility on the well being of humanity and on the impact of their operations towards different stakeholders. According to Secchi (2007:348), one of the first attempts at classifying theories on CSR was made by Preston in 1975. He adds that in recent years, many scholars have followed Preston's idea and tried to give a validation to the growing number of theories in this field. An example is that of Garriga and Mele in 2004, who did an extensive and complete review of research on the subject and divided CSR theories into four groups, namely instrumental, political, integrative and ethical. Traditionally, corporations have focused more on the financial and profit aspects of CSR which are accentuated through the instrumental and political theories. However, the development of CSR has also led to the establishment of theories that do not prioritise a company's financial gains when it comes to responsibility issues and these include the integrative and the ethical theories. However, in relation to promoting the concept of CSR to SMEs by public libraries, with particular reference to SMEs in developing countries, the ethical theories are more relevant and practical.

The ethical theories or approaches towards CSR stipulate that companies should engage in CSR because they have a moral responsibility towards stakeholders as highlighted by Frederiksen and Nielsen (2013:19). Sepahvand (2009:17) adds that ethical theories serve as foundations for informing, guiding or criticising business practices for the purpose of creating a better society and not with the overall aim of making profits. The ethical theories play a major part in shaping society through wealth creation as well as providing a sustainable society for future generations. The relationship therefore between SMEs and society should be guided by ethical theories. According to Frederiksen and Nielsen (2013:21), there are a variety of ethical theories. These include the universal rights approach, sustainable development, the common good approach and the stakeholder theory.

The universal rights or human rights approach for CSR is based on the United Nations Global Compact (UNCG), which according to UNCG (2017:1), is a strategic policy initiative for corporations committed to aligning their businesses with ten universally accepted principles for human rights, labour, environment and anti-corruption. UNCG states that firms should support

and respect the protection of internationally proclaimed human rights and ensure that they are not complicit in human rights abuses. Businesses should also eliminate all forms of forced labour and discrimination in respect to employment and occupation.

The sustainable development theory is defined by The World Commission on Environment and Development (1987:51) as development that meets the needs and aspirations of the present without compromising the ability of future generations to meet their own needs. It requires that undesirable impacts on air, water and nature be minimised and that renewable resources such as forests and fish stocks be monitored as their rate of use should be within the limits of regeneration and natural growth. Sustainable development also requires the conservation of plant and animal species.

The common good approach considers all individuals as part of a larger community. According to Velasquez, Andre, Shanks and Meyer (2014:1), it mainly consists of having social systems, institutions and environments which society depends on, and working in a way that benefits everyone. This approach tests whether an action benefits or disadvantages a specific element of the common good and encourages the recognition of how freedoms enjoyed and supported by individuals in pursuit of everyone's happiness are made possible by the sustained welfare of the community life. Examples of common good are an affordable public health care system, an effective public safety and security system and a fair legal and political system.

This study is based on the stakeholder theory. Manuere and Majoni (2016:65) state that the stakeholder theory defines the responsibilities of the CSR stakeholders to whom businesses are accountable, as well as spelling out what business should specifically do. According to Pouloudi (1999:3), the stakeholder theory was originally detailed by Ian Mitroff in his book "Stakeholders of the Organizational Mind", published in 1983. Freeman also had an article on Stakeholder theory in the California Management Review in late 1983. Bellantuono, Pontrandolfo and Scozzi (2016:1) highlight that this theory considers all groups and individuals with a particular interest in a company, that is, those who benefit or lose depending on the businesses' behaviour. Figure 2.3 portrays the stakeholder theory.

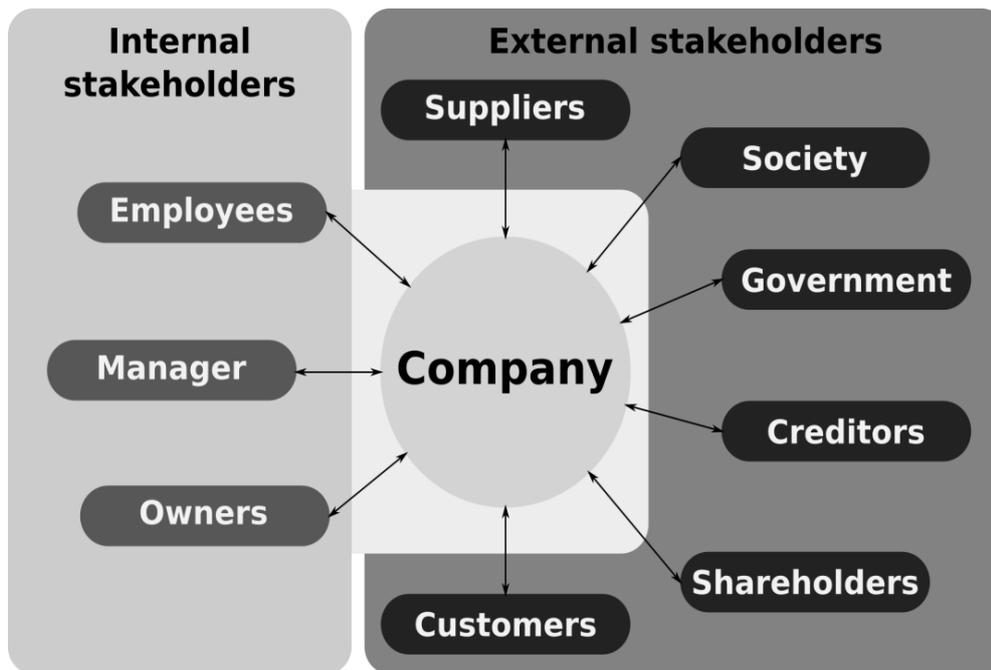


Figure 2.3: The Stakeholder Theory to CSR (Donaldson and Preston 1995:69)

According to Cela and Resmeliu (2015:21), stakeholders play an important role in contributing to the success and survival of a firm as they have the ability to impact the firm negatively or positively. Stakeholders include customers, suppliers, shareholders, employees, government and local communities amongst others. According to Jamali et al. (2013:2), when firms behave responsibly, they avoid stakeholder pressure. As a result of the powers that these stakeholders have, Bellantuono et al. (2016:2) highlight that it is important for firms to include stakeholders in their decision making processes. Cela and Resmeliu (2015:219) also indicate that although stakeholders do not have an equal say in the strategic direction of a business, they do influence and are affected by that direction and thus should be considered. CSR therefore means balancing the interests of a broader group of stakeholders and strategically managing the integrated social, environmental and economic impacts of business activities as highlighted by UNIDO (2015:3).

Engaging stakeholders is critical in development. As such, public libraries need to play an active role in ensuring that businesses establish honest relationships with stakeholders. Public libraries can be the focal point for meaningful engagements between SMEs and their stakeholders, as community participation in the development and implementation of CSR initiatives is of crucial importance. When public librarians enter community spaces outside the boundaries of the library by engaging with a company's different stakeholders, they easily recognise current community capacities and gaps. They can then be able to develop relationships between individual business

owners and the different stakeholders, particularly community members, for developmental purposes.

2.6 CHAPTER SUMMARY

This chapter provided a literature review on the relationship between CSR, SMEs and public libraries. It highlighted how CSR has evolved and how it has shaped modern ethical business practices today. The chapter also showed how knowledgeable SMEs are about CSR and the extent to which SMEs are actually implementing CSR. In addition, the chapter discussed the benefits that can be obtained by SMEs when they engage in CSR and how public libraries can play a leading role in the promotion of the concept. The types of CSR initiatives that businesses can adopt were also highlighted in this chapter. Additionally, this chapter highlighted some of the challenges that are hindering public libraries from promoting CSR to SMEs, together with some of the best practices in promoting CSR that are being undertaken by public libraries in developing countries. The most relevant CSR theories guiding this study were also touched on. The next chapter presents the research methodology of the study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology influences the way data is collected and it enables the research to meet its aims and objectives. Pandey and Pandey (2015:9) highlight that research methodology is a way to systematically solve a research problem. Rajasekar, Philominathan and Chinnatambi (2013:1) add that research methodology looks at the different steps undertaken by a researcher in studying the research problem as well as the logic behind these steps. Research methodology allows for the explanation of why certain techniques are used in research and why others are not so that the research results can be evaluated by both the researcher and other external stakeholders, as indicated by Almalki (2016:290). Labaree (2014:2) states that research methodology focuses on the principles that guide research practices, and thus serves as a framework within which the researcher works. This chapter is a major component of research in that the research methodology chosen affects the research findings and how the researcher interprets these findings.

This chapter covers the research paradigm adopted, the research approach as well as the research design. It also highlights both the target and accessible population of the study. In addition, sampling and sample size issues are touched on. The data collection instruments used in this study are highlighted in addition to the analysis and interpretation of data as well as reliability and validity matters.

3.2 RESEARCH PARADIGMS

Hussain, Elyas and Nasseef (2013:2375) highlight that the term ‘paradigm’ was first introduced by Thomas Kuhn in 1962. Paradigms are defined by Creswell (2014:35) as basic sets of beliefs that guide action. These beliefs by a researcher tend to lead to the adoption of a qualitative, quantitative or mixed methods research approach in research. Creswell (2014:36) refers to paradigms as worldviews and he adds that they are “a general philosophical orientation about the world and the nature of research that a researcher brings to a study.” Paradigms therefore give guidance to the researcher in the research methodology to be adopted. Aliyu, Bello, Kasim and Martin (2014:81) list three types of paradigms which are interpretivism, positivism and pragmatism.

3.2.1 Interpretivism

Hussain, Elyas and Nasseef (2013:2376) state that this type of paradigm is also known as humanistic, constructivist, naturalistic or anti-positivist. According to Creswell (2014:36), the main purpose of this paradigm is to rely as much as possible on the participant's view of the situation under study through exploring individual's perceptions. Interpretive researchers aim to understand and interpret research results and give details of their meaning to people and to develop insights about the case under study, rather than just only understanding what they have researched. Hussain et al. (2013:2376) indicate that rich and detailed data is collected within this paradigm as it mainly concerns human beings and their interrelationships. As a result, the researcher is able to gain a deep understanding of the phenomenon under study. Aliyu et al. (2014:82) highlight that under interpretivism, theories are generated throughout the research process.

The ontology of this paradigm is relativist, as highlighted by Hussain et al. (2013:2376). This means that reality is shaped by an individual's ideologies and cultural beliefs and that it is local and specific in nature. Thus, the researchers view themselves as part of the research instruments. Aliyu et al. (2014:81) indicate that the epistemology of interpretivism is subjectivism or transactional. This means that researchers believe people cannot be separated from their knowledge, therefore, researchers are involved with their participants. Aliyu et al. (2014:81) further add that the researchers have an influence on the phenomenon under observation and can make a difference. However, UK Essays (2015) indicates that the research carried out is often subjective as results can be influenced by the opinions of the researcher.

The research methodology of interpretivism is based on looking into details and meanings of everyday life for people and understanding their social behaviours. This encompasses research designs which include ethnography, case study, grounded theory, historical, narrative and phenomenology. The data collection instruments under this paradigm consist of open-ended questionnaires, semi structured or unstructured interviews, document analysis and observation. Gentles, Charles, Ploeg and McKibbin (2015:1777) note that there are three approaches in selecting a sample in interpretivism and these include purposive, convenience and theoretical sampling, with the purposive sampling technique being the most commonly used as highlighted by Ponelis (2015:540). In terms of reliability and validity, Hussain et al. (2013:2376) highlight that some authors such as Mouton (1996) emphasised that these can be employed in the same manner as quantitative research, whilst other authors such as Esiner (1998) assert that reliability

and validity are irrelevant when it comes to qualitative research. Guba and Lincoln (1994) however, proposed the use of other terms such as credibility and trustworthiness instead.

3.2.2 Positivism

According to Aliyu et al. (2014:82), positivist researchers aim to form an explanation rather than an understanding, as the researchers see themselves as outsiders detached from and having no relationship with the phenomenon under investigation. Positivism applies scientific methods to human affairs and according to Ali and Chowdhury (2015:226), positivists believe there is only one universally acknowledged and best solution to any kind of problem. This justifies its association with the quantitative approach. Creswell (2014:36) refers to this paradigm as postpositivism, as it represents the thinking after positivism. Hussain et al. (2013:2377) also state that this paradigm comprises of theories that view reality as separate from the observer. The data collected is measurable and UK Essays (2015:1) highlights that the research carried out under this paradigm is objective, with no researcher bias affecting the research results. Ali and Chowdhury (2015:224) stipulate that the strengths of positivism are in its clarity, standardisation and generalisability. However, inaccuracies in scientific data may alter the end-results of the hypothesis as participants may not provide authentic responses to questions.

The ontology of this paradigm is realism. According to Hussain et al. (2013:2378), this means that social reality can be observed and studied objectively and scientifically, independently of the observer. Aliyu, Bello and Martin (2014:81) note that the epistemology of positivism is objectivist and dualist. This means that positivists believe that human experiences of the world are objective, reflecting an independent reality, thus providing the foundation for human knowledge.

In terms of research methodology, positivism focuses on experimental research, which looks at cause and effect relationships as well as non-experimental research, where the researcher does not manipulate or control independent variables or subjects. Data collection instruments include tests, structured interviews and closed-ended questionnaires. To ensure the quality of this paradigm, reliability and validity need to be undertaken, as highlighted by Hussain et al. (2013:2377). They further add that in selecting a sample, positivists often use random or probability sampling techniques.

3.2.3 Pragmatism

Creswell (2014:39) highlights that pragmatism comes out of actions and situations rather than antecedent conditions. Morgan (2013:1046) adds that as a new paradigm, pragmatism is providing promising new directions in understanding the nature of social research. There are, however, authors such as Hussain et al. (2013:2380) who believe that pragmatism is not a paradigm as it is not aligned with any philosophical system. Others such as Creswell (2014:39) and Morgan (2013:1046) disagree and note that although pragmatism is not linked to a particular system of philosophy, researchers can liberally draw from qualitative and quantitative assumptions in their research. This paradigm thus utilises the mixed methods approach. Creswell (2014:40) highlights that pragmatists believe that research always occurs in various contexts such as social, historical and political. Pragmatists place emphasis on the research problem and make use of all research approaches to fully comprehend the problem. As a result, researchers are able to choose the best research methodology to meet their research needs and purposes.

3.2.4 Justification of Interpretivism

For this study, interpretivism was adopted as it allowed the researcher to obtain a rich understanding of key issues pertaining to SMEs, CSR and the role of public libraries in relation to these aspects. Ponelis (2015:538) highlights that the emerging nature of research in SMEs is best suited to interpretivism which can yield a rich understanding of important issues. Subsequently, this paradigm ensured regular interaction between the researcher and the librarians and SME owners in order to develop deeper understanding on the CSR issues at hand as well as establishing the best strategies to promote the concept of CSR towards SMEs by public libraries.

The researcher also had the liberty to interpret the research findings based on the researcher's understanding of the subject at hand and the researcher was open to new knowledge throughout the study which was brought about by the research participants. According to Edirisingha (2012), interpretivists avoid rigid structural frameworks such as those found under positivism. Thus, interpretivism allowed the researcher to adopt a more flexible and personal research structure, which is important in capturing important aspects during interactions with research participants. Aliyu et al. (2014:89) highlight that primary data collected under this paradigm can also be associated with high levels of validity because it tends to be trustworthy and honest.

3.3 RESEARCH APPROACHES

Research approaches are defined by Creswell (2014:31) as plans and procedures for research which span the steps from assumptions that are broad, to the detailed methods of data collection, analysis and interpretation. He further asserts that a research approach is determined by the nature of the research problem, the personal experiences of the researcher as well as the audience for the study. Research approaches are divided into three types; qualitative, quantitative and mixed methods research approaches.

3.3.1 Qualitative Approach

The qualitative approach generally seeks to generate data which is detailed, information rich and extensive. Occupy Theory (2014) highlights that the qualitative approach is characterised by its aims which mainly focus on providing in-depth and interpreted understanding of some aspects of social life such as experiences and perspectives. Mack, Woodsong, MacQueen, Guest and Namey (2011:6) indicate that the greatest attribute of qualitative research is the “culturally specific and contextually rich data it produces.” The qualitative approach is usually conducted in the field, allowing the researcher to directly interact with the research participants in their context. The approach is also an emergent and shifting one, allowing the researcher to change some phases of the research process in response to data obtained in the field, as highlighted by Creswell (2014:235). The focus is also on learning the meaning that participants hold rather than the meaning brought in by the researcher. With this approach, a wide variety of data is preferred over a single source. This requires the researcher to review all the data and organise it into themes that cut across all sources.

3.3.2 Quantitative Approach

Rahman (2016:106) highlights that the quantitative approach involves using scientific or mathematical data to understand a problem. The approach is objective in that it endeavours to avoid bias by using standardised measurement tools in interpreting data. Antwi and Hamza (2015:221) highlight that it measures what happens rather than how someone feels about what happens. It is deductive in that it tests theory or hypotheses and outcomes from tests on a sample can be generalised to a population. UK Essays (2015) states that the major goal of the quantitative approach is to classify features, count them and build statistical models in order to explain what is observed. However, Choy (2014:102) points out that the quantitative approach is weak in understanding the context in which people talk and the researcher cannot discuss his or her personal interpretation about the issue at hand.

3.3.3 Mixed Methods Research Approach

The purpose of this type of approach is based on the notion that when both qualitative and quantitative approaches are merged, there is a clearer and better understanding of a research problem than either research approach alone. Creswell (2014:24) describes the mixed methods research approach as the collection or integration of both quantitative and qualitative data in a research. This approach is sometimes referred to as mixed methodology, multiple methodology or multi-methodology, as highlighted by Bulsara (2012:8). According to Bian (2013:5), priority can be given to either qualitative or quantitative data. Terrel (2012:258) highlights that many major authors and researchers believe that quantitative and qualitative approaches are compatible and that there is no major problem area that should be studied exclusively with one research approach.

3.3.4 Justification of Qualitative Approach

For this study, both qualitative and quantitative approaches were used, with the qualitative approach being stronger in the study. It enabled the researcher to gather in-depth information from the research participants, as one approach only would not have provided sufficient information. Comprehensive information was needed in order to fully understand the views and perspectives of both SMEs and public libraries on CSR, as research on this topic is very limited. In addition, the researcher was able to obtain other crucial information which did not require much detail, but was very important for the study.

This approach also made it possible for the researcher to collect data at the site of the problem under study in order to get information that was accurate and in the natural setting, in this case, at the Harare City Library and the SMEs business premises. Moreover, the researcher was able to obtain detailed information from participants which was unbiased and trustworthy.

Another advantage of this approach to the study was that it made it possible for the researcher to utilise all the possible data collection tools required. Again, initial results obtained from some of the quantitative questions also needed to be further explained and this approach enabled the researcher to do so. Additionally, it was possible for the research participants to respond both in their own words and to choose from fixed responses, enabling the researcher to obtain relevant responses to the research questions of the study.

The qualitative approach also brought with it the element of flexibility, enabling the researcher to respond to research participants' data as it emerged during meetings. This aspect of flexibility was important for this research as the questions and selected research participants changed depending on the latest CSR trends, considering that this subject is continuously evolving. In addition to the aspect of flexibility, it was also important for the researcher to standardise certain aspects of the data collection process to allow for comparisons.

3.4 RESEARCH DESIGN

In addition to selecting a qualitative, quantitative or mixed methods research approach, Creswell (2014:41) states that it is crucial for the researcher to decide on the type of study within these three approaches. He defines research designs as types of inquiry within the three research approaches which provide specific direction for procedures in a research. Denzin and Lincoln (2011:14) refer to research design as strategies of inquiry. Research design focuses on the overall strategy to integrate the different components of the study in a logical way in order to ensure that the research problem is addressed. Denzin and Lincoln (2011:12) identified common strategies of inquiry for qualitative research. These include the case study, grounded theory, phenomenology, narrative research, ethnography and the historical method. The study adopted a case study design.

A case study narrows down a broad field of research into an easily researchable topic. Baskarada (2013:1) highlights that a case study involves the intensive analysis of a case or individual unit such as a person, an organisation, a community or a programme. Case studies provide the researcher with an in-depth view of the research problem through the description and explanation of that problem or situation. Creswell (2013:176) indicates that case studies can be classified into three categories. These include the single instrumental case study, which focuses on one issue within a selected case, the intrinsic case studies which aim at obtaining a clearer understanding of the particular case of interest and the multiple or collective case studies, where the researcher selects multiple case studies to illustrate a single issue.

3.4.1 Justification of Case Study

This study was a single instrumental case study, where focus was on the Harare City Library. The case study provided the researcher with an in-depth view of the research problem through the description and explanation of the situation under study. It also allowed the researcher to obtain detailed information that would not normally be easily obtained through other research designs.

It offered the researcher a means of investigating a complex social unit which consisted of several variables that were important in understanding the phenomenon under study.

Another of the key benefits of this design was that it was not limited to a single source of data and thus the researcher benefited from a wide variety of sources of evidence. Hesse-Biber and Leavy (2011:256) state that researchers who undertake case studies can employ various methods of gathering data with the purpose of collecting a wide ranging amount of data about a particular case under investigation, unlike other designs such as ethnography, which is usually limited to observation, and grounded theory, which mostly utilises interviews. Baskarada (2013:2) highlights that case studies are most desirable when ‘how’ and ‘why’ questions are posed and when the focus is on contemporary phenomenon within a real-life context such as CSR.

3.5 TARGET POPULATION

Puhan (2013:1) defines target population as the entire group of individuals or objects to which researchers are interested in generalising conclusions. The target population for this study included the Librarians at the public libraries in Zimbabwe and the owners or managers of formally registered SMEs in Zimbabwe. Musingafi and Chiwanza (2012:56) highlight that there are five major public libraries in Zimbabwe. This number made the target population for the public libraries.

Mugano (2015:1) states that there are approximately 2 900 000 SMEs in Zimbabwe. In addition, Razao (2016:1) indicates that a survey done by the Ministry of SMEs in conjunction with the World Bank in 2012, highlights that only fifteen percent of SMEs in Zimbabwe are formally registered. Thus, the target population with regards to SMEs was approximately 435 000.

According to Sim and Wright (2000:111), the accessible population is “the portion of the target population that is accessible to the researcher for the purposes of a specific study.” This is the population from which the researcher is able to take samples. In this case, the accessible population was the Harare City Library and the registered SMEs in Harare. Razao (2016) indicates that Harare constitutes of 541 450 SMEs, to which only fifteen percent are formally registered. Thus, the accessible population with regards to SMEs comprised of 81 218 registered SMEs, derived from fifteen percent of 541 450. Table 3.1, established by the researcher, depicts the figures highlighted above, with reference to SMEs:

Table 3.1: Target population and accessible population of SMEs in Zimbabwe

Total number of SMEs in Zimbabwe	Target Population (15% of total number of SMEs in Zimbabwe)	Total number of SMEs in Harare	Accessible Population (15% of total number of SMEs in Harare)
2 900 000	435 000	541 450	81 218

3.6 SAMPLING

As a result of the large size of the population, researchers often cannot test every individual because it is costly and time consuming, therefore the need for sampling arises. Sampling involves the selection of a portion of the finite population being studied, as defined by Battaglia (2011:523). Blackstone (2012:123) highlights that qualitative researchers typically make sampling choices that enable them to deepen their understanding of whatever phenomenon it is that they are studying, thus, non-probability sampling techniques are mostly used in qualitative research. Mugera (2013:1) indicates that non-probability sampling is a sampling technique where the samples are gathered in a manner that does not give every person in the population equal chances of being selected. The subjects in a non-probability sample are often selected by the purposive personal judgment of the researcher or on the basis of their availability.

There are various types of non-probability sampling techniques and these are listed by Battaglia (2011:523) as purposive or judgmental sampling, convenience sampling, consecutive sampling, snowball sampling and quota sampling. The researcher made use of the purposive sampling technique for this study. According to Guetterman (2015:3), the objective of purposive sampling is to concentrate on particular characteristics of the population under study, which will best enable the answering of the research questions. The researcher deemed the purposive sampling technique as appropriate for the study in that it enabled only the selection of participants who contributed accurate, relevant and comprehensive information on the subject at hand and who were better able to assist with the research.

There are a variety of purposive sampling techniques listed by Palinkas, Horwitz, Green, Wisdom, Duan and Hoagwood (2013:2) as maximum variation, homogeneous, extreme case, typical case and total population sampling. In selecting the ideal sample, the researcher made use of maximum variation sampling. According to Etikan, Musa and Alkassim (2016:3), this type of sampling can

also be referred to as heterogeneous sampling and it involves selecting participants across a broad spectrum relating to the topic of study. It enables researchers to understand how a phenomenon is seen and understood among different people and in different settings. This technique allowed the researcher to decide on the relevant SMEs and public libraries to research on, based on their willingness and knowledge about the subject matter. One of the key advantages of maximum variation sampling was that it captured an extensive variety of perspectives relating to the topic at hand because the research participants had diverse attributes. In this case, the researcher included SMEs from different economic sectors such as construction, manufacturing, mining and retail. Obtaining data from diverse participants on the topic under study assisted the researcher in identifying common themes across the sample. Figure 3.1, developed by the researcher, shows a summary of the selection of the sampling technique adopted for this study:

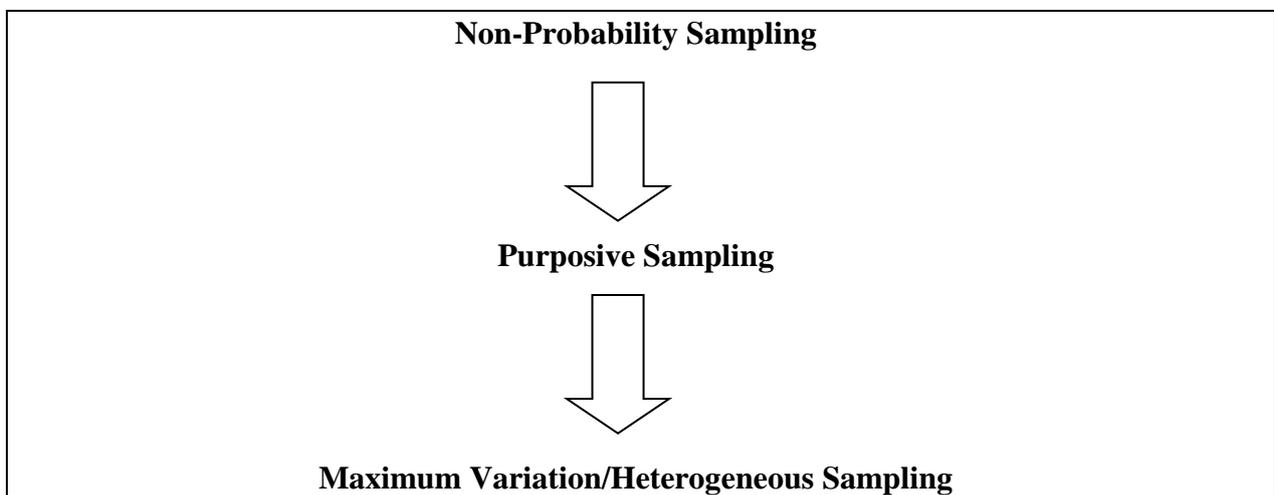


Figure 3.1: Summary of steps taken in selecting sampling technique

3.7 SAMPLE SIZE

Determining the appropriate sample size in qualitative research is ultimately a matter of judgment on the part of the researcher in evaluating the quality of information collected against the uses to which it will be put, the particular research design and the purposeful sampling strategy used, as highlighted by Sandelowski (1995:180). In addition, Morse (2000:3) highlights that the sample size is dependent on a number of factors such as the amount of useful information obtained from each participant, the qualitative design used, the quality of data, the scope of the study and the nature of the topic. Alexander (2013:2) also adds that a study that is broad in scope requires a greater number of participants than one that is narrower in focus.

Creswell (2013:176) highlights that a case study should have no more than four to five cases. The sample size thus constituted of one public library in Zimbabwe, the Harare City Library. This is because it is one of the largest public libraries in the country in terms of the size of the collections and the clientele base, as indicated by the Encyclopaedia of Nations (2016:2). In addition, it is easily accessible because of its location in the Central Business District of Harare.

With reference to SMEs, Krejcie and Morgan's sample size table (1970:608) indicates that the sample size for a finite population of between seventy five thousand and just below a million is three hundred and eighty two. However, obtaining information from over three hundred SMEs was going to be labour intensive for the researcher and it was not going to be feasible due to time and budget constraints. Nevertheless, Mason (2010:2) highlights that qualitative samples should be large enough to give the researcher feedback on the various perspectives of the participants on the topic under study, eventually leading to the saturation point, where obtaining more data from new participants does not necessarily lead to more new information. Nastasi (2015:4) also states that saturation or redundancy refers to how large the sample needs to be to allow for the identification of consistent patterns, that is, the point when there are no new concepts emerging. In addition, Guest, Bunce and Johnson (2006:74) state that data saturation can occur within the first twelve interviews and after that, no new themes are likely to come into view.

The sample size thus constituted of thirty SMEs, selected from the Zimbabwe National Association of SMEs database of registered SMEs. Given that thirty is a number that goes beyond the above stated saturation point of twelve, there was adequate and extensive coverage of all the research participants' views and contributions on the topic. The researcher also believes that thirty SMEs were large enough to encompass an appropriate amount of diversity in terms of the different economic sectors.

3.8 DATA COLLECTION INSTRUMENTS

Data collection is an important aspect of any type of research study because inaccurate data collection can impact the results of a study and subsequently lead to erroneous and invalid results. There are a variety of data collection instruments in qualitative studies and Creswell (2014:239) lists them as follows: interviews, documents and observation. The researcher utilised all three instruments and in addition, an open-ended questionnaire.

3.8.1 Interviews

Interviews can be used to obtain the views, beliefs and experiences of research participants. Harrel and Bradley (2009:6) indicate that interviews are discussions, usually one-on-one between the researcher or interviewer and the respondent, and are meant to gather information on a specific set of topics. Gill, Stewart, Treasure and Chadwick (2008:1) highlight that there are three fundamental types of research interviews: structured, semi-structured and unstructured.

For this study, a semi-structured interview was conducted. This type of interview gave the researcher the flexibility to change the order of the questions asked depending on the direction of the interview, and the researcher was free to undertake the interview the way she deemed fit. Additional questions were also asked which were not anticipated at the beginning of the interview. Gray (2004:217) states that one of the major strengths of a semi-structured interview is that it allows the researcher to probe deeper into the given situation. This enabled the researcher to obtain rich and detailed responses from participants. The researcher was also able to capture non-verbal cues from the respondents in the form of facial expressions and gestures.

A semi-structured interview also enabled the researcher to establish an interview guide or schedule, listing the key themes, issues and questions covered. The interview schedule helped direct the conversation towards the relevant issues. It consisted of clear and concise open and closed-ended questions. The interview schedule was arranged into three different parts, with the first one focusing on introducing the topic under study to the participant, highlighting the objectives of the study as well as ensuring that the participant was comfortable. General background information was also obtained, such as the participant's position in the company, how long they have been with the organisation and how long the organisation has been in operation. The second part got into detail on issues to do with CSR, SMEs and public libraries. The last part

focused on obtaining suggestions from the participant on the best way forward in addressing the topic under study. A copy of the interview schedule is attached to the dissertation.

Pilot interviews were also done in order to identify any shortcomings with the interview schedule and to make amends accordingly. The pilot interviews helped the researcher in determining the duration of the interview and gaining experience and more confidence in undertaking the interview.

The interview participant was the Librarian at the Harare City Library who was given the opportunity to express his thoughts on the topic of interest as freely as possible. An appointment was made beforehand and the interview was recorded for accuracy purposes.

3.8.2 Open-ended questionnaires

Questionnaires are a convenient and inexpensive way of gathering information from people and can be used to cover a large geographical area, as highlighted by Abawi (2013:3). McClure (2002:6) adds that questionnaires can be used when it is impossible to interview every respondent. The researcher ensured the questionnaires were designed such that they met the research objectives and that complete and accurate information was obtained from the respondents. The questionnaires assisted the researcher in obtaining information from SMEs that were spread across Harare in a short period of time and at a lesser cost.

Questionnaires were given to SMEs in order to obtain information pertaining to their understanding of the role of public libraries in promoting CSR to SMEs. The questionnaire was organised in such a manner that it consisted of three parts, with the first part focusing on general background information about the participants, their companies and the topic under study. The second part touched on the more complex questions pertaining to CSR, SMEs and public libraries. The last part was on the suggestions and recommendations from participants with regards to improving the study.

The questionnaires were open-ended, giving room to participants to freely express their views in response to the questions asked without any influence from the interviewer, thereby reducing the element of bias. The researcher used open-ended questionnaires on the SMEs as a means of saving on time and financial resources, without compromising on the quality of data obtained.

In order to ensure a high response rate, the questionnaires were made simple, clear and user-friendly for the respondents. The researcher also informed participants about the study in advance through personalised invitations to participate.

The questionnaires were given to the participants for a maximum period of seven working days to complete before the researcher began making follow-ups on them. The researcher deemed seven working days as sufficient time for the questionnaires to be completed. Reminders were also given to respondents who delayed in returning the questionnaires.

The questionnaires were initially distributed for a pilot study in order to ensure relevant data would be obtained, thus saving on time and money that could have been wasted on distributing irrelevant questionnaires. The pilot questionnaires also enabled the researcher to obtain feedback from respondents so that the questionnaires could be better modified. In addition, they assisted the researcher in determining how long they would take to complete and to rephrase any questions accordingly. However, only a few additional changes were made to the final questionnaire, as the pilot ones did not include sufficient background information about the research participants, namely their educational qualifications and their age ranges. A copy of the final questionnaire is attached to the dissertation.

3.8.3 Documents

Documents provide qualitative data of great depth and detail. Hully, Cummings, Browner, Grady and Newman (2013:192) indicate that the advantage of using documents is that they can provide secondary data in situations where it may not be possible to collect primary data. Documents that the researcher used included journals, magazine articles, news reports, encyclopaedias, textbooks and literature review articles in addition to other sources. These were obtained from the Harare City Library, The Zimbabwe National Chamber of Commerce, The Zimbabwe National Association of SMEs, Ministry of Industry and Commerce, Ministry of SMEs, National Association of NGOs, the internet, as well as the SMEs themselves.

Using documents assisted the researcher in refining research questions and designing further research objectives. The researcher was also able to obtain information that was missed by the other data collection instruments. Information obtained from documents was consolidated with information from the other data collection instruments. A combination of theory and practice significantly contributed in developing a well-balanced research on the role of public libraries in

promoting CSR to SMEs. Many documents have also been written by skilled writers and commentators and therefore information obtained was more valuable as compared to some poorly written responses to questionnaires.

Meetings were set up with the appropriate persons from the relevant departments to enable fast and easy provision of the required documents to the researcher. Document analysis was a convenient approach to the researcher as it was affordable, quick and readily available. A list of all the documents used is attached to the dissertation.

3.8.4 Observation

Observation is when a researcher watches and records what people do and say. The researcher was a participant observer in examining how SME owners utilised public libraries and how the public libraries engaged with SMEs. The advantage here is that information was recorded as it happened. Kawulich (2005:3) highlights that this method provides researchers with ways to check for non-verbal expressions of the participants.

The research questions served as a guide on the focus of the observations. An observation protocol or schedule was established and used to record information. According to Creswell (2014:244), this is a page that separates descriptive notes, that is, the participants and their setting, from the reflective notes which are the researcher's personal thoughts and feelings. The observation schedule included general information about the observation such as dates and times, the participants observed, the environment where observation occurred, the library collections, conversations between the librarians and patrons including SME owners, as well as events or engagements which did not happen, but should have.

3.9 DATA ANALYSIS AND INTERPRETATION

Creswell (2014:245) indicates that the intention of data analysis and interpretation is to make sense out of the text and image data. The process involves segmenting and taking the data apart, then putting it together again. Qualitative data is comprehensive such that not all the information can be used. The data needs to be arranged into a small number of relevant themes, disregarding the irrelevant parts. The researcher used the qualitative computer data analysis software, ATLAS.ti 8 because coding data manually is a time consuming and labour intensive process. The use of ATLAS.ti 8 saved valuable time for the researcher to spend in richer data evaluation; time

which could have been consumed if data had been coded manually. Baugh, Hallcom and Harris (2014:69) state that software programmes assist researchers in organising, sorting and searching for information. Another advantage is that computers are extremely efficient when it comes to the storage and retrieval of information.

Based on Creswell's (2014:247) data analysis process, the researcher undertook the following steps:

- Organising and preparing the data for analysis
- Reading and looking at the data
- Coding
- Generating a description or theme of the setting and people
- Conveying the findings of the analysis
- Making an interpretation.

Rademaker, Grace and Curda (2012:2) highlight that other qualitative data analysis software programs that can be used include MAXqda and QST NVivo. In selecting the ATLAS.ti 8 software, the researcher considered cost and availability, ease of use, the type of data that could be supported by the software as well as the software features.

3.10 ESTABLISHING TRUSTWORTHINESS IN QUALITATIVE RESEARCH

Reliability and validity issues are conventionally associated with quantitative research and according to de Vaus (2016:1), the concepts are relatively foreign to the field of qualitative research. Statistics Solutions (2016:1) indicates that instead of reliability and validity, qualitative studies focus on data trustworthiness which consists of credibility, transferability, dependability and confirmability.

According to Robert Wood Johnson Foundation (2014), credibility is all about confidence in the truth of the findings. Statistics Solutions (2016:1) highlights that some of the techniques for establishing credibility include prolonged engagement, persistent observation, triangulation, peer debriefing and member checking. For this study, the researcher made use of prolonged engagement and triangulation. According to Robert Wood Johnson Foundation (2014), prolonged engagement is spending adequate time in the field to learn and understand the phenomenon of interest through observing and speaking with people. For this study, the researcher ensured that the interview and observation process at the Harare City Library was long enough to enable the

researcher to become orientated to the situation as well to be able to detect any distortions that may have been in the data already collected.

The researcher also made use of methodological triangulation in establishing credibility. Bowden and Williams (2013:1133) indicate that this form of triangulation involves the use of various qualitative methods or data collection instruments in undertaking research in an attempt to better understand the research problem. If the conclusions drawn from each of the methods are similar, it means that validity has been established. The researcher thus made use of interviews, questionnaires, secondary data sources and observation. This added depth to the results, which may not have been possible if only a single data collection instrument was used. Triangulation also assisted the researcher in minimising bias. One of the major benefits of triangulation, according to Thurmond (2001:254), is that “it increases confidence in research data, creating innovative ways of understanding a phenomenon, revealing unique findings, challenging or integrating theories and providing a clearer understanding of the problem.”

With reference to transferability, Torracce (2012:5) highlights that it is the way the qualitative researcher demonstrates that the study’s findings are applicable to other contexts such as similar situations, populations and phenomena. According to DeVault (2016:1), purposive sampling can be used in establishing transferability because specific information is maximised in relation to the context in which the data collection occurs. He adds that specific and diverse information is emphasised in purposive sampling. The researcher made use of this sampling technique in ensuring transferability by selecting specific and diverse SME research participants, thus showing that the findings are applicable in other contexts.

Dependability is the extent that the study could be repeated by other researchers and that the findings would be consistent, as highlighted by Statistics Solutions (2016:1). They add that a person should have enough information from the research report in order to be able to replicate it and obtain similar findings. For this study, the researcher provided in-depth description of the whole research process as well as structuring the interview guide, questionnaires and observation schedule very carefully to ensure they were alike and that consistency would be attainable. Data obtained from the research participants was also continuously compared and analysed.

Confirmability is defined by Robert Wood Johnson Foundation (2014) as “the degree of neutrality in the research study’s findings.” They add that the findings of the study are shaped by the

respondents and not researcher bias, motivation, or interest. In order to establish confirmability, Leung (2015:327) highlights that the researcher can make use of an audit trail, reflexivity or confirmability audit. For this study, the researcher made use of an audit trail which is defined by Neuman (2011:210) as a transparent description of the research steps taken from the beginning of the research project to the reporting of findings. The researcher thus kept all the records regarding the study as a means of providing a rationale for the decisions made. This helped establish that the research study's findings accurately portrayed the participants' responses.

3.11 ETHICAL CONSIDERATIONS

According to Peter (2015:2625), ethical duties are important in ensuring a sustainable trustworthy relationship between the researcher and the participants as well as to the integrity of the project. The researcher applied for ethical clearance from UNISA's Ethics Review Committee and adhered to the ethical principles set out in UNISA's policy on research ethics. Based on the policy, the researcher continues to safeguard entrusted information obtained from participants. Information received is incessantly protected from unauthorised access and use.

Participation was voluntary and the participants had the right to withdraw from the research at any given time. In addition, the participants had the liberty to contact the researcher at any time for questions and comments relating to the research. The researcher did not ask personal questions outside of the research topic to participants. A copy of the ethical clearance form is attached to the dissertation.

UNISA's informed consent form was also made available to all participants. Informed consent, according to Lorell, Mikita and Anderson (2015:1), involves honest communication with the participant. The form comprised of important key elements of the research which included, but not restricted to, the objectives, duration, importance of the study, confidentiality of information, contact information, procedures and risks. Lorell et al. (2015:1) stipulate that informed consent should be obtained after the participant has been presented with "pertinent information, has had adequate time to review the consent document and has had all questions answered." The researcher fully ensured that all this was done. A copy of the consent form is attached to the dissertation.

The researcher also provided feedback to all the research participants as a means of assuring them that their responses were accurately captured and that the responses contributed significantly in

shaping the study. The researcher will continue to provide feedback to the participants on the various issues that may arise pertaining to the study.

3.12 CHAPTER SUMMARY

This chapter discussed the research methodology of the study, outlining the paradigm and the research approach adopted, that is, the interpretive paradigm and the qualitative approach respectively. Focus was also on the case study as this is the research design that was appropriate for this study, allowing the researcher to obtain detailed information on the Harare City Library in relation to the promotion of CSR to SMEs. The target population, together with the accessible population were also covered. In addition, the sample size and sampling technique adopted were also touched on. The researcher also made use of the maximum variation sampling technique. The data collection instruments used included semi-structured interviews, open-ended questionnaires, documents as well as observation. Use of these data collection instruments assisted the researcher in establishing credibility and trustworthiness. How data would be analysed and interpreted is also a section highlighted in this chapter as well as the important ethical considerations undertaken by the researcher. The next chapter provides an analysis of the research findings as well as the implications that they have on the study.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter presents the findings of data obtained from the interview with the librarian as well as the questionnaires administered to SMEs. Data was also obtained from the observation done at the Harare City Library. The observation process was necessary in order to aid the researcher in understanding the relationship between the SMEs and the library itself as well as establishing some of the factors that may deter SMEs from utilising the library. Sunday (2015:19) highlights that data analysis focuses on the processes and procedures of converting data that has been collected to some form of explanation, understanding and interpretation of the phenomenon under investigation. The purpose of data analysis therefore, is to present information that is usable and useful. The researcher made use of the qualitative data analysis software, ATLAS.ti 8, which enabled the categorisation and segmenting of data collected from the different data collection instruments, which were developed based on the research questions of the study. The major themes emerging from the data are presented in alignment with the research questions of the study. The research questions were as follows:

- How knowledgeable are SMEs in Zimbabwe on CSR?
- To what extent do SMEs in Zimbabwe put CSR into practice in their activities?
- How are public libraries creating awareness on CSR to SMEs in Zimbabwe?
- What challenges are faced by public libraries in promoting CSR to SMEs in Zimbabwe?
- What strategies are used by public libraries to promote CSR to SMEs in Zimbabwe and how can they be improved?

4.2 FINDINGS FROM THE LIBRARIAN

The researcher conducted an interview with the librarian at the Harare City Library. This section presents the findings from the interview, guided by these objectives:

- SMEs Level of Knowledge on CSR
- Degree to which SMEs Practice CSR
- Creating Awareness on CSR to SMEs by Public Libraries
- Challenges Faced by Public Libraries in Promoting CSR to SMEs

- Suggested Strategies for Promoting CSR to SMEs

4.2.1 Profile of the Librarian

It was important for the study to obtain background information about the librarian as a means of determining the existence of a relationship between the librarian's responses and their personal background information which is relevant to the study. The study established that the librarian has a Diploma in Library and Information Science, as well as a Diploma in Development Studies. The librarian has twenty three years experience working in the public library sector, and seven years as the librarian for the Harare City Library. From this information, the study was able to establish that the librarian's years of experience contributed greatly in providing useful and relevant information for answering most of the research questions of the study. However, the study also established that the librarian's educational background did not expose him adequately to the importance of business and community development programmes, which include CSR. This is in line with the writings of Islam and Mezbah-ul-Islam (2010:6) in their paper "Community Information Services Through Public Libraries In Bangladesh: Problems and Proposals." They highlighted that the Library Science curriculum does not include courses in Community Information Systems, leading to a lack of proper planning in introducing community information programmes by public libraries.

4.2.2 Level of Knowledge on CSR by SMEs

In obtaining information pertaining to this aspect, the interview established that in the librarian's opinion, SMEs have little knowledge on what CSR comprises of. According to the librarian, this belief is justified by the fact that "SMEs hardly appear on television and in newspapers when it comes to CSR matters." He noted that it is only the large companies that have a strong media presence because they are more knowledgeable about CSR and are actually involved in CSR initiatives. This response by the librarian concurs with findings by Turyakira, Venter and Smith (2014:2), in their paper "The Impact of Corporate Social Responsibility Factors on the Competitiveness of Small and Medium-Sized Enterprises" where they highlighted that SMEs in African countries still lack effective knowledge of modern competitiveness techniques such as CSR, which has been identified as a potential tool for enhancing competitiveness amongst companies.

4.2.3 Degree to which SMEs Practice CSR

With regards to the extent to which SMEs put CSR into practice, it was established from the interview that the librarian believes that only a few SMEs are involved in CSR. The librarian highlighted that the major reason for this belief is that the country's economic situation has not been favourable to SMEs. As a result, according to the librarian, "Many SMEs do not practice CSR because they are not doing well financially and the government has not been fully supportive of the SMEs." In addition, the librarian indicated that there has never been any media coverage of SMEs and their CSR activities. He attributed this poor media presence to the SMEs lack of involvement in CSR initiatives.

4.2.4 Creating Awareness on CSR to SMEs by Public Libraries

In presenting and interpreting information on creating awareness on CSR to SMEs by public libraries, the study focused on the following:

- SMEs and the Public Library
- Public Libraries and CSR Information
- Librarians and their Knowledge of CSR

4.2.4.1 SMEs and the Public Library

The interview with the librarian established that some of the main functions of the library are to provide information that meets the needs of different members of the community, including SMEs as well as educating users. However, the interview revealed that SMEs are not the library's biggest clientele and that they constitute a small proportion of the total clientele base. According to the librarian, "SMEs rarely make use of the library." From the observation process done, the researcher ascertained that the number of people who visited the library was very minimal and the mornings were almost empty. This limited use of the library by SMEs is highlighted by Fear (2014:2) who indicated in his paper "The Importance of Libraries to SMEs," that a great number of SME owners in developing countries do not make use of libraries. Fear (2014:2) added that libraries are failing to promote their business and enterprise resources to SMEs. However, the librarian highlighted that the library tends to be filled to capacity during exam periods, June and November.

The librarian believes that the possible reason for this limited use of the library by SMEs is that SMEs tend to view public libraries as not being business oriented. He highlighted that "SMEs do

not value public libraries as information centres.” In addition, he pointed out that the presence of the internet has given the SMEs a distorted belief that they can obtain all the information they need from there, with no need for the library. Furthermore, he pointed out that generally, the past year has seen the number of library subscribers significantly declining, although he attributed this to the country’s hostile economic environment which has negatively affected the people’s willingness to subscribe to what they may consider as non basic or essential services.

However, with regards to SMEs, the librarian indicated that the library caters for the information needs of SMEs through its print materials, electronic databases as well as the internet services they provide. The observation process done also established that the library does strive to meet the SMEs’ information needs as it is well located just outside the central business district and is therefore easily accessible to SMEs and other patrons. The library’s opening hours are also convenient, as they are open from 0900hrs to 2000hrs and on Saturdays from 0900hrs to 1600hrs to cater for those SMEs who may not be able to visit during the week.

Additionally, it was observed that the general library environment is very quiet, clean and conducive even for SMEs to research on CSR. The library also has an adequate number of chairs and tables for the SMEs to utilise, most of which are in a good condition. Moreover, the library has its own computer laboratory equipped with several computers that are connected to the internet, which is reasonably fast. The internet charges are affordable to the majority of library users and there is a librarian present to assist those who may have difficulty in making use of the computers. The library also offers basic computer training skills. On the whole, the library generally provides an environment that can be considered satisfactory to meeting the SMEs’ information needs. It can thus be said that the general appearance of the library should not be a factor that deters SMEs from making use of the public library.

The librarian also pointed out that “The library tries to involve SMEs in some of the activities that the library participates in, such as the Zimbabwe International Book Fair and various workshops.” He added that in the past, the library has also requested funding from a few SMEs as well. Thus, the relationship between the library and the SMEs can be deemed to be fairly good, as highlighted by the librarian, although he also stated that the relations can be greatly improved. He highlighted that unfortunately, a greater number of SMEs do not view libraries as being equal partners.

4.2.4.2 Public Libraries and CSR Information Dissemination

With regards to the aspect of disseminating information on CSR to SMEs, the librarian highlighted that he believes that “SMEs do consider public libraries to be important institutions when it comes to providing information, including information on CSR, although other SMEs tend to look down on public libraries.” The reason cited by the librarian for this belief is that historically, public libraries have been in existence long before the advent of the internet. He stated that libraries are indispensable because they have a wide array of comprehensive information which cannot all be accessed on the internet. He added that there is also no quality control over some of the internet resources, which may contain false and inaccurate information. He thus noted that in order for SMEs to obtain accurate and reliable information, they will have to make use of the public library, which is why SMEs will always consider public libraries to be essential players in information dissemination. This response by the librarian goes in hand with Basri et al. (2012:317) who highlight in their paper “Information Policy: The Diminishing Role of the Library” that the library is a distinct institution that plays a prominent role in shaping the knowledge society. They add that in this information age, people must be able to make use of information to meet their needs and there is no other institution that carries out this long-term systematic work except the library.

From the observation done, the researcher was able to ascertain that the library has a wide variety of materials for different subjects to cater for the diverse populations that visit and utilise its resources. However, the library does not stock any specific CSR materials, except information found in business books where it is a minor topic, as indicated by the SMEs as well in their responses to the questionnaires. This is in line with Phillipson (2013) in her paper “Economic Statecraft at Work: Promoting Corporate Social Responsibility in Zimbabwe,” where she highlighted that the CSR concept has not been fully incorporated in business management subjects and is often an ‘add-on’ to the traditional business topics. Although the library provides access to its online databases to SMEs, information on CSR is scarce as these databases are centred on specific sectors which include agriculture and health, and very few on CSR. It thus becomes difficult for them to create awareness on the concept to SMEs as they do not have adequate materials on the subject to enable themselves and the SMEs to fully understand the nature of CSR. Users can only be able to access detailed CSR information from the library’s internet.

The librarian indicated that he hopes that in the future the library can be able to undertake initiatives that will enable them to play a role in creating awareness on CSR to SMEs. This

response corresponds with the IFLA/UNESCO Public Library Manifesto (1995:4), which highlights that public libraries should provide adequate information services to local enterprises.

4.2.4.3 Librarians and their Knowledge of CSR

The study was able to establish that the librarian and some of the staff members are fairly knowledgeable about the CSR concept and that they appreciate its importance and the need for all SMEs to be involved in it. Although the librarian highlighted that the library is involved in outreach programmes which target the disadvantaged members of society such as those in hospitals, old people's homes, schools and prisons, he, however, acknowledged that the library staff has not established any outreach programmes that enable the library to create awareness on CSR to SMEs. One of the reasons he cited is that "The staff have to be well equipped with extensive knowledge about CSR first before they can begin embarking on reaching out to SMEs."

4.2.5 Challenges Faced by Public Libraries in Promoting CSR to SMEs

During the interview, the researcher asked the librarian on the challenges that are hindering the public library from creating awareness on CSR. The librarian highlighted that "The greatest challenge that the library faces, like most public libraries in developing countries, is that of funding." He indicated that the library operates on a stand-alone budget with no financial support from the government or the Harare City Council. Although the Harare City Library Act states that the government is mandated to support the library in meeting its operational costs, this has not been happening. This conforms to writings by Green (2013) who stated that library budgets are often slashed when struggling countries steer library funds to other services which are deemed more important. As a result, the library has had to come up with its own fundraising initiatives in order to obtain finances for its operations and outreach programmes. The study was able to establish that the library obtains its funding through subscriptions, photocopying, printing, internet, rental income and donations from well wishers, which the librarian indicated are insufficient to meet the library's needs.

Most of the outreach programmes which the library is capable of conducting cannot be done as a result of this financial challenge. In addition, the librarian indicated that the library has not been able to conduct user needs assessments for various members of society, including SMEs. It was also established from the interview that "In order for the library to be able to focus on creating awareness on CSR to SMEs, it has to set aside a budget for this." Unfortunately, the library is currently not in a position to initiate such a programme. Overall, the librarian indicated that the

general economic situation of the country has been unfavourable, particularly to institutions such as libraries, which are non profit-making organisations. The librarian also pointed out that SMEs may not be receptive towards the library when it begins to create awareness on CSR, as the library itself is struggling and it requires companies to include them as beneficiaries of their social responsibility programmes.

In addressing how the library seeks to overcome this challenge of funding, the librarian highlighted that he does not see the library prevailing over this challenge in the short-term. He, however, highlighted that the library plans on reaching out to the corporate world, the government, NGOs and the diplomatic community in order to obtain financial and other crucial resources that will aid in supporting the effective running of the different library activities and the maintenance of the library. He also added that “The library plans to ensure that the Harare City Council takes over the operations of the branch libraries so as to minimise on the main library’s costs.”

Another challenge highlighted by the librarian which hinders them from promoting CSR to SMEs is that the number of staff is not sufficient to enable them to undertake extra outreach programmes, whilst managing the library at the same time. He indicated that the outreach programmes and the extended opening hours which the library has put in place are putting a strain on the staff, as they are forced to volunteer their time and labour outside of their contractual work agreement. The librarian indicated that “The library is not in a position to recruit additional personnel and in the past, it has had to cut down on the staff as a cost-saving measure.” As a result, the library has had to make use of internship students in order to complement the current staff. Additionally, the librarian indicated that volunteers would be welcome to provide assistance to the library to enable it to continue making a positive impact on society and consequently, creating awareness on CSR to SMEs.

In addition to the above challenges, the librarian acknowledged that the knowledge on CSR by the library personnel is limited, and thus it is a challenge to initiate a concept that is not fully understood. He highlighted that the importance of CSR has never been fully appreciated by the public librarians in general. This is in line with the study done by Islam and Mezbah-ul-Islam (2010) in their paper “Community Information Services Through Public Libraries in Bangladesh,” where they highlighted that many public librarians are not familiar with community information and development needs. They add that most librarians are book oriented instead of information

and people oriented, resulting in them being unaware of crucial community developmental needs. The librarian also noted that although the library is a storehouse of information, there are areas where the librarians need to be educated on, as it is possible to take for granted certain concepts such as CSR which can have a positive impact on the country. He highlighted that in order to be able to overcome this challenge, it is important that the library establishes partnerships with the relevant government departments and NGOs whose focus is on CSR, so that the library personnel get educated on the concept. He noted that this will be the foundation for creating awareness on the importance of CSR to SMEs.

4.2.6 Suggested Strategies for Promoting CSR to SMEs

From the perspective of the librarian, the probable strategies which the library can adopt in order to create awareness on CSR to SMEs were highlighted during the interview. The following strategies were suggested:

- Public libraries should have a stronger presence on social media as almost every business of every size can be found there. They can make use of this medium to educate and create awareness to SMEs on the importance of CSR.
- There is need to develop an application which allows users to easily access the library's website and its activities on their mobile devices.
- The library should develop a newsletter or bulletin which it can use to create awareness on CSR to SMEs. This newsletter can be distributed through a database established by the library, of members and non members, comprising of diverse members of the population. These can be SMEs, NGOs, government and general members of society. Members in the database should be segmented so that the right information is disseminated to the right group of people.
- The library should establish strategic alliances with SME associations and other business member organisations, which will be a platform for the library to engage with SMEs.

4.3 RESULTS FROM SMEs

The findings from the SMEs are presented in this section, covering their responses to the questionnaires as well as their demographic profile. In addition, the SMEs' responses are presented under the following research objectives:

- SMEs Knowledge on CSR
- Degree to which SMEs Practice CSR
- Creating Awareness on CSR to SMEs by Public Libraries
- Challenges Faced by Public Libraries in Promoting CSR to SMEs
- Strategies for Creating Awareness on CSR to SMEs by Public Libraries

4.3.1 Demographic Profiles of SMEs

The researcher distributed a total of thirty questionnaires to SMEs. All the SMEs responded to the questionnaires, and as a result, a high response rate of one hundred percent was attained. This was as a result of the researcher having used the purposeful sampling technique, where respondents were chosen based on their knowledge of the subject and their willingness to respond to the questionnaires. In addition, the researcher included the element of diversity in selecting research participants, as they were chosen from different economic sectors. The high response rate as well as the participation of diverse respondents ensured the results from the questionnaires were representative of the target population. The SMEs were selected from different economic sectors and the number of responses from each sector is presented in Table 4.1.

Table 4.1: Respondents Economic Sector Profiles

Economic Sector	Number of SMEs	% Response
Manufacturing	5	17%
Services	6	20%
Horticulture	1	3%
Transport	2	7%
Retail	3	10%
Construction	2	7%
Printing and Stationery	2	7%
ICT	3	10%
Furniture	2	7%
Tourism	2	7%
Food and Beverages	2	7%
TOTAL NUMBER OF RESPONSES	30	100%

The researcher sought to obtain responses from the Owners/ Managing Directors of the SMEs as the researcher believed they had more knowledge about their company's full operations as well as detailed information about the history of their companies, including any past CSR initiatives that were undertaken. A greater number of the participants who responded to the questionnaire were the Owners or Managing Directors of the companies, that is, 24 (80%) respondents. The remainder of the respondents were Administrators, Business Analysts, Economists, General

Managers and Operations Managers. Figure 4.1 gives a depiction of the respondents’ positions in their companies.

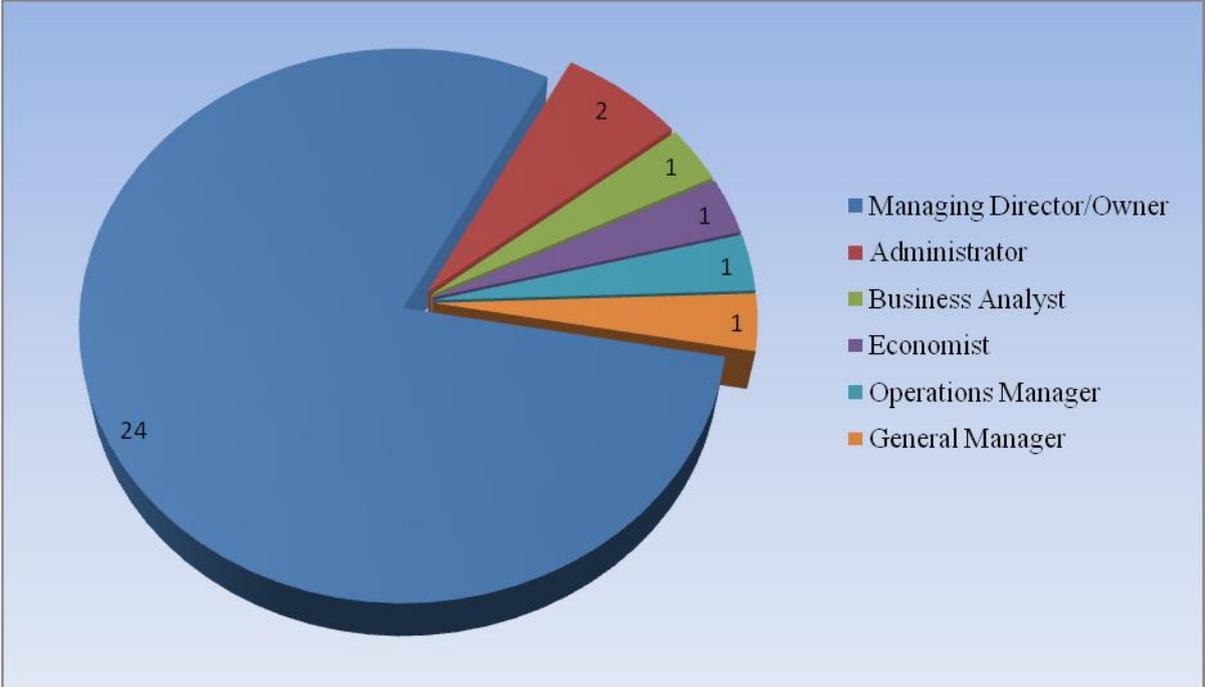


Figure 4.1: Respondents and their positions in their companies

The researcher also obtained information pertaining to the SMEs’ age ranges, qualifications, years of experience and their level of education. The information is presented in Tables 4.2, 4.3 and 4.4.

Table 4.2: Participant’s Age Ranges

Age	20-25	26-30	31-40	41-50	51+
Number of Respondents	0	3 (10%)	21 (70%)	6 (20%)	0
TOTAL NUMBER OF RESPONDENTS					30 (100%)

Table 4.3: Participant’s Work Experience

Experience	0-5 years	6-10 years	11-15 years	16-20 years	21+ years
Number of Respondents	0	15 (50%)	9 (30%)	6 (20%)	0
TOTAL NUMBER OF RESPONDENTS					30 (100%)

Table 4.4: Participant’s Educational Level

Educational Level	Certificate	Diploma	Bachelors Degree	Post Graduate Degree
Number of Respondents	3 (10%)	3 (10%)	18 (60%)	6 (20%)
TOTAL NUMBER OF RESPONDENTS				30 (100%)

4.3.2 SMEs’ Knowledge on CSR

In order to obtain information pertaining to this objective, the researcher believed it was important that the profiles of the participants be analysed. The participants’ responses were matched with their age, qualifications and years of work experience in order to establish the possible existence of a relationship between these attributes and their knowledge and understanding of the CSR concept. Having coded the data in ATLAS.ti 8 and developing a word cloud which highlights the most frequently used words to the least used, the researcher was able to establish that the SME owners with the most number of work experience were more knowledgeable about CSR as compared to those with lesser experience. The word cloud showed that those with more work experience emphasised on words which include ‘environment,’ ‘giving,’ ‘employees,’ and ‘sustainable development’ in their own personal definitions of CSR. Their responses indicate that their knowledge of CSR goes beyond philanthropy. Other factors such as the respondents’ qualifications and age, shown in Tables 4.2, 4.3 and 4.4, had no direct or any foreseeable bearing on the responses.

The SMEs responses on how knowledgeable they are on CSR indicated that none of the SMEs were extremely knowledgeable about the concept. However, 10 (33%) SMEs highlighted that they were well knowledgeable, 14 (47%) indicated that they were fairly knowledgeable and 6 (20%) stated that they had little knowledge on CSR. These responses are in accordance with Inyang (2013:1293), in his paper “Defining the Role Engagement of Small and Medium-sized Enterprises in Corporate Social Responsibility” who highlighted that generally, there is limited knowledge amongst a large variety of SMEs about social responsibility issues. Nonetheless, none of the SMEs stated that they had no knowledge at all about CSR. Their responses are presented in figure 4.1.

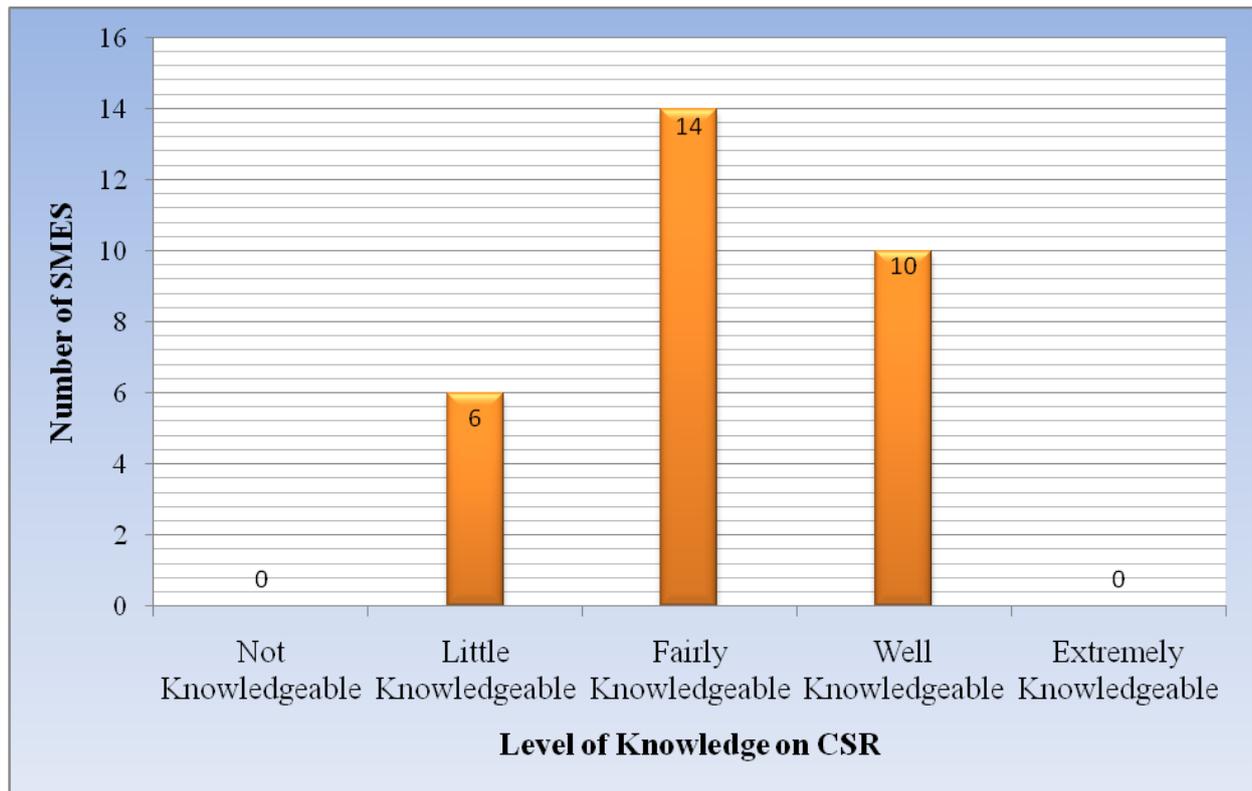


Figure 4.2: SMEs Level of Knowledge on CSR

The researcher additionally asked the SMEs what they understood about CSR in their own words. From the responses given, the researcher was able to determine that most SMEs understood CSR to be philanthropic in nature, with 26 (87%) respondents making reference to the giving aspect of CSR. ATLAS.ti 8 indicated that the key words that were coming up in defining CSR, through its word cloud included “giving,” “donations,” and “less privileged.” This is also in line with a study done by UNIDO (2015:2), where they noted that “Many companies still relate the concept of CSR to large-scale philanthropic investments or donations.” This knowledge by SMEs of CSR being philanthropic could be due to the fact that most CSR activities that are publicised by the media in developing countries tend to mostly focus on donations to the disadvantaged in society. As a result, the knowledge of SMEs on CSR becomes only limited to the philanthropic aspect of CSR. These findings also concur with Hamilton (2013:6) in his article “Media Coverage of Corporate Social Responsibility,” where he indicated that in Africa, the media focuses more of its attention on covering issues of donating to the HIV/AIDS cause and to those living in poverty. Seven (23%) of the SMEs mentioned the environment in their definitions, whereas 3 (10%) respondents highlighted the aspect of looking after the welfare of employees. Again, another 3 (10%) respondents made reference to sustainable development. The respondents did not limit themselves

to only one element of CSR in their definitions. Most of them included as many aspects of CSR as they knew, which include philanthropy, sustainable development and ethical labour practices, as shown in Table 4.5.

Table 4.5: Key Words Used in Defining CSR

Definition of CSR	Number of SMEs
Philanthropy	26
Protecting the environment	7
Employee welfare	3
Sustainable development	3

4.3.3 Degree to which SMEs Practice CSR

In order to establish the level to which SMEs engage in CSR, the respondents were asked if they practiced CSR or not. Seventeen (57%) indicated that they were not involved in any form of CSR. Their reasons were that they were too small to be undertaking CSR activities and that they do not have adequate resources, both financial and human, to be engaging in CSR. These reasons are in line with Mousiolis, Zaridis, Karamanis and Rontogianni (2015:582) who highlight in their paper “Corporate Social Responsibility in SMEs and MNEs,” that the CSR concept tends to be regarded as a distraction from business with the aim of consuming time and company finances. This is also in sync with the findings of Jamali, Lund-Thomsen and Jeppesen (2013:3) who point out that the vast majority of SMEs in developing countries are not engaged in CSR. They highlight that if they were, most of the negative social, economic and environmental factors related to the operations of SMEs would be drastically reduced or eliminated. Only 13 (43%) respondents pointed out that they are involved in CSR. They stated that the CSR initiatives which they have undertaken in the past and which they are currently practicing include donations to the less privileged in their communities, providing quarterly groceries to staff members and planting trees. The detailed list of CSR activities these SMEs are currently practicing is summarised in Table 4.6.

Table 4.6: CSR Activities Practiced by SMEs

CSR ACTIVITY	NO. OF SMEs	% RESPONSE
Donations to the less privileged	13	100%

Supporting staff and their families	3	23%
Planting trees and protecting the environment	7	54%
Ethical business practices	1	8%
Offering free business services to the disadvantaged	2	15%

Table 4.6 indicates that the major theme coming out of the CSR activities that these companies are undertaking is that of philanthropy. This understanding by SMEs of CSR as philanthropic can again be attributed to the publicity given by the media on this one aspect of the concept.

Nevertheless, on being asked whether they believe every SME should practice CSR, 28 (93%) of the total respondents highlighted that they believe that despite the challenges that the SMEs may be facing, every SME should be involved in some form of CSR. They added that in order to bring about positive social change, it should be the responsibility of every firm to practice CSR. This response goes hand in hand with the studies by Burke (2015:28) as well as Kiratli, de Ruytera and van Laerb (2015:6), who indicated that although some SMEs with less revenue and profitability may not be able to contribute financially towards CSR, it is important that they embody other components of CSR such as ethical business practices, values, care and concern for local issues affecting the communities in which they operate. They also highlight in their studies that SMEs cannot avoid the discussion surrounding CSR and they must actively adopt and adjust to CSR principles. The remaining 2 (7%) respondents stated that not every SME should engage in CSR. Their justification for this belief is that most SMEs do not have a budget for CSR. They stated that the annual turnover for SMEs is usually only adequate to sustain the businesses for the subsequent financial period since CSR projects are pro bono in nature and may consequently become strenuous on the SMEs' budget.

4.3.4 Creating Awareness on CSR to SMEs by Public Libraries

In order to present information pertaining to this objective, the study focused on the following:

- Current Source of CSR Information for SMEs
- Desired Source of CSR Information by SMEs
- SMEs and Public Library Use

4.3.4.1 Current Source of CSR Information for SMEs

In order to establish the extent to which CSR is promoted to SMEs by public libraries, the respondents were firstly asked who their current source of CSR information is. Figure 4.3 gives a depiction of the responses.

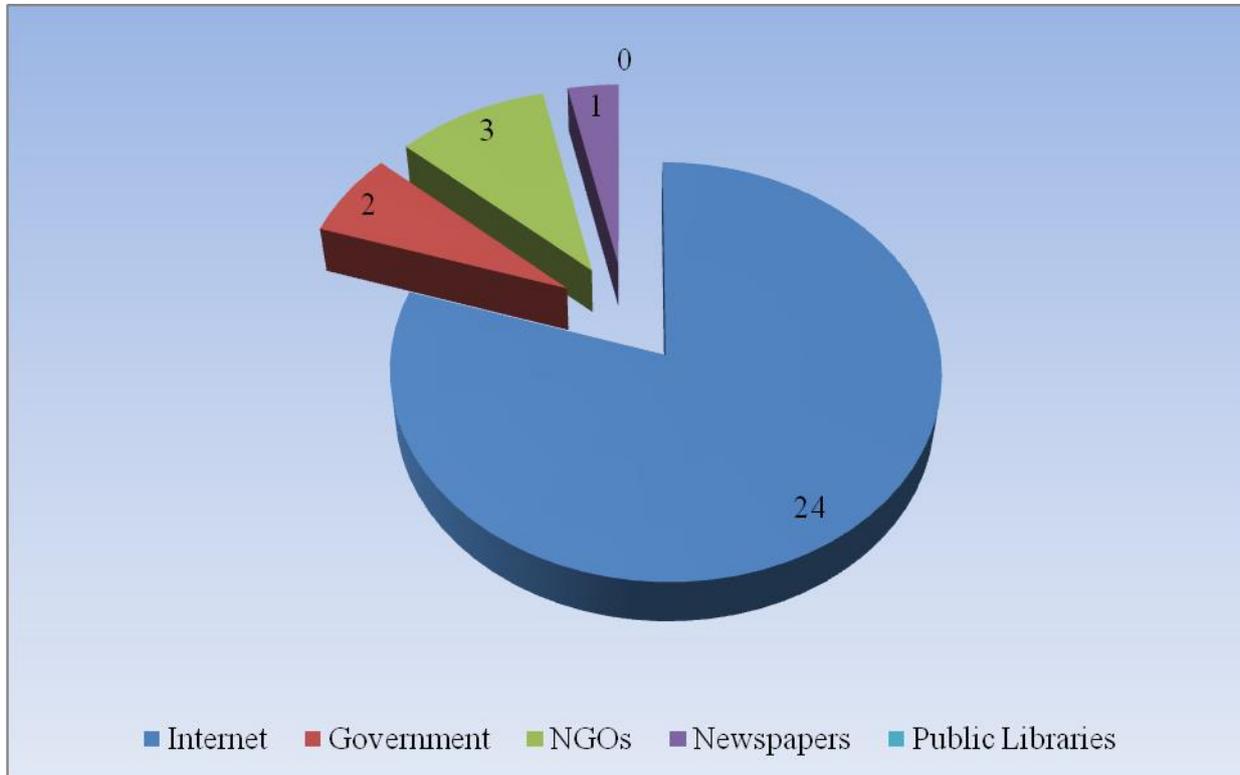


Figure 4.3: Current Source of CSR Information for SMEs

From figure 4.3, the responses highlight that the current major source of CSR information for SMEs is the internet, with 24 (80%) respondents pointing this out. 2 (7%) highlighted that they obtain their information from the government and 3 (10%) indicated that NGOs are their main source of information on CSR. Only 1 (3%) respondent indicated that newspapers are their main source of CSR information.

However, none of the SMEs mentioned that they obtain their CSR information from public libraries. This response is in line with the writings of Jamali, Lund-Thomsen and Jeppesen (2015:2) who indicated in their paper “SMEs and CSR in Developing Countries” that the last few years have seen stakeholders such as libraries and NGOs in developing countries taking comparatively little interest in promoting CSR in SMEs.

4.3.4.2 Desired Source of CSR Information by SMEs

Secondly, the SMEs were asked who they believed should be at the forefront of providing them with CSR information. Despite having none of the respondents mentioning the public library as their main provider of information on CSR, 11 (37%) highlighted that they believe public libraries should be at the top of the list. They stated that public libraries are a great source of information in communities where internet access is unavailable and/or exorbitant. This belief is in line with Radijeng (2013:2), in his paper “The Role of Public Libraries in the Attainment of Botswana’s Vision 2016,” where he highlighted that public libraries are a vital part of any community because they share information relevant to the development of communities. He also indicated that public libraries are stepping stones towards the attainment of government projects as they serve as agents of social development. Thirteen (43%) SMEs indicated that they believe the government should play a leading role in the provision of CSR information to SMEs because it has enough resources to create awareness on the concept country wide. Four (13%) respondents indicated that NGOs should take the front position whilst one respondent (3%) stated that newspapers should be the key providers of information on CSR. Another single respondent (3%) pointed out that the internet should remain the main source of CSR information. Figure 4.4 gives an illustration of these responses.

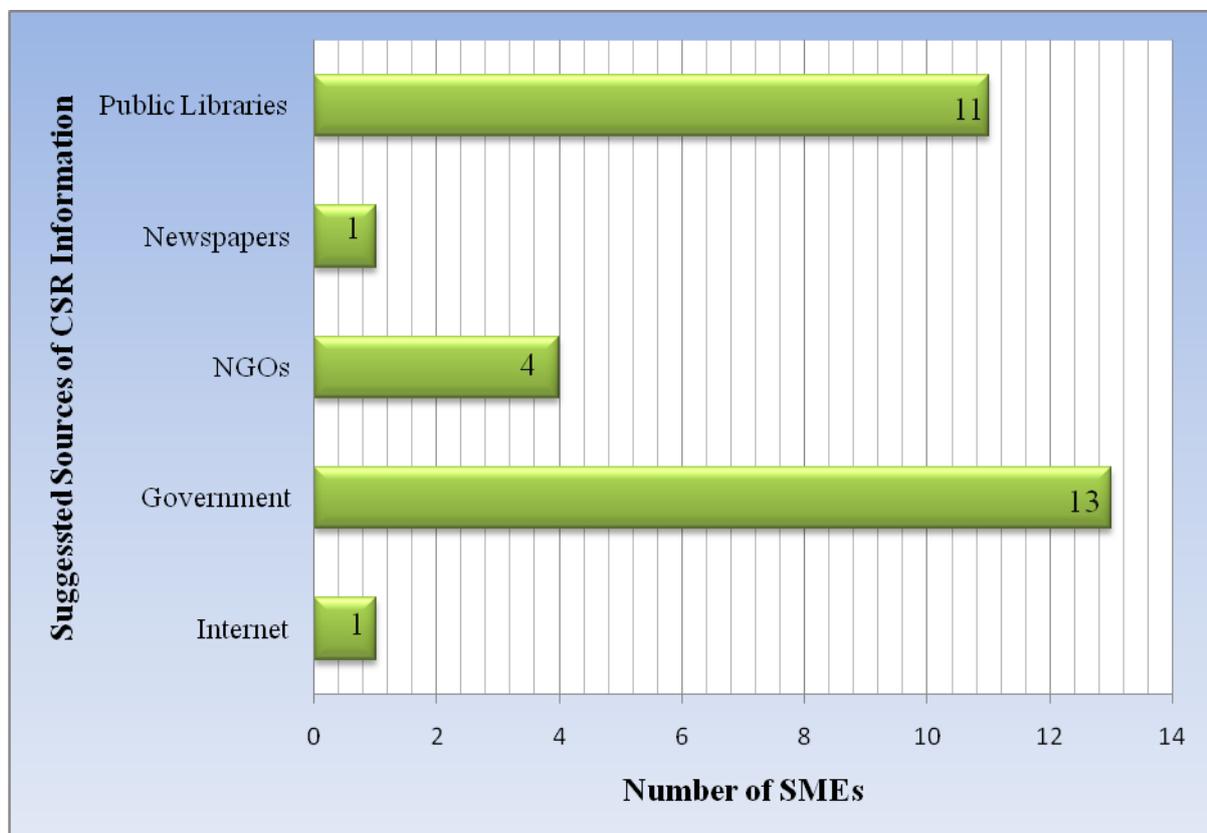


Figure 4.4: Proposed Main Sources of CSR Information

4.3.4.3 SMEs and Public Library Use

Thirdly, in response to whether the SMEs have ever made use of the public library in searching for CSR information, 24 (80%) indicated that they have never searched for CSR information from the public library. The reasons they cited are that they believe using the library is a time consuming process and that public libraries are no longer relevant, especially with the emergence of the internet. They also highlighted that they believe that information from public libraries is not up-to-date. This reasoning could be attributed to the public library not marketing its products and services adequately and effectively to SMEs, resulting in the SMEs having erroneous perceptions about the library. Only 6 (20%) SMEs indicated that they have made use of the library in searching for information on CSR. They unfortunately noted that the public library does not have adequate information on CSR at all, with one respondent stating that by and large, the library does not have sufficient books.

In contrast, however, the researcher observed that the library's shelves are filled to capacity with a wide array of different books for the diverse groups of library users. Most of the library books are in good condition and are well arranged into their different sections. Additionally, the library subscribes to various online databases which members can access even outside the library premises and for twenty four hours a day. It is therefore incumbent upon the library staff to make the SMEs aware of this service as well.

Nonetheless, the researcher observed that indeed, information on CSR is quite limited. It is important that the library ensures that it creates a positive image of itself to SMEs to encourage them to visit. In this way, the SMEs negative perceptions about the library may change and as a result, they can be able to learn about CSR from the librarians. The researcher also observed that the library staff were very friendly and willingly assisted patrons and were efficient in conducting their duties. The number of staff serving appeared to be adequate, based on the number of patrons who utilised the library during the observation process. The staff also appeared very knowledgeable in assisting users in obtaining information on the different subject areas they needed guidance with. The researcher believes that SMEs can receive appropriate assistance from the librarians for any of their information needs if they are knowledgeable about the satisfactory service that the library staff can offer them. These observations done show that the library does not have any elements that may be considered a huge influence in deterring SMEs from utilising its resources. Once again, it is important that the library reaches out to SMEs to encourage them

to make use of the library and to educate them about the overall library environment. This can serve as a foundation in creating awareness on CSR to the SMEs.

4.3.5 Challenges Faced by Public Libraries in Promoting CSR to SMEs

On being asked what the SMEs believed were the possible challenges facing public libraries in promoting CSR to them, 23 (77%) pointed out that they believe public libraries are not being adequately funded, as there has never been any mention of public libraries on the country's national budget. Five (17%) noted that they believe public libraries tend to be restricted on the initiatives which they can embark on by the policies and laws which govern them. They thus highlighted that reaching out to SMEs may not be a part of the public library's mandate. Two (6%) of the respondents stated that public libraries themselves are not regular beneficiaries of any CSR initiatives that have been publicised by the media. As a result, the SMEs believe that public libraries may not see the need to promote a concept that does not benefit them in any way.

4.3.6 Strategies for Creating Awareness on CSR to SMEs by Public Libraries

Having analysed the responses obtained from both the SMEs and the librarian, it can be stated that there is currently no strong relationship that exists between the two. In light of this, suggestions were made by the SMEs on how best public libraries can promote CSR to them. Based on the SMEs responses, it can be highlighted that the key premise that was coming up is that public libraries need to go out to the SMEs and make themselves more relevant. The SMEs believe that the role of public libraries may diminish as a result of the internet and other institutions being more proactive in terms of information provision. They suggested that public libraries should set up meetings with SMEs in their communities and that they should invest more in resources for outreach programmes. Most of the SMEs (92%) stated that the public library is not doing enough in terms of reaching out to the SMEs. This is in line with Myburg (2013:216) who stated in his paper "Education Directions for New Information Professionals," that librarians are reluctant to leave the library building in order to participate in business and community programmes as they feel they do not have adequate time to undertake outreach programmes. He also stated that librarians believe they have to keep the library doors open to the regular patrons and for them to be able to conduct the regular library activities. In addition, the research done by Ravi and Vivek (2013:19) in their paper "Importance of Partnerships for Development of Public Libraries in India," stipulated that public libraries should not remain storehouses of books and publications but should become dynamic institutions which cater for the information needs of different

communities. In light of this, they add that it is important that the role of both libraries and librarians undergo enormous changes.

Other possible strategies suggested by SMEs for promoting CSR to SMEs by public libraries are as follows:

- Public libraries should consider having electronic memberships where the SMEs can borrow library materials electronically from the comfort of their offices and homes. However, the library already provides this service to members and subscribers, as highlighted in the interview with the librarian. Unfortunately, the SMEs who took part in the study are not aware of this service. Public libraries therefore need to extensively reach out to the SMEs to market their products and services as well as to promote important concepts such as CSR.
- Public libraries should strive to offer affordable or even free internet access to SMEs as a means of encouraging them to visit the library and subsequently engage them in CSR initiatives for the purposes of socio-economic development.
- Public libraries should ensure that their information resources are up-to-date and where funding is an issue, they should collaborate with government, NGOs and other willing institutions.

4.4 CHAPTER SUMMARY

This chapter presented the findings, interpretations and discussions pertaining to this study. This was as a result of data obtained from the interview with the librarian, questionnaires distributed to SMEs as well as the observation of the library done by the researcher. The respondents views contributed in bringing out the role of public libraries in promoting CSR to SMEs. The data presented covered the response rate and demographic profiles of the respondents, in addition to the interpretation and analysis of responses that were guided by the research questions. The next chapter presents a summary of the major findings of this study, followed by a discussion, the research conclusions and recommendations.

CHAPTER FIVE: RESEARCH SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter provides a summary of the results of the study, together with the conclusions and recommendations made in relation to the research objectives and the extent to which they have been achieved. The objectives of the study were as follows:

- To determine the level of knowledge on CSR by SMEs in Zimbabwe.
- To establish the extent to which SMEs in Zimbabwe practice CSR.
- To establish the degree to which public libraries create awareness on CSR to SMEs in Zimbabwe.
- To establish the challenges faced by public libraries in promoting CSR to SMEs in Zimbabwe.
- To suggest strategies to promote CSR to SMEs by public libraries in Zimbabwe.

The conclusions in this chapter are made with regards to the degree to which the research findings conform to the objectives of the study. The chapter concludes with specific recommendations based on the study's findings.

5.2 SUMMARY OF FINDINGS

The research findings are summarised and presented under the respective research objectives of this study as follows:

5.2.1 Summary on the Level of Knowledge on CSR by SMEs in Zimbabwe

The results of the study reveal that all SMEs have a certain level of knowledge with regards to CSR, although none of them have extensive knowledge about the concept. Forty seven percent of the SMEs indicated that they were fairly knowledgeable on what CSR is all about, 10% highlighted that they were well knowledgeable about social responsibility issues whilst only 20% of the SMEs highlighted that they had little knowledge about CSR.

It was also established from the study that 87% of SMEs understand CSR to be philanthropic in nature. Their knowledge of CSR does not extend to include other important aspects of the concept, which include sustainable development and ethical labour practices. Only 10% of the SMEs make reference to sustainable development whilst another 10% mention the welfare of employees in their definitions.

5.2.2 Summary on the Extent to which SMEs in Zimbabwe Practice CSR

The study showed that a large number of SMEs are not involved in any CSR activities, with 57% of the respondents highlighting that they believe they are too small to be practicing CSR. The SMEs who took part in the study believe that they do not have adequate resources, both financial and human, to be undertaking CSR. The study revealed that only 43% of the SMEs engage in one form of CSR or another.

The major element of CSR which is being practiced by most SMEs is that of giving out donations to the less privileged. This is followed by the planting of trees, employee welfare and lastly, sustainable development. The SMEs, however, indicated that they believe it is the responsibility of every SME to involve itself in CSR no matter the difficult circumstances that they may be facing. Only 7% of the respondents stated that they believe that not all SMEs should practice CSR, as it is may be strenuous on their budgets.

5.2.3 Summary on the Awareness of SMEs to CSR in Zimbabwe

The study established that the major current source of CSR information for SMEs is the internet, as highlighted by 80% of the respondents. They indicated that the internet is readily available and has up-to-date information. Other providers of CSR information for SMEs mentioned by the respondents include the government, NGOs and newspapers. However, none of the SMEs made reference to public libraries as a source of information on CSR. Nonetheless, 37% of the SMEs believe that public libraries should be a leading player when it comes to the provision of information on CSR. Forty three percent of the SMEs, however, believe that it is the government that should be in the forefront with regards to CSR information dissemination.

Additionally, the interview with the librarian established that even though a great number of SMEs make use of the internet to meet their information needs, the public library will always remain an indispensable and irreplaceable provider of information. Unfortunately, 80% of the SMEs have never made use of the public library in their search for CSR information and cited that utilising the library is a time consuming process, in addition to the library not having up-to-date

information. Only 20% of the SMEs have used the library to search for CSR information, although they highlighted that the information they found was limited.

With reference to the library staff, the interview with the librarian established that the staff are fairly knowledgeable about CSR and appreciate its importance, although they have never embarked on any programmes or projects which focus on creating awareness on the concept. The reasons highlighted are that the library does not have adequate financial resources to enable it to undertake extra outreach programmes beyond the ones currently being done. Furthermore, the number of staff at the library is too little for them to be able to do additional outreach initiatives.

5.2.4 Summary on the Challenges Faced by Public Libraries In Promoting CSR to SMEs

The study showed that the greatest challenge that the library faces in promoting CSR to SMEs is that of funding. The library does not receive any funding from the government, and hence it relies on a very few external sources of finance, particularly individual donors. The greater part of its finances comes from the library's own fundraising initiatives, which consist of photocopying, printing, internet services, membership subscriptions and rental income. The current library funds are only sufficient to enable the conducting of the library's daily operations and regular outreach programmes, with no extra funding for other additional outreaches such as awareness on CSR to SMEs.

Another challenge established from the study is that the library staff are inadequately suited for them to be able to conduct extra outreach programmes. The library has to rely on volunteers and students on internship to be able to undertake activities outside of the regular ones. In addition, the staff have limited knowledge on what CSR comprises of, and therefore, it is a challenge for them to promote an initiative which they do not fully understand.

5.2.5 Summary on Strategies for Promoting CSR to SMEs by Public Libraries

It was revealed from the study that SMEs require public libraries to reach out more to them in order to create awareness on CSR, as well as making the library's products and services known to them. The SMEs highlighted that they believe the role of the public library is diminishing as a result of the emergence of the internet. They indicated that the library therefore needs to set up meetings with SMEs and their representative associations in order for them to appreciate the relevance and importance of public libraries. It was also suggested that the library should ensure it has up-to-date information sources, in addition to providing electronic access to its materials to SMEs.

The librarian highlighted that there is need for the library to be more active on social media as a means of creating awareness on significant issues to SMEs, which include CSR. He also pointed out that it is important that the library effectively utilises its current newsletter to reach out to SMEs and different stakeholders so that they adequately market their products and services.

5.3 DISCUSSION

The aim of this dissertation was to investigate the role played by public libraries in promoting CSR to SMEs in Zimbabwe as a means of contributing to the shaping of policies which ensure public libraries are more relevant in society through their involvement in sustainable developmental issues. Although the focus of the study was centred specifically on the city of Harare, the findings suggest that the results can be applicable to other cities in Zimbabwe as well as other developing countries. The research findings can also significantly contribute in highlighting the importance of public libraries in eliminating some of the challenges which SMEs incorrectly perceive and face in practicing CSR. This can, in turn, contribute to advocating for the reformation and formulation of public library policies which encompass the concept of promoting CSR to the business community.

5.3.1 SMEs Level of Knowledge on CSR

This study has shown that a large number of SMEs do not have extensive knowledge on the elements of CSR and are subsequently not involved in the initiative in any manner. This can be attributable to the complacent role which public libraries are playing when it comes to disseminating information on CSR to SMEs. The lack of extensive knowledge on CSR by SMEs highlighted in this study concurs with the findings by Turyakira, Venter and Smith (2014:2), who stipulated that SMEs in African countries do not have effective knowledge of contemporary competitiveness techniques such as CSR. It is unfortunate that a large number of SMEs understand CSR to be solely philanthropic in nature. This is in accordance with a study done by UNIDO (2015:2), where they noted that “Many companies still relate the concept of CSR to large-scale philanthropic investments or donations.” Other aspects of CSR which include the ethical treatment of employees and sustainable development are not considered by most SMEs to be a part of CSR.

5.3.2 Extent to which SMEs Practice CSR

As a result of the inadequate knowledge on CSR by SMEs, a greater percentage of the SMEs are not involved in the practice. This is in line with the findings of Jamali, Lund-Thomsen and

Jeppesen (2013:3) who pointed out that the vast majority of SMEs in developing countries are not engaged in CSR as most of the negative social, economic and environmental factors related to the operations of the SMEs are still relatively high. The main reason cited by the SMEs for their lack of involvement in CSR activities is that of inadequate funding, as they believe that CSR is about being philanthropists. However, all SMEs should involve themselves in CSR projects, in spite of the difficulties they may be going through. This is supported by the studies done by Burke (2015:28) as well as Kiratli, de Ruytera and van Laerb (2015:6), who indicated that although some SMEs with low revenues and profit margins may not be able to contribute financially towards CSR, it is important that they encompass other elements of CSR which include ethical business practices, values, care and concern for local issues affecting the communities they operate. It is impossible for SMEs to evade CSR issues as both society and business require all the CSR elements for their well-being.

5.3.3 Public Libraries and SMEs Awareness on CSR

According to the findings of the study, SMEs do not participate in the activities of public libraries, and neither are they aware of the information resources and services which the public library has to offer. These findings are broadly consistent with the writings of Fear (2014:2) in his paper “The Importance of Public Libraries to SMEs,” where he notes that libraries are failing to promote their business and enterprise resources to SMEs. It is important that public libraries take a leading role when it comes to CSR information provision, in conjunction with the government. This is supported by the research done by Radijeng (2013:2), in his paper “The Role of Public Libraries in the Attainment of Botswana’s Vision 2016,” where he indicated that public libraries are stepping stones towards the attainment of government projects as they serve as agents of social development.

5.3.4 Challenges Faced by Public Libraries in Promoting CSR to SMEs

Additionally, one of the main findings of the study was that public libraries do not have adequate knowledge about CSR to enable them to promote the concept to SMEs, as their understanding of the concept is only partial. This is in line with the study done by Islam and Mezbah-ul-Islam (2010) in their paper “Community Information Services Through Public Libraries in Bangladesh,” where they highlighted that many public librarians do not know about community information and development needs, adding that most librarians are book oriented, instead of information and people oriented, resulting in them being unaware of crucial community developmental needs.

The study has also shown that SMEs require that public libraries reach out to them more in terms of making them aware of what the library has to offer. This conclusion is in line with the research done by Ravi and Vivek (2013:19) in their paper “Importance of Partnerships for Development of Public Libraries in India,” where they stipulated that public libraries should not remain storehouses of books and publications but should become dynamic institutions which cater for the information needs of different communities. In light of this, they add that it is important that the role of both libraries and librarians undergo enormous changes.

5.3.5 Strategies for Promoting CSR to SMEs by Public Libraries

Focusing on the findings of the study in relation to the theoretical framework, that is, the stakeholder theory, it is important that meaningful dialogue exist between SMEs and their stakeholders. According to Bellantuono, Pontrandolfo and Scozzi (2016:1), the stakeholder theory looks at all the individuals and groups with a particular interest in a company. Manuere and Majoni (2016:65) add that the stakeholder theory defines the responsibilities of the CSR stakeholders to whom businesses are accountable, as well as spelling out what business should specifically do. Engaging stakeholders is critical in development. As such, public libraries need to play an active role in ensuring that businesses, particularly SMEs, establish honest relationships with stakeholders. Public libraries can be the focal point for meaningful engagements between SMEs and their stakeholders, as community participation in the development and implementation of CSR initiatives is of crucial importance. When public librarians enter community spaces outside the boundaries of the library by engaging with a company’s different stakeholders, they easily recognise current community capacities and gaps. They can then be able to develop relationships between individual business owners and the different stakeholders, particularly community members, for important developmental purposes. The complacency of public libraries in creating awareness on CSR to SMEs can be attributed to the limited financial resources that are at the disposal of public libraries, as revealed by the study. This conforms to writings by Green (2013) who stated that library budgets are often reduced when struggling countries divert library funds to other services which are deemed more important. By establishing long term and honest relationships with important stakeholders, public libraries will be in a position to obtain assistance for their different areas of need, particularly the limited financial and intellectual capacity aspects, which are hindering them from creating awareness on CSR.

5.4 CONCLUSIONS

Research findings on the role of public libraries in promoting CSR by SMEs in Zimbabwe highly conform to other research findings obtained from various studies in the same research area, as highlighted in the previous chapter. The following specific conclusions are made on the basis of the findings of this study.

5.4.1 Conclusion on the Level of Knowledge on CSR by SMEs in Zimbabwe

The study concludes that SMEs have limited knowledge on what CSR entails. A large number of SMEs understand CSR to be solely philanthropic in nature. Other aspects of CSR which include the ethical treatment of employees and sustainable development are not considered by most SMEs to be a part of CSR.

5.4.2 Conclusion on the Extent to which CSR is Practised by SMEs in Zimbabwe

The study concludes that more than half of SMEs do not involve themselves in CSR practices. This is attributable to the SMEs understanding of CSR as being philanthropic. As a result, SMEs going through financial difficulties believe that it is costly for them to engage in CSR. In light of this, the conclusion from this study is that every SME must involve itself in CSR, in spite of the difficulties they may be going through.

5.4.3 Conclusion on Awareness of CSR by SMEs in Zimbabwe

With regards to this objective, it is concluded that the public library is not one of the major sources of information on CSR, particularly to SMEs. Most SMEs highlighted that the internet is their main source of CSR information. SMEs barely make use of public libraries in obtaining CSR information as well as other general information. SMEs believe that public libraries do not have adequate information resources and that they are no longer relevant in today's world. Undeniably, the public library indeed does not have vast materials on CSR. In addition, SMEs hardly participate in the activities of public libraries and are not aware of the information resources and services which public libraries have to offer. The relationship between public libraries and SMEs in developing countries is therefore not well structured and strong, although it can be immensely improved.

Additionally, the study concludes that public libraries should be leading players in the provision of CSR information, in partnership with the government. Both the public libraries and the government are better placed to meet the information and social needs of diverse communities. A

fair number of SMEs believe that public libraries should be at the forefront when it comes to the dissemination of CSR information.

5.4.4 Conclusion on Challenges Faced by Public Libraries in promoting CSR to SMEs

Under this objective, the study concludes that funding is one of the greatest challenges which hinders public libraries from creating awareness on CSR to SMEs. Public libraries do not receive any financial support from the government and have to rely on their own fundraising initiatives to be able to carry out their operations and outreach programmes.

In addition, the study concludes that a lack of knowledge on what CSR is about by the librarians is a major challenge which deters them from promoting the concept to SMEs. Public library staff have limited knowledge and partial understanding on the importance of CSR towards SMEs. They are therefore currently not in a position to create awareness on CSR to SMEs.

5.4.5 Conclusion on Possible Strategies for Promoting CSR to SMEs by Public Libraries

The study concludes that SMEs require that public libraries make them more aware of what the library has to offer. SMEs desire the library to establish a relationship with them, initially through the marketing of the library's products and services, and subsequently through regular face-to-face meetings.

5.5 RECOMMENDATIONS

Although public libraries are not a panacea for ensuring all SMEs play their part in CSR, they can be able to do more than their current performance in order to deepen and increase outreach to SMEs on CSR. This will however require the concerted efforts of various stakeholders such as the government and NGOs. The following recommendations could serve as a foundation in initiating the public library's role in promoting CSR to SMEs so as to enable it to have a more effective position in supporting socio-economic and sustainable development. These recommendations are based on the findings and conclusions drawn from the study.

5.5.1 The Level of Knowledge on CSR by SMEs in Zimbabwe

The study established that SMEs have limited knowledge on the CSR concept. SMEs predominantly understand CSR to be philanthropic in nature. In light of this, the researcher proposes the following recommendations:

- It is important that public libraries undertake workshops, seminars and conferences that educate and encourage SMEs to be socially responsible. SMEs will need to understand that CSR is not only philanthropic in nature, but consists of other variables which include ethical labour practices and sustainable development.
- Public libraries should stock a wide range of current information on CSR, as this is a subject that is deemed important to societal development. The availability of such information may encourage SMEs to make regular use of public libraries instead of them relying chiefly on the internet to meet their information needs. In addition, this information will contribute in ensuring public libraries remain relevant in the eyes of the SMEs and society in general.

5.5.2 The Extent to which CSR is Practised by SMEs in Zimbabwe

A greater percentage of SMEs do not engage themselves in different CSR activities. They do not believe that they are capable of undertaking CSR, as they perceive that they are too small and are financially challenged to be able to do so. The following recommendations contribute in eradicating the lack of involvement in CSR by SMEs:

- Public libraries should establish strategic alliances not only with SMEs, but with SME representative organisations such as the Zimbabwe National Association of SMEs and the Zimbabwe National Chamber of Commerce in order to initiate and facilitate the participation of all SMEs in CSR initiatives. In addition, public libraries should develop coalitions with the government, NGOs and other stakeholders who encourage and support the adoption of CSR by all firms. One of the advantages of partnering with the government is that the government is well aware of communities and different areas which require development, which companies can assist with. The government is well positioned to provide public libraries with information on these communities and areas in need of development. The libraries can subsequently convey this information to SMEs so that they can play their part in socio-economic development.
- The government should put in place policies and legislation which compel all companies, large and small, to invest in and participate in CSR initiatives. This way, the responsibility of developing society does not remain the major burden of government, NGOs and large corporations only, but that of SMEs as well, who make up a large percentage of the country's economic activities.

- The government should involve public libraries more in their socio-economic development programmes. This way, the public libraries become aware of vital development needs areas and can thus relay this information to SMEs living in those areas.

5.5.3 Degree to which Public Libraries create awareness on CSR to SMEs in Zimbabwe.

A large percentage of SMEs do not obtain information on CSR from public libraries and a great number of them hardly make use of these public libraries. They believe that public libraries do not have adequate and current information resources to satiate their information needs. Most SMEs have a preference for the internet in terms of information provision. In this regard, the researcher recommends the following:

- Public libraries should firstly make their information resources and services known to SMEs as a means of annihilating the negative perceptions that these SMEs have about the public libraries. Secondly, public libraries should subsequently undertake outreach programmes on creating awareness on CSR to SMEs, in addition to other programmes and activities which can also be targeted towards these SMEs.
- Public libraries should develop a newsletter or bulletin on its information resources and services pertaining to CSR, which reaches out to SMEs. These publications should be produced on a regular basis so that the important role of libraries does not diminish in the minds of SMEs and other stakeholders. Furthermore, public libraries should make use of local newspapers, social media and other mediums of communication in creating awareness on CSR to SMEs.
- NGOs should support public libraries through donating information resources on CSR. These donations can be in the form of free access to particular online databases which house CSR information so that public libraries can make them accessible to SMEs. The information can also be in printed format. Additionally, NGOs which are involved in CSR should partner with public libraries in some of their CSR programmes so that they collaborate together in creating awareness on CSR to SMEs.

5.5.4 Challenges Faced by Public Libraries in Promoting CSR to SMEs

The major challenges which public libraries face in promoting the concept of CSR to SMEs include funding as well as inadequate or partial knowledge of CSR by library staff. It is recommended that:

- The government should fully involve itself in supporting public libraries financially so that they can be able to undertake important outreach programmes which include creating awareness on CSR to SMEs. The government should prioritise the role of the public library in society by providing adequate funding to enable the public libraries to work together with government in promoting and supporting the country's socio-economic development.
- The library staff should make itself more knowledgeable in regards to CSR and its importance so that they can be able to disseminate CSR information to SMEs. The staff needs to be proactive on developmental issues so that the role of the public library in society remains relevant. The staff should participate in CSR conventions and workshops, in addition to reading and researching more about this initiative.

5.5.5 Strategies for Promoting CSR to SMEs by public libraries

The research findings and conclusions under this objective stipulate that SMEs require public libraries to reach out to them more in terms of marketing and promoting their information resources. In view of these findings and conclusions, the recommendations aligned to this objective are highlighted from headings 5.4.1 to 5.4.4.

5.6 RECOMMENDATIONS FOR FURTHER RESEARCH

This was a single case study, only limited to the Harare City Library. It would be more informative to undertake multiple-case studies in order to obtain comprehensive information about the role of public libraries in promoting CSR by SMEs. The researcher therefore recommends that further studies be done on other major public libraries in Africa, as there are currently no known studies that have been undertaken about this topic. In addition, the researcher recommends that a study be done pertaining to the limited usage of public libraries by SMEs as a means of targeting this sector whilst also encouraging them to make use of public libraries.

5.7 CHAPTER SUMMARY

This chapter provided the summary of the research findings, in addition to a discussion of the research findings. The conclusions of the study were also highlighted. Recommendations were made, which were based on the findings and conclusions of this study. The summary, discussion, conclusions and recommendations were all guided by the five research objectives of the study.

Recommendations for further researches in line with this study were also highlighted in this chapter.

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APPENDIX 1: INTERVIEW GUIDE FOR LIBRARIAN

SECTION A: INTRODUCTION OF STUDY TO PARTICIPANT AND PERSONAL INFORMATION

1. What is your position in the library?.....
2. What qualifications do you possess?
.....
.....
3. What age range do you fall under? 20-25 26-30 31-40 41-50 51+
4. How many years of experience do you have?.....
5. How long have you been in charge of the library?.....

SECTION B: CREATING AWARENESS ON CSR TO SMEs BY PUBLIC LIBRARIES

6. What are the main functions of this public library?
.....
.....
.....
.....
7. Who do you consider to be the largest clientele of this library?
.....
.....
8. Do you believe this public library caters for the information needs of SMEs?
Yes No
9. In your own understanding, what is Corporate Social Responsibility?
(If not fully knowledgeable, researcher to explain CSR concept)
.....
.....
.....
10. Does the library stock information on Corporate Social Responsibility?
Yes No
11. If no, kindly state why.
.....
.....
.....
12. Do you think SMEs consider public libraries to be important institutions for information dissemination, particularly on CSR?
Yes No
13. Why do you believe so?

.....
.....
.....

14. How often do SMEs make use of the library?

Rarely Occasionally Frequently

15. What do you believe is the main reason for their rate of use of the library?

.....
.....
.....

16. What is the relationship like between the library and SMEs?

Non-existent Fair Good Excellent

17. What do you believe could be the possible reasons behind the type of relationship you have with the SMEs?

.....
.....
.....

18. Does the library staff reach out to SMEs who do not make use of the library as a means of promoting important concepts like CSR?

Yes No

19. If no, please state why.

.....
.....
.....

20. If yes to question 18, how do you promote your information resources to SMEs who do not visit your premises?

.....
.....
.....

21. Is the library staff involved in business programmes and activities that take place outside the library premises?

Yes No

22. If yes, what kind of activities have you been involved in?

.....
.....
.....

23. How often does the library involve SMEs in its own activities?

.....
24. Has the library ever undertaken user needs assessments for SMEs?

Yes No

25. If no, kindly state why. If yes, how often are these undertaken?

.....
.....
.....

SECTION C: LEVEL OF KNOWLEDGE ON CSR BY SMEs

26. In your own opinion, how knowledgeable are SMEs on CSR issues?

Not Knowledgeable A little Knowledgeable Fairly Knowledgeable
Well Knowledgeable Extremely Knowledgeable

27. What is the justification for your answer to the previous question?

.....
.....
.....
.....

SECTION D: DEGREE TO WHICH SMEs PRACTICE CSR

28. In your own opinion, do you believe SMEs are practising CSR?

Yes No

29. Why do you believe so?

.....
.....
.....
.....

SECTION E: CHALLENGES FACED BY PUBLIC LIBRARIES IN PROMOTING CSR TO SMEs

30. What do you believe are the challenges, if any, which are hindering your library from promoting CSR to SMEs?

.....
.....
.....
.....

31. In your view, how do you think these challenges can be overcome?

.....
.....
.....

SECTION F: STRATEGIES TO PROMOTE CSR TO SMEs BY PUBLIC LIBRARIES

32. All things being equal, what strategies would you put in place to ensure SMEs are well informed on CSR?

.....
.....
.....

33. Any additions / comments?

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.....
.....
.....

APPENDIX 2: RESEARCH QUESTIONNAIRE

My name is Sebenzile Kazingizi and I am doing research on The Role of Public Libraries in Promoting Corporate Social Responsibility (CSR) by SMEs with the University of South Africa. Participating in this study is voluntary and you are under no obligation to consent to participation. There is no penalty or loss of benefit for non-participation and you are free to withdraw from the study, with no reasons required, prior to the submission of a completed questionnaire. This questionnaire will take approximately 10-15 minutes to complete. Kindly assist with this study by filling the spaces provided and ticking the appropriate answers. The research is purely for academic purposes and therefore the results will be treated confidentially and professionally.

SECTION A: PERSONAL INFORMATION

Your position in the company.....

Highest Qualification

Certificate Diploma Bachelors/Honours Masters Doctorate

Other Please specify.....

Qualification Name.....

Number of years of experience.....

Indicate your age range by ticking the appropriate box (Optional)

20-25 26-30 31-40 41-50 51+

1. How long has the company been operational?.....

2. Which business sector does your company fall under? (Please tick)

Manufacturing Retail Construction Services

Other (Please specify).....

SECTION B: DETERMINING LEVEL OF KNOWLEDGE ON CSR

3. How knowledgeable are you about Corporate Social Responsibility issues?

Not knowledgeable A little knowledgeable Fairly knowledgeable

Well knowledgeable Extremely knowledgeable

If you ticked 'Not knowledgeable,' kindly proceed to the appendix page which has a brief summary on what Corporate Social Responsibility is about. Thereafter, you may continue at question 5.

4. In your own words, what is your understanding of Corporate Social Responsibility?

.....
.....
.....
.....

SECTION C: ESTABLISHING THE EXTENT TO WHICH SMEs PRACTICE CSR

5. Is your company involved in any form of Corporate Social Responsibility?

Yes Not Sure No

6. If no, please state why.

.....
.....
.....

7. If yes to question 5, what Corporate Social Responsibility activities have you undertaken or are currently undertaking?

.....
.....
.....
.....

8. Do you believe all SMEs should be fully involved in Corporate Social Responsibility?

Yes No

9. If no, please state why.

.....
.....
.....
.....

SECTION D: DEGREE TO WHICH PUBLIC LIBRARIES PROMOTE CSR TO SMEs

10. Who is currently your source of information on Corporate Social Responsibility?

NGOs Government Internet Public Library
None Other (Please specify)

11. Who do you believe should be your greatest source of information on Corporate Social Responsibility?

NGOs Government Internet Public Library
Other (Please specify).....

12. Please state why.

.....
.....
.....
.....

13. Has your company ever made use of the local public library in obtaining information on Corporate Social Responsibility?

Yes No

14. If no, please state why.

.....
.....
.....
.....

SECTION E: CHALLENGES FACED BY PUBLIC LIBRARIES IN PROMOTING CSR TO SMEs

15. In your own opinion, what do you think could be the possible challenges, if any, that may be hindering the local public library from promoting CSR to SMEs?

.....
.....

.....
.....

16. How do you think these challenges can be overcome?

.....
.....
.....
.....

SECTION E: POSSIBLE STRATEGIES FOR PROMOTING CSR TO SMEs BY PUBLIC LIBRARIES

17. In your opinion, what do you think public libraries need to do to assist SMEs in understanding Corporate Social Responsibility better?

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.....
.....
.....

18. Any other useful information, recommendations and/or comments you consider relevant for this study?

.....
.....
.....
.....

Thank you for taking part in this research.

QUESTIONNAIRE APPENDIX

Corporate Social Responsibility in brief

Corporate Social Responsibility focuses on long-term commitments by businesses to contribute to socio-economic development through improving the quality of life of employees, their families, the communities they operate in as well as the whole of society. This can be done in the form of:

- a) **Philanthropy** (food aid, donations to the under-privileged in monetary, time or material form, scholarships etc);

- b) **Sustainable development** (protection of the environment through reducing or eliminating pollution, planting trees, protecting animal species, recycling etc);
- c) **Ethical labour practices** (treating employees fairly, safe working conditions for employees etc).

APPENDIX 3: OBSERVATION GUIDE

OBSERVATION GUIDE

This observation schedule is for guiding the researcher in observing how SME owners utilise the Harare City Library and how the library engages with SMEs. The research questions of the study also serve as a guide on the focus of the observations.

OBSERVATION CRITERIA	RESEARCHER'S COMMENTS
1. GENERAL INFORMATION	
▪ Date and time of observation	
▪ Opening and closing days and hours of the library	
2. PHYSICAL FEATURES/ENVIRONMENT	
▪ Condition of tables and chairs	
▪ Number of chairs and tables for clients	
▪ Presence of computers and internet	
▪ Demarcation between student and non-student sections	
▪ Clear signage of each library section/department	
▪ General cleanliness of the library premises	
3. TRAFFIC FLOW	
▪ Average number of visitors per day	
▪ Different groups of visitors	
▪ Number of SMEs visiting the library	
▪ Average time spent in library	
▪ Peak period	
4. STAFF	
▪ Interaction with clients	
▪ Willingness to assist	
▪ Knowledge of CSR and different subjects	
▪ Are there enough staff members to serve?	
▪ Efficiency in serving clients	
▪ Do they note down suggestions for improvements from clients?	
▪ Flexibility in doing work outside library building	

5. CLIENTS	
▪ How knowledgeable are SMEs about the library?	
▪ Are they able to find their way around the library?	
▪ Are they members of the library?	
▪ Frequency in visiting the library	
6. LIBRARY COLLECTION	
▪ Availability of materials on CSR	
▪ Currency of the library collection, especially CSR publications	
▪ Number of copies available	
▪ Availability of non-print materials	
▪ Condition of materials	
▪ Rate of demand for CSR publications	
▪ Materials for marketing the library (brochures, fliers etc.).	
▪ Library events programme/calendar	