

Drivers of Business Social Responsibility in Lesotho SMMEs: Evidence from Small Manufacturing Firms in the Thetsane Industrial Estate in Maseru

Dr. Francis Okyere

*Department of Business and Management Development
National University of Lesotho*

Abstract

Given the significant role played by small, medium and micro enterprises (SMMEs) in socio-economic development, this paper seeks to gain an insight into their business social responsibility (BSR) practices. The objective of this paper is to examine why SMMEs in Lesotho engage in BSR activities. The concept of BSR is still new to Lesotho SMMEs, probably because of the dearth of empirical research on the subject. Furthermore, the neglect of SMMEs BSR practices is not justified considering the important role they play in economies. This study examined the reasons why SMMEs in Thetsane industrial estate in Maseru, Lesotho engage in social responsibility practices. The study focused on 10 textile manufacturing SMMEs in Thetsane industrial estate in the Maseru District of Lesotho. By using qualitative approach, the questionnaire based interview tested reasons why SMMEs engage in BSR. The results revealed that the quest to achieve good company image, increased satisfied customers as well as motivated and satisfied employees (which may lead to increased productivity) are the dominant drivers of small businesses engagement in BSR. These findings and implications are discussed in this study.

Key words: *Business Social Responsibility, SMMEs, BSR drivers, stakeholder theory, charity theory and philanthropic theory*

Introduction

Several studies from developing countries acknowledge the contribution of small, medium and micro enterprises (SMMEs) both through their importance in the economy and job creation. Job creation is particularly important for countries that are plagued by high unemployment rates, and in general for developing and emerging economies, like Lesotho. SMMEs are therefore seen as a blessing to most developing countries, where unemployment and poverty are becoming increasingly severe. In Lesotho, as in other developing countries, the contribution of the small business sector to manufacturing output, employment and exports is significant. The Lesotho government recognizes the significance of the small business sector as one of the key areas contributing towards employment creation and economic growth against the backdrop of rising unemployment (which is estimated around 40%) and poverty (Okyere, 2016). The Ministry of Trade and Industry, Cooperative and Marketing (MTICM) (2008) makes the point that SMMEs are an integral part of Lesotho's economy, as they constitute 85% of the country's private sector. Additionally, the National Strategic Development Plan 2012-2017 (2012:94) estimates that there are some 100, 000

SMMEs operating in Lesotho with employment of over 300, 000 people, including those in the informal sector and subsistence agriculture.

The combined textile, apparel and footwear manufacturing industry remain Lesotho's largest formal private sector employer. The industry employs around 46,000 workers. However, its current employment is below its early 2003 peak of about 54,000 workers. When it comes to jobs by industrial area, Thetsane industrial area employs about 20,370 from a total of 17 firms (Tralac, 2017). Thus, in the midst of high unemployment rate in Lesotho, the textile manufacturing industry in Thetsane has emerged as the main source of economic activities of people in and around Thetsane. It has become evident from the above that, sadly, the textile manufacturing SMMEs in Thetsane industrial area and Lesotho in general, are not making the desired impact on employment as would be expected. According to Dzansi and Pretorius (2009) and Dzansi and Okyere (2014), in economically deprived communities, where SMMEs cannot grow and provide enough employment, there is a need for such businesses to engage in business social responsibility (BSR) so as to make any meaningful socio-economic impact on the communities within which they operate. Thus, the manufacturing SMMEs in Thetsane industrial could make a meaningful impact within the Thetsane community if they engage in business practices that are socially responsible.

The present day business social responsibility (also called corporate responsibility, corporate citizenship, responsible business, corporate social opportunity, among others) is a concept whereby business organisations consider the interest of society by taking responsibility for the impact of activities on customers, suppliers, employees, shareholders, community and other stakeholders as well as their environment (Ismail, 2009).

Problem statement

In spite of the apparent importance of SMMEs in economic development in Thetsane, little is known about the reasons why the SMMEs in Thetsane industrial estate engage in BSR. The problem is that it is extremely difficult to tell what these manufacturing SMMEs are doing in their BSR efforts and particularly factors that drive them to engage in BSR. Without such information, policymakers cannot formulate appropriate support mechanism to enhance the BSR efforts of manufacturing SMMEs in Thetsane industrial estate.

Study objectives

The study is aimed at examining the drivers to business social responsibility using empirical evidence from manufacturing SMMEs in Thetsane industrial estate in Maseru District, Lesotho.

The subsidiary objectives to assist in achieving the main objective are:

1. To determine the of the BSR concept of the manufacturing SMMEs in Thetsane industrial estate.
2. To ascertain factors that motivate the manufacturing SMMEs in Thetsane industrial estate to engage in BSR.

Literature review

Meaning of business social responsibility

Although not a new concept, a unified definition of BSR remains elusive, and this has led to a plethora of definitions for the term (Thomas and Nowak, 2006). For the purpose of this study, a few of the extant definitions of BSR, which perhaps is more popularly referred to as corporate social responsibility (CSR), are reviewed, leading to an operational definition. To begin with, Parker et al. (2010) see BSR as a firm's voluntary integration of social and environmental expectations and concerns of stakeholders into its operations and interactions with stakeholders. According to Dzansi (2011), BSR demonstrates "a company's commitment to operating in an economically sustainable manner while recognising the interest of its stakeholders (stockholders, customers, employees, business partners, local communities, and the environment and society at large) over and above those provided by law." Finally, Shama and Kiran (2013) state that BSR is a concept whereby companies integrate social, environmental and health concerns in their business strategy (policy) and operations and in their interactions with stakeholders on a voluntary basis.

Even though these definitions to a large extent contrast, there seems to be a common understanding amongst them that to be socially responsible, a business must operate in an economically sound and environmentally sensitive manner, abide by the law, consider the interests of key stakeholders in its operations, and reach out to the community and society at large without being compelled to do so. Thus, to be a socially responsible business means going beyond legal compliance and investing in employees, the local community, and the environment. Therefore, for the purpose of this study, BSR is defined as a company's balancing commitment to its economic obligations (owner value); stakeholders (customers, employees, local community); and the environment that goes beyond legal compliance (Okyere, 2016).

The above operational definition of BSR suggests that investors, customers, employees and the environment are the key areas to which small businesses owe obligations. According to Dzansi and Okyere (2014), this demarcation is consistent with the idea that being a socially responsible business implies a three-legged approach to conducting business, based on social, economic and environmental concerns in order to achieve sustainability for shareholders, the environment and society at large.

The SMMEs and BSR interface

Historically, the interest of businessmen was to generate profit in secrecy. They often disregarded the opinion of the public and lived in luxury, while their employees were paid extremely low wages and lived in poverty. Aardt et al. (2000) state that today however, there is an increasing realization that businesses are based in communities and are thus partly responsible for addressing community problems.

This view is especially more applicable to SMMEs which, it can be argued, are more intimately embedded in the communities in which they operate. The fact is, it is very

reasonable to expect SMMEs to recruit their labour force from the local community and draw most of their customers from the same local community since that would make much more economic sense. Similarly, one can expect the local community members to look for their needs and employment from these businesses as a first destination. This creates a kind of interdependence whereby the communities get easier access to products and employment from the local business and the business also finds ready market for their products, with the community serving as a source of labour force.

Consequently, ignoring BSR will be disadvantageous to such SMMEs as well as the communities, as the mutual dependence between society and business cannot be underestimated. The engagement of SMMEs in BSR therefore strengthens such mutuality. The relationship between business and civil society has evolved from paternalistic philanthropy to a re-examination of the roles, rights and responsibilities of business in society. BSR is now being seriously discussed and debated in the public sphere. Not surprisingly, The United Kingdom considers BSR so important that it has a Minister of Corporate Social Responsibility.

The European Union (EU) has published a Green Paper on BSR in which it says “Public policy has a key role in encouraging a greater sense of corporate social responsibility and in establishing a framework to ensure that businesses integrate environmental and social considerations into their activities” (EU, 2001). At the World Summit on Sustainable Development in Vienna in 2002, UNIDO (2002) presented a framework on the SMME/BSR interface, shown in Figure 1 below, which may be applicable in the Lesotho context. The framework (Figure 1) suggests that if the constraints facing SMMEs are addressed, then they are more likely to assume their full potential. This will create a platform from which they are more able to participate in BSR.

<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Protectionism ‘by the backdoor;’ • The burden of compliance and monitoring; • The Corporate Social Responsibility paradox: Are SMMEs unable to generate benefits from CSR? 	<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • ‘Business case’ benefits: better alignment with consumer concerns, cost savings, productivity, and innovation; • SMMEs as beneficiaries of CSR initiatives; • Broader benefits of CSR e.g. lifelong learning, community development.
<p style="text-align: center;">Barriers</p> <ul style="list-style-type: none"> • Lack of technology, expertise, training and investment necessary to make improvements; • Few CSR initiatives orientated towards SMMEs. Little understanding of SMME business case. Supply chain initiatives rarely extend beyond first level suppliers; • More pressing need to upgrade the quality of technology, management and marketing; • Price competition and limited consumer pressure. 	<p style="text-align: center;">Drivers</p> <ul style="list-style-type: none"> • Supply chain pressure from TNC codes of conduct and demand for certification; • Shifting markets, the need to align production towards changing consumer preferences, internationalization of standards; • Local pressure from regulation, public policy and civil society; • Strategic business case benefits.

Figure 1: A framework for the SMME/BSR interface
(Source: UNIDO, 2002)

Engaging SMMEs in SBR

The discussion in this chapter so far has revealed that for SMMEs engaging in BSR in order to contribute more meaningfully to socio economic development, at least four issues need to be addressed. These issues relate to employees, society, environment and the market. Figure 3.6 shows a conceptual framework for SMME engagement in BSR. This framework is an adaptation from the European Commission (2005) which is relevant to the African context.

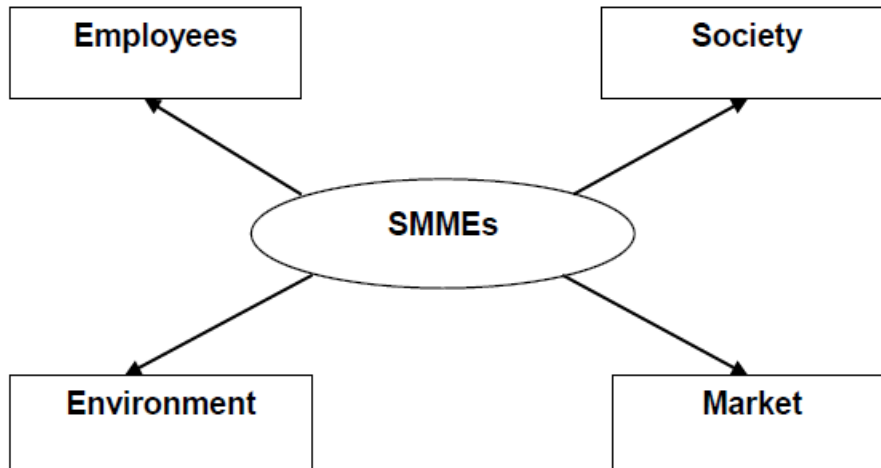


Figure 2: A conceptual framework for SMME engagement in BSR

Source: European Commission (2005) with modifications

According to the European Commission (2005), the following are applicable to the framework.

Employees: The attention SMMEs need to have on employees include:

- Working condition improvement (i.e. sound health and safety at work) and job satisfaction
- Staff training and development
- Employees’ participation in decision-making and good communication
- Reasonable wages and proper financial support

Society: SMMEs must be engaged in:

- Donations to institutions in the community/society (i.e. orphanages, schools, hospitals etc.);
- Improvement of community infrastructure.

Market: Activities of BSR should focus on:

- Improving the quality and safety of products;
- Provision of clients with voluntary service;
- Fair pricing;

- Ethical advertising;
- Paying suppliers or business partners paid without delay;
- Contracting local partners;
- Standards driven through supply chain;
- Support for the establishment of community/local business alliances.

Environment: The activities of BSR in this area should focus on:

- Friendly environmental products or production process must be designed;
- Efficient use of resources;
- Informing business partners, customers/consumers or society at large must be informed on environmental issues. (European Commission, 2005).

Drivers and barriers to SMMEs BSR

Prior studies have found that factors that encourage (drivers) SMMEs' engagement in BSR are, among others, (i) business performance and regulation (Williamson et al. 2005); (ii) influenced by existing and potential stakeholder groups in the form of pressure from legislators, environmental groups, financial institutions, suppliers and media (Khebila et al. 2009; Okyere, 2016); (iii) owners/managers' personal value and belief (Parker et al. 2009); (iv) increase market shares (Moorthy et al. 2009); (v) improve company image (Vo, 2011; Okyere, 2012); (vi) the embeddedness of the business in a local community, which affects the firm's socially responsible behaviour; and (vii) increase customer satisfaction and attract more customers as well (Dzansi & Okyere, 2014; Okyere, 2017).

The barriers to BSR engagement for SMMEs include; lack of BSR implementation knowledge (Lepoutre & Heene, 2006); lack of BSR equipment and technology (Abor & Quartey, 2010); access to finance (Abor & Quartey, 2010); benefit of doing BSR not clear to SMMEs (Okyere, 2012); limited time to engage in BSR (Okyere, 2012).

Importance of BSR to SMMEs

In spite of the barriers stated earlier, numerous researchers, including Davis (1967), Carroll (1999), Brown et al. (2001), Crane et al. (2008), Crowther (2008), and Munasinghe and Malkumari (2012), have stated the significance of business–society relations and agreed that the practice of BSR promotes harmonious relationships between businesses and their stakeholders. For example, according to Crowther (2008), any action by a business will affect not just that business alone but also the external environment within which the business operates. Therefore, the interdependence between business and society cannot be understated. Jenkins (2009) posited that one way to engage SMMEs more effectively in BSR is to demonstrate how they can achieve added value and maximize the opportunities presented by BSR. The challenges to this include access to finance (Abor and Quartey, 2010); lack of managerial skills (Ligthelm and Cant, 2002); crime and corruption (Olawale and Garwe, 2010); equipment and technology (Abor and Quartey, 2010) among others, which are limiting factors for SMMEs to get involved in BSR activities. However, studies by Dzansi (2011), Munasinghe & Malkumari (2012), Andy and Mustapha (2013), and Inyang (2013) reveal that

BSR can positively influence SMMEs' competitiveness in numerous ways, such as via improved products, high customer loyalty, motivated employees, innovative and creative employees, cost savings, increased profitability due to optimum resource utilization, enhanced networking with business partners, and improved company image.

To sum up, one can say with a reasonable degree of confidence that: (i) given an enabling environment, SMMEs can contribute significantly to socio-economic development; and (ii) SMMEs engagement in BSR stretches to all their stakeholders. It is safe, therefore, to contend that an enabling environment created, will let SMMEs fulfil their obligations to their stakeholders.

Measuring BSR in SMMEs

Most BSR research is focused on large enterprises. As such, frameworks and arguments for responsible business activities tend to address large business concerns. Dzansi (2004) and Dzansi and Pretorius (2009) raise the concern that frameworks that apply to large businesses do not necessarily capture the essence of BSR in SMMEs. Furthermore, these authors argue that SMME specific frameworks that are used in other contexts like Europe are not suitable for the developing country context where local conditions require different societal expectations. Based on these arguments, Okyere (2012) developed a framework (see Figure 3) for measuring BSR in SMMEs in the context of developing countries.

The European framework in Figure 2 and Okyere's (2012) framework are based on the stakeholder theory in which they identify the main stakeholders of SMMEs as customers, employees, community and the environment.

Conceptual framework guiding this empirical study

Stakeholder theory, as explained by Dzansi and Pretorius (2009), Dzansi (2011) and Okyere, 2016; 2017) shows that BSR is characterized by activities that focus on economic, social, and environmental factors and that a business must: (i) fulfill its economic obligations to shareholders, (ii) accommodate the interests of its other key stakeholders, namely customers, employees, and the local community, and (iii) care for and protect the environment. Based on the stakeholder theory above, a framework was developed for the current study. This is shown in Figure 3.

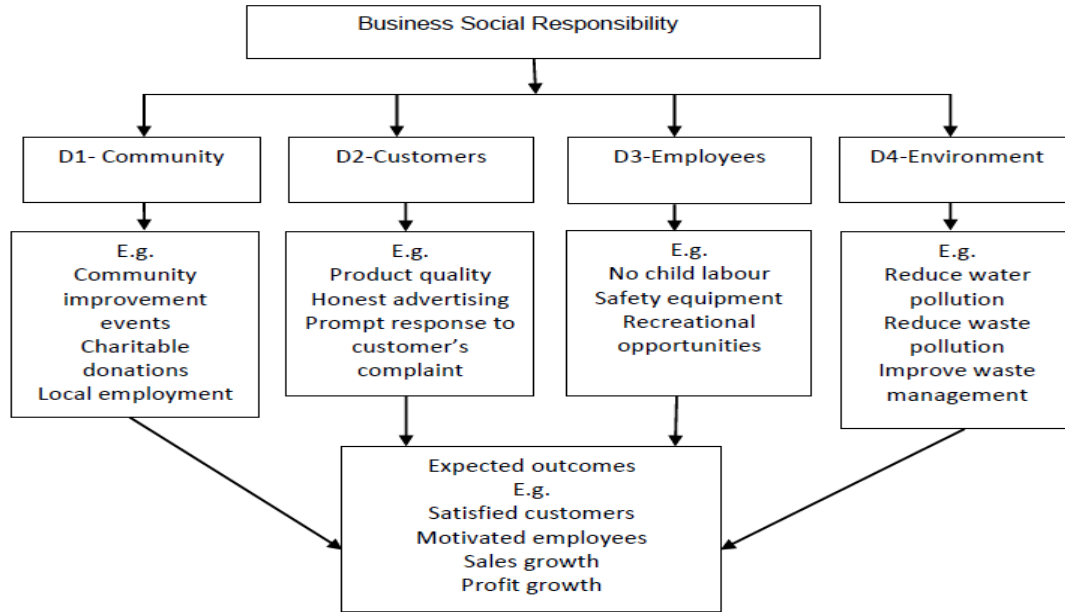


Figure 3: A BSR framework for SMMEs

Source: Okyere (2012)

According to Figure 3, the local community, customers, employees and the environment constitute the most important stakeholders of an SMME. Therefore, an SMME should identify BSR activities relevant to these communities and pursue them vigorously (Dzansi & Okyere, 2014). Based on this framework, open-ended questionnaire was developed and used to identify the factors that motivate manufacturing SMMEs in Thetsane industrial estate to engage in BSR.

Research design and methodology

Methodology

Philosophical approach

This study is exploratory because it investigates the phenomenon of what drives SMME owners'/managers' towards BSR among identified groups of SMMEs in the Lesotho context that has seen very little research attention previously. Consistent with the underlying anti-positivist paradigm followed in this study, the design is mainly qualitative in nature.

Population, sampling, data collection and analysis

It was mentioned earlier that there are about 17 manufacturing SMMEs in the Thetsane industrial estate. The study relied on convenience sampling technique, in line with non-probability sampling, for qualitative approach. Thus, 10 manufacturing SMMEs in Thetsane industrial estate were selected for the study. In conformance with the qualitative design, an unstructured questionnaire was developed and piloted before being used to collect data from the identified SMMEs. BSR was conceptualised (See Figure 3) to consist of four dimensions namely (i) consumerism; (ii) employee related activities; (iii) environmentalism; and (iv)

community related activities. Responses to individual questionnaire items measured the reasons why SMMEs engage in BSR. The questionnaire was divided into two sections, A and B. Section A examined the SMMEs understanding of the BSR concept and Section B, on the reasons why they engage in BSR. The data collected were analyzed using simple thematic analysis technique. This was done by generating the main themes from information obtained from the study participants. Alhojailan (2012) opines that thematic analysis technique is considered the most appropriate in qualitative research that seek to discover using interpretations.

Findings and discussion

The findings and discussion of this empirical study are presented in this section. To aid the presentation of findings and discussion, frequency tables will be used. Verdirelli and Scagnoli (2013) argue that in qualitative studies, visual displays can be useful and serve as several purposes at all stages of analysis, and for purpose of “illuminating rather than obscuring the message’. Tables 1 and 2 below show the findings of the interviewed SMMEs understanding and reasons why they engage in BSR.

Table 1: Respondents’ understanding of BSR

Item	Code	Respondents										f	%
		1	2	3	4	5	6	7	8	9	10		
Understanding of BSR	Engaging in socially and environmentally responsible actions only when profit allows	x	x								x	3	30%
	Abiding by laws and regulation of business	x	x	x	x	x	x	x	x	x	x	10	100%
	Abiding by what society regards as good or right in business conduct	x		x	x	x		x	x	x		7	70%
	Voluntary engagement in BSR actions that exceed what owners, the law and society expect		x	x	x	x	x	x	x	x		8	80%

Table 1 depicts the first item on the questionnaire, which examines the understanding of BSR by the manufacturing SMMEs in Thetsane industrial estate. Four key themes emerged from the coding of the responses. Firstly, 30% of the respondents agreed that BSR means engaging in socially responsible actions only when profit allows, while 70% disagreed. However, “disagreed” is the desired response, meaning that a firm should undertake BSR whether or not it is making profit. This is an indication that the manufacturing SMMEs in Thetsane industrial estate have a good understanding of the BSR concept. Secondly, all the respondents indicated that they understand BSR to mean abiding by laws and regulation of business. Thirdly, an overwhelming majority, 70% of the respondents, associate BSR practices to

abiding by what society regards as good or right in business conduct. Lastly, 80% of them contend that BSR means voluntarily engaging in actions that exceed what owners, the law and society expects. From the responses of the respondents shown in Table 1 above, it can be concluded that the manufacturing SMMEs in Thetsane industrial estate have a deep understanding of business social responsibility. The understanding of BSR by the respondents aligns with the operational definition adopted for this study that BSR is defined as a company’s balancing commitment to its economic obligations (owner value); stakeholders (customers, employees, local community); and the environment that goes beyond legal compliance (Okyere, 2016).

Table 2: Respondents’ reason for undertaking BSR

Item	Code	Respondents										f	%
		1	2	3	4	5	6	7	8	9	10		
Respondents’ reasons for undertaking BSR	To have a good business image (public relation)	x	x	x	x	x	x	x	x	x	x	10	100%
	To comply with community demands		x	x	x	x	x	x		x			70%
	To increase customer satisfaction		x	x	x		x	x	x	x	x	8	80%
	To increase employee satisfaction and motivation	x	x	x	x	x	x	x	x	x	x	10	100%
	Because it is the right thing to do	x	x	x	x	x	x	x	x	x	x	10	100%

The respondents’ reasons for engaging in BSR are captured in Table 2. According to all the respondents, having a good business image (public relation) is one of the drivers to BSR practice. This empirical findings support the claim by Vo (2011) and Okyere (2012) who concluded in their studies that improving company image is a driver to SMMEs engagement in BSR. Also, an overwhelming majority, 80% of them, believe that community demands is what drives them to engage in BSR. This could mean that because business is part of the community, their demands can motivate it to practice BSR. Again, 80% of the respondents are of the opinion that the reason for undertaking BSR is to increase customer satisfaction. This way, customers are retained and more are attracted. This view is shared by Dzansi and Okyere (2014) and Okyere (2016) who contend that increase customer satisfaction and attracting more customers to the business are some of the reasons why SMMEs practice BSR. All of the respondents say that they engage in BSR so as to increase employee satisfaction and motivation, and that it is right to practice BSR.

Conclusion

The purpose of this study was to investigate the reasons why Lesotho SMMEs engage in business social responsibility (BSR). The study relied on qualitative approach and adopted convenient sampling. Data was collected using unstructured questionnaire and simple thematic technique was employed to analyse and present data. The results revealed that the quest to achieve good company image, increased satisfied customers as well as motivated and

satisfied employees (which may lead to increased productivity) are some of the dominant drivers that influence SMMEs engagement in BSR.

Recommendations

It is a common knowledge of the negative externalities of manufacturing for the environment, and for the manufacturing SMMEs to show deep understanding of BSR is commendable. Policymakers should capitalise on this to encourage and educate manufacturing SMMEs within the country to all embrace BSR. This empirical study has also revealed that the practice of business social responsibility comes with benefits, such as those mentioned above. Therefore, if SMMEs are to engage effectively in BSR then they should be encouraged and given the necessary support so that they enjoy the benefits that come with it.

References

- Abor, J. and Quartey, P. (2010). Issues in SME development in Ghana and South Africa, *International Research Journal of Finance and Economics*, 39, pp. 224–234.
- Aardt, I. V. Aardt, C.V. Bank, J.V.D. Bendeman, H. Bezuidenhout, S. Hewitt, M. Naidoo, P. Rensburg, L. J. V. & Visser, T. 2011. *Entrepreneurship and New Venture Management*. 4th Edition. Cape Town: Oxford University Press.
- Alhojailan, M. I. (2012). Thematic Analysis: A Critical Review of its Process and Evaluation. *West East Journal of Social Sciences*, 1(1), pp. 39-47.
- Andy, L. and Mustapha, M. (2013). CSR in small and medium enterprises: evidence from Malaysia, in *2nd international conference on management, economics and finance proceedings, 28-29 October 2013*, Sabah, Malaysia.
- Botha, C.J. and Visagie, J.C. (1998). Contextual and empirical approach to social change and social responsibility, *Journal of Management Decision*, 36(10), pp. 694–705.
- Brown, M.R. Janney, J. J. Muralidhar, K. Paul, K. and Ruf, B.M. (2001). An empirical investigation of the relationship between change in corporate social performance and financial performance: a stakeholder theory perspective, *Journal of Business Ethics*, 23(2), pp. 92–113.
- Carroll, A.B. (1999). Corporate social responsibility: evolution of definitional concept, *Business and Society*, 38(3), pp. 268–295.
- Crane, A. Matten, D. and Spencer, L.J. (2008). *Corporate Social Responsibility: Readings and Cases in a Global Context*, Routledge, London.
- Crowther, D. (2008). *Corporate Social Responsibility*, Guler Aras & Ventus Publishing Germany.

- Davis, D. (2008). *Business Research for Decision Making*, 5th Ed. South-Western, USA
- Davis, K. (1967). Understanding the social responsibility puzzle: what do businessmen owe to society? *Business Horizon*, 10(4), pp. 45–50.
- Dzansi, D.Y. and Pretorius, M. (2009). The development and structural confirmation of an instrument for measuring the social responsibility of small and macro business in the African context. *Social Responsibility Journal*, 5(2), pp. 450–463.
- Dzansi, D.Y. (2011). Social responsibility of small businesses in typical rural African setting: some insights from a South African study, *African Journal of Business Management*, 5(14), pp. 5710–5723.
- Dzansi, D. Y. and Okyere, F. (2015). Attitude of South African businesses towards business social responsibility (BSR): an exploratory study. *Problems and Perspective in Management*, 3(2), pp. 469-480.
- European Commission (EC). 2005. Practical examples to foster SMEs competitiveness. Available online: <http://www.csr.in-smes-eu/index-php?tab=5>. (Date accessed: 23rd March 2018).
- European Union (EU). 2001. Promoting a European framework for Corporate Social Responsibility. Brussels: Commission of the European Communities. Available at: http://eur-lex.europa.eu/LexUriServ/site/en/com/2001/com2001_0366en01.pdf (Date accessed: 15th October 2018).
- Frederick, W.C. Post, J.E. and Davis, K. (1992). *Business and Society: Corporate Strategy, Public Policy, Ethics*. McGraw-Hill, Washington, DC.
- Inyang, B.J. (2013). Defining the role engagement of small and medium-sized enterprises (SMEs) in corporate social responsibility (CSR), *International Business Research*, 6(5), pp. 123–132.
- Ismail, M. 2009. Corporate Social Responsibility and Its Role in Community Development: An International Perspective. *Journal of International Social Research*, 2(9): 202-209.
- Jenkins, H. (2009). A ‘business opportunity’ model of corporate social responsibility for small- and medium-sized enterprises, *Business Ethics: A European Review*, 18(1), pp. 21-36.
- Kehbila, A. G., Ertel, J. and Brent, A. C. 2009. Strategic Corporate Environmental Management within the South African Automotive Industry: Motivations, Benefits, Hurdles. *Corporate Social Responsibility and Environmental Management*, 16, pp. 310-323.
- Lepoutre, J. and Heene, A. (2006). Investigating the impact of firm size on small business social responsibility: A critical review, *Journal of Business Ethics*, 67, pp. 257-273.

Ligthelm, A.A. and Cant, M.C. (2002). *Business Success Factors of SMEs in Gauteng*, University of South Africa, Pretoria.

Ma, J. (2012). A Study on the Models for Corporate Social Responsibility of Small and Medium Enterprises, *Physics Procedia*, 25(2012), pp. 435 – 442. Available at: www.sciencedirect.com (accessed June 13, 2015).

Mangaung Local Municipality (2009). Integrated development plan. Available at: http://www.bloemfontein.za/page_overview.php?subd_id=33 (accessed March 12, 2011).

Ministry of Trade and Industry, Cooperative and Marketing (MTICM). (2008). *The State of Small Enterprise in Lesotho*. Maseru: Government Printers.

Moorthy, M. K., Yacob, P., Chellidah, M. K. and Arokiasamy, L. 2013. Drivers for Malaysian SMEs to Go Green. *International Journal of Academic Research in Business and Social Sciences*, 2(9), pp. 74-86.

Munasinghe, M.A.T.K. and Malkumari, A.P. (2012). Corporate social responsibility in small and medium enterprises (SMEs) in Sri Lanka, *Journal of Emerging Trends in Educational Research and Policy Studies*, 3(2), pp. 168–172.

Olawale, F. and Garwe, D. (2010). Obstacles of the growth of new SMEs in South Africa: a principal component analysis approach, *African Journal of Business Management*, 4(5), pp. 730–7.

Okyere, F. 2012. *Social Responsibility in the SMMEs of the Botshabelo Industrial Estate*. Master's Dissertation, Unpublished. Free State, South Africa. Central University of Technology.

Okyere, F. (2016). Comparative analysis of environmental issues as a social responsibility concern for selected SMMEs in two African countries: South Africa and Lesotho. Doctoral thesis. Central University of Technology, Bloemfontein, South Africa.

Parker, C.M. Zutshi, M. and Franholz, B. (2010). Online corporate social responsibility communication by Australian SMEs: a framework for website analysis, presented at the 23rd Bled e-Conference on e-Trust: implications for the industrial enterprise and society, June 20–23rd, Bled, Slovenia.

Parmar, B.L. Freeman, R.E. Harrison, J.S. Wicks, A.C. de Colle, S. and Purnell, L. (2010). Stakeholder theory: the state of the art. Available at: http://www.academia.edu/1091029/Stakeholder_theory_The_State_of_the_art (accessed March 6, 2014).

Shama, A. and Kiran, R. (2013). Corporate social responsibility: driving forces and challenges, *International Journal of Business Research and Development*, 2(1), pp. 8–27.
Statistics South Africa (STATSA) (2001). *Census 2001*. Government Publishers, Pretoria.

Thomas, G. and Nowak, M. (2006). Corporate social responsibility: a definition, Graduate School of Business working paper No. 62, Curtin University of Technology, Perth, pp. 1–16.

Tralac. (2017). Lesotho's textile, apparel and footwear manufacturing industry. Available online at: <https://www.tralac.org/news/article/11501-lesotho-s-textiles-apparel-and-footwear-manufacturing-industry.html> (Accessed: 16 September 2019).

United Nations Industrial Development Organization (UNIDO). 2002. Corporate Social Responsibility: Implications for Small and Medium Enterprises in Developing Countries. Vienna. Available at: http://www.google.com/search?sourceid=navclient&ie=UTF-8&rlz=1T4ADFA_enZA497ZA501&q=United+Nations+Industrial+Development+Organization+%28UNIDO%29.+2002.+Corporate+Social+Responsibility%3a+Implications+for+Small+and+Medium+Enterprises+in+Developing+Countries. (Date accessed 25 March 2018).

Vo, L. C. (2011). Corporate social responsibility and SMEs: a literature review and agenda for future research, *Problems and Perspective in Management*, 9(4), pp. 89-79.

Williamson, D. Lync-Wood, G. and Ramsay, J. (2006). Drivers of Environmental Behaviour in Manufacturing SMEs and the Implications for CSR, *Journal of Business Ethics*, 67, pp. 317-330.

Zikmund, W.G. and Babin, B.J. (2010). *Essentials of Marketing Research*, 4th Ed., Cengage Learning, Cambridge.