



**The role of community influences on socially responsible activity within
SMEs**

Submitted for the Degree of
Doctor of Philosophy
At the University of Northampton

2023

Louise Marie Atkinson

© Louise Atkinson 2023

This thesis is copyright material and no quotation from it may be published without proper acknowledgement.

Acknowledgements

I would like to express my sincere gratitude to my supervisors, Emeritus Professor Peter Lawrence, and Professor Richard Hazenberg. Peter has been a stalwart supporter of my work from the first day, and has shown me how to have the confidence in myself that I needed to successfully meet the goals of my thesis. Richard has provided me with the highest level of support in enhancing the technical aspects of the thesis, alongside giving excellent suggestions to improve my understanding of the field, most particularly aligned to social enterprise. Thank you, to both of you.

I would like to acknowledge the financial support of the Faculty of Business and Law at the University of Northampton, which has enabled me to undertake my studies by fulfilling course fee requirements and other expenses, alongside the managerial support I received from Dr. Sarah Jones.

Finally, I would like to thank my family and closest friends who have been there with me, encouraging and supporting me throughout my thesis. I would like to mention by name my children, Emily and Matthew, without whom I may have given up at some points.

Abstract

Context: Research examining small business social responsibility (SBSR) is largely centred on internal motivations of the organisation, such as owner/manager attitudes and beliefs. This study examines relational aspects of the business – community relationship, and accounts for profit-oriented SMEs as well as social enterprises. This responds to calls for further research for knowledge development in this area (Spence *et al.*, 2018, Soundararajan *et al.*, 2018). Increasingly, private and social businesses are looked upon by stakeholder groups to provide support to local communities, therefore this study examines the following question:

“What interactions, relationships and contexts are identifiable in businesses, within their communities, that influences their socially responsible activity? (A view of multiple SMEs).”

Methodology: The study uses qualitative data from 30 semi-structured interviews and surveys. The analysis is thematic, and data sets are structured to support analysis from different perspectives, and as a single data corpus, therefore accounting for differentiation in SMEs.

Findings: Contribution #1: Cross-Pollination of SBSR, community and social enterprise theory has enabled a deeper understanding of community relations within and between smaller organisations. Contribution #2. SMEs engaged in SBSR experience growth and development stages in community relationships, as demonstrated in a 4 stage typology of business-community relations. Contribution #3. The concept of community parenting bridging the gap between reciprocity (giving back) and strategic SBSR is introduced, recognising stages of relational development between businesses and their communities.

Limitations: As with all research there are limitations. For this study the need for rich qualitative data led to the limitation of the sample size. Based on this the sample is primarily in one geographic concentration, therefore, to replicate the study in other locations, and on a larger scale would be advantageous to test and compare the results.

Table of Contents

Acknowledgements.....	1
Abstract.....	2
1.0 Introduction	9
1.1 #BACZAC	9
1.2 Geopolitical & Social factors	11
1.3 UK Government and Economy – Social Awareness	12
1.4 Complex Business Environment	14
1.5 Social Awareness and Visibility.....	15
1.6 Growing Calls for Transparency.....	15
1.7 Heating up of Interest in CSR – from Practitioners and Academics	16
1.8 Corporate Social Responsibility	18
1.8.1 CSR: From Large Corporates to SMEs	18
1.9 Community Engagement.....	20
1.10 Convergence of CSR SME and Social Enterprise Research	20
1.11 Research Purpose and Value.....	22
1.12 Chapter Summary	23
2.0 Literature Review	24
2.1 Introduction.....	24
2.2 Evolution of Corporate Social Responsibility (CSR).....	25
2.2.1 CSR in SMEs as a Field of Study.....	26
2.2.2 Drawing Upon Related Fields.....	27
2.3 Literature review process.....	29
2.4 Definitions & Terminology	30
2.4.1 SME	30
2.4.2 CSR and SBSR.....	31
2.4.3 Nuances of CSR in SMEs/ SBSR.....	33
2.4.4 Community	34
2.4.5 Community in SBSR.....	36
2.5 The nature of SBSR.....	38
2.6 Motivational Drivers of SBSR.....	40
2.6.1 Owner/Managers	40
2.6.2 Size of SME	41
2.6.3 Stakeholder pressure	42
2.6.4 Cost and Market Drivers	43
2.7 Constraints of SBSR	44
2.7.1 Resource Constraints	44
2.7.2 Knowledge and Value of SBSR	44
2.8 SBSR and Innovation	45
2.9 Social Enterprise (SE) and SBSR	46
2.9.1 Social Enterprise as a field of research.....	46
2.9.2 Rationale for melding social enterprise and SBSR.....	48
2.9.3 Hybridity and Innovation in SBSR.....	48
2.9.4 Community and Social Enterprise	50
2.10 SBSR, Social Enterprise: Strategy and Impact	51
2.10.1 Strategic Planning and Implementation	51
2.10.2 Impact	52
2.10.3 Reported Results of Impact.....	55
2.11 Theoretical Frame	55
2.11.1 SBSR Theory Development.....	55
2.11.2 Role of Legitimacy in SBSR	56
2.12 Social Capital Theory.....	57
2.13 Stakeholder Theory.....	58
2.14 Chapter Summary and Research Gap.....	60
2.14.1 What is known about SBSR in SMEs?.....	60
2.14.2 What Theoretical Frames are Used to Explain SBSR	61

2.14.3 How can related fields such as community and social enterprise contribute towards the development of the current study?	61
2.14.4 Chapter Summary.....	62

3.0 Research Methods..... 63

3.1 Philosophical Foundations	63
3.2 Research Paradigm	67
3.2.1 Neo-Empiricism.....	68
3.2.3 Perceptual representation in Neo-empiricism.....	69
3.2.4 Induction, Abduction and Deduction.....	70
3.3 Research Methodology	71
3.3.1 Abduction and the qualitative researcher.....	71
3.3.2 Qualitative methods of abduction	72
3.3.3 Summary	73
3.4 Research Aims and Objectives	73
3.4.1 AIM 1	74
3.4.2 AIM 2.....	75
3.4.3 AIM 3.....	75
3.5 Sampling	76
3.5.1 Size and Breadth	76
3.5.2 Purposive sampling.....	78
3.5.3 Sample boundaries and frame.....	79
3.6 Data Saturation.....	81
3.7 Research Design.....	88
3.7.1 Data Collection and Analysis – a brief introduction to methods employed.....	90
3.7.2 Interviews as a method of data collection	90
3.7.3 Interview design and planning.....	93
3.7.4 Semi-structured face-to-face interviews	94
3.7.5 Qualitative Surveys.....	94
3.8 Process of research conducted.....	95
3.8.1 Participant recruitment	95
3.8.2 Interview and Survey Design.....	96
3.8.3 Conducting the Interviews	98
3.8.5 Qualitative survey conduct	100
3.9 Method of analysis.....	101
3.9.1 Introduction.....	101
3.9.2 Thematic Analysis.....	102
3.9.3 Coding using thematic analysis.....	103
3.10 Researcher Reflexivity.....	109
3.10.1 Who am I?	109
3.10.2 Reflection, Reflective Practice and Reflexivity.....	110
3.10.3 Researcher bias.....	112
3.10.4 Interviews and Transcribing.....	112
3.10.5 Power Disparities	113
3.10.6 Reflexivity, a summary.....	113
3.11 Ethics and Data Management	114
3.11.1 Ethics and People.....	115
3.12 Chapter Summary	115

4.0 Results Chapter 117

4.1 Introduction.....	117
4.2 Representation of community legitimacy	119
4.2.1 Company Profile: Garden Machinery retailer (Ltd)	119
4.2.2 Company Profile: Estate Agents (Ltd)	120
4.2.3 Company Profile: Landscaping and garden maintenance business.....	121
4.3 Representation of Community Reciprocity.....	123
4.3.1 Company Profile: Leather Consulting/ Sewing.....	124
4.3.2 Company Profile: Ltd home improvement and furniture.....	130
4.3.3 Company Profile: Digital Marketing Services	131
4.3.4 Company profile: Dance and Performing Arts Company.....	135
4.4 Representation of Community Parenting.....	141
4.4.1 Company profile: Distribution and Warehousing (CIC)	141
4.4.2 Company Profile – Clothes shop with young person development programme.....	145
4.4.3 Smallman Construction Ltd: Case Study.....	149
4.4.4 Company Profile: Communications Solutions Ltd Company.....	155
4.5 Representation of Strategic Small Business Social Responsibility (SBSR).....	160

4.5.1 Company profile: German manufacturer of electronic components	160
4.6 Chapter Summary	164
5.0 Findings and Analysis.....	166
5.1 Introduction	166
5.2 Data Analysis & Theme Identification	168
5.3 What is community? Businesses' perspectives	168
5.4 Social Responsibility engagement activity	171
5.4.1 Philanthropic Activity.....	171
5.4.2 Embedded socially responsible activity.....	173
5.4.3 Volunteering Activity	175
5.4.4 Wellbeing in action.....	177
5.4.5 Environment and Sustainability	178
5.4.6 Skills and Training Development.....	179
5.4.7 Cost reduction in socially responsible activity.....	181
5.4.8 Summary	181
5.5 Attitudes and Beliefs.....	182
5.5.1 Ethics and Fairness	182
5.5.2 Motivational drivers of CSR	185
5.5.3 Altruism	187
5.5.4 Work/Life Balance	188
5.5.5 Intangible factors for social activity in business.....	189
5.5.6 Stakeholder theory	192
5.5.7 CSR for PR.....	194
5.5.8 Tension in views.....	195
5.6 CSR, Stakeholders, and Social Capital?	196
5.6.1 Social Capital	196
5.6.2 Impact and effect.....	198
5.6.3 Cash Flow and Growth.....	200
5.6.4 Business Sense	201
5.6.5 Feelings and Emotion.....	202
5.7 Comparing datasets	203
5.7.1 Social Enterprise and Profit-oriented SMEs.....	203
5.7.2 Geographic comparisons	209
5.7.3 Size of organisation	219
5.8 Chapter Summary	222
6.0 Summary and Conclusions	227
6.1 Introduction	227
6.2 Aim 1.....	230
6.2.1 SR related activities	230
6.2.2 Inputs towards SBSR and resultant Outputs	232
6.2.3 Drivers of SR activity.....	232
6.3 Aim 2.....	233
6.3.1 Effects of SR activity.....	233
6.4 Aim 3.....	236
6.4.1 Demographic position and trends.....	236
6.5 Summary of findings	238
6.5.1 Extending the debate surrounding community	239
6.5.2 Comparatives of community between social businesses and SMEs	240
6.5.4 A typology representing SBSR engagement and commitment.....	241
6.6 Summary of key contributions	243
6.7 Limitations of study.....	245
6.8 Further research	245
6.9 Impact statement – the development of and use of the findings.....	246
7.0 Appendices	247
7.1 Interview Crib Sheet.....	247
7.2 Survey and Survey Responses (sample).....	247
7.3 Information Sheet and Flyer.....	258
7.4 Ethics Form (samples)	260
7.5 Field notes	261

7.6 Transcriptions (sample).....	262
7.7 Cluster Mapping.....	277
7.8 Data management, Ethics and Risk Assessment.....	289
7.9 Ethics Approval	296
7.10 Extracted from Chapter 4: Remaining Company Profiles.....	298
8.0 References	329

Figures:

Figure 1 - Flying the Flags at Glastonbury 2015 (https://baczac.com 2016).....	9
Figure 2 - The Beanies (https://baczac.com 2016).....	10
Figure 3 - The Calendar (https://baczac.com 2016).....	10
Figure 4 - Timeline of Trends Towards a Rationale for CSR Development.....	17
Figure 5 - Visualisation of the Inter-Relationship between Literary Fields of Research	21
Figure 6 - Visualisation of the Inter-Relationship Between Literary Fields of Research	25
Figure 7 - Research Design.....	89
Figure 8 - Stages of Thematic Analysis.....	103
Figure 9 - Cluster Map Examples	105
Figure 10 - Example of Manual Coding.....	108
Figure 11 - Typology of the Nature of Business - Community Relationships (within small to medium sized organisations)	119
Figure 12 - Data Comparison Matrix by Geographic Area.....	210
Figure 13 - Relationship Between Local and Rural Organisations and Stakeholders.....	211
Figure 14 - Community Groupings Across all of Dataset	213
Figure 15 - Identified Community Groups from Local Urban Responses	214
Figure 16 - Factors Creating the Conditions of Philanthropic Activity	231

Tables

Table 1 - Literature Search: Key Phrases	29
Table 2 - SME sizes and Turnover (EU)	31
Table 3 - Sample Size Variations	77
Table 4 - Application of Moon's (1996) Stages of Sampling.....	78
Table 5 - Meta Data of Sample	82
Table 6 - Sample Breakdown Data.....	88
Table 7 - SME Sizes and Turnover (EU)	96
Table 8 - Data Mapping between Data Collection Sources	97
Table 9 - The Range of CSR Activities Smallman are Engaged with.....	153
Table 10 - Community Defined	169
Table 11 - Types of Philanthropy	172
Table 12 - Types of Embeddedness	175
Table 13 - Motivational Benefits of Volunteering	177
Table 14 - Wellbeing, Organisational Perspective.....	178
Table 15 - Environmental Sustainability	179
Table 16 - Training and Skills.....	180
Table 17 - Enablers of Altruistic Intention	188
Table 18 - IMD (2019) by Participant, Includes Aspiration to Support Community.....	191
Table 19 - Factors of business and Community Relations.....	193
Table 20 - Community Effects of Social Responsibility	200
Table 21 - Community Identification	204
Table 22 - Profit Oriented SMEs Activities and Beneficiaries	206
Table 23 - Social Enterprise Activities and Beneficiaries	207
Table 24 - Data Comparison and the Effects of Affluence.....	218
Table 25 - Summary of Aims, Themes and Contributions	223

Table 26 - 6.1 - Emergent Themes by Aim of Study.....	227
Table 27 - Results Aligning with Existing Research.....	238
Table 28 - Results Extending Theory.....	239

1.0 Introduction

1.1 #BACZAC

On Sunday 13th March 2016: Zac Forskitt died. Aged 20, Zac suffered two forms of cancer. His condition was tragic and extremely rare. (<https://baczac.com> 11/07/16). Zac was a personable young man who enjoyed rugby and cricket in his hometown and at university. He fought cancer valiantly and always had a smile for a picture. The family endured their son's illness, a burglary and a house fire, and finances were consequently challenged. A community came together to form the campaign #BacZac (<https://baczac.com> 11/07/16)

The Rugby Football Union (RFU) promotes values of the 'rugby family' and this notion was critical to the campaign. #BacZac was set up by the rugby community initially to raise money to help Zac's family and is now (years later), a registered charity raising money for young adults battling cancer (<https://www.baczachislegacy.org/> 23/02/22). #BacZac and the birth of the charity represents a community collectively achieving positive outcomes. The campaign's momentum was of a magnitude that was unexpected and was demonstrable of the achievements a cohesive community can attain. #BacZac fundraising and brand profile made it to Glastonbury, The Ant and Dec show, Sir Richard Branson, and top sports stars donned orange beanies sold to raise funds for the campaign (Dylan Hartley – rugby, Sir Ian Botham – cricket).

Figure 1 Flying the Flags at Glastonbury 2015 (<https://baczac.com> 2016)



Figure 2 - The Beanies (<https://baczac.com> 2016)



Zac's rugby club created the #BacZac committee and raised funds through a variety of events and activities. Merchandise included beanies, calendars, and a wall planner. Every club player featured in one or the other, and the volume sold was testament to the support of the whole club. As a member of the rugby club at that time I bore witness to the events as they occurred.

Figure 3 - The Calendar (<https://baczac.com> 2016)

Get your #BacZac 2016 Calendar

"ON's Faces to Fight Cancer"
A fantastic Christmas gift

Calendar 2016

Old Northamptonians RFC Supporting #BacZac

Pre order yours! in time for Christmas at the ON's this Weekend. (or send us a message)
1 for £10 or 3 for £20

The image shows a promotional graphic for a 2016 calendar. It features a central graphic with the text 'ON's Faces to Fight Cancer' and 'FIGHT CANCER!' in large, colorful letters. Below this is a small image of the calendar cover. To the right, several calendar pages are shown, each featuring a grid of small photos of people. The text 'Old Northamptonians RFC Supporting #BacZac' is visible at the bottom of the calendar cover. Below the main graphic, there is a call to action: 'Pre order yours! in time for Christmas at the ON's this Weekend. (or send us a message)' and pricing information: '1 for £10 or 3 for £20'.

There is a view that communities are of the past, and that individuals are left without the support and care seen in communities (Putnam, 2000). The example shown of BacZac demonstrates how communities exist and can become incredibly important in the attainment of common goals. The research reported in this study examines communities and the relationship that businesses have within communities. The findings explore what community is from the perspective of business organisations. It seeks to provide insights into how and why community support exists and can be effective to organisations and individuals by studying the interplay of business in a community. #BacZac is not representative of a business-community relationship, yet the example provides inspiration for the promotion and development of community-based initiatives. The behaviours

demonstrated in this example show organisational support through the rugby club, akin to that which businesses may explain as philanthropy according to CSR literature, where personal connections can promote such activity (C5.6.1)

The sense of belonging of being a community member generated loyalty and support for Zac initially, snowballing into something far greater.

The idea of businesses being a part of the communities they inhabit is discussed by Lawrence (2019), and the level of responsibility that they may have towards their communities is debated with seminal CSR theory (Friedman's doctrine, 1970, Freeman, 1983) supporting contemporary perspectives. If the assumption is that businesses belong to a community then arguably there is a responsibility, which they hold towards that community. Responsibility should, on this basis, facilitate positive outcomes for that community from businesses as community 'members.'

This study explores the dynamics of business relationships with communities and uncovers a spectrum of socially supportive endeavours. The research adopts a corporate social responsibility (CSR) lens to examine the nature, influences and effects of organisational behaviour in community interactions. To provide context of the importance of this research the following section explores geopolitical and social factors that may contribute towards the reliance of communities on business-based support.

1.2 Geopolitical & Social factors

International trade and competitive markets globally have changed irrevocably over the last 20+ years. The reduction of trade barriers and opened global markets has supported a leap in world trade and global supply-chains. China signing the World Trade Agreement in 2001 (WTO, 2020) was a significant step-change in trading with Western countries, and opportunists were quick to recognise reduced labour costs and resource efficiencies by engaging with an emerging market. Alongside China other key country markets were proactively seeking to strengthen their international trade and development from which the BRIC (Brazil, Russia, India, and China) nations were born. The BRIC nations became a key focus for investors, businesses and researchers as these developing nations grew their GDPs with double digit growth for a prolonged period as identified by O'Neill (2001).

With global supply-chains came increased international complexity (Serdarasan, 2013). The speed of development from the BRICs in trade and commerce outpaced their social and environmental development, to the extent that vast areas of China are left with arid landscapes previously used for agriculture, due to pollution from industrialisation (Maizland, 2021), and in India where the minimum wage is well below the poverty line, working conditions and exploitation of child labour remains a major concern (Kaur and Byard, 2021). The social and environmental issues arising from this

accelerated growth quickly became the concern of corporate organisations sourcing products from BRIC nations as awareness and visibility of such issues entered the public domain (Curley and Noormohamed, 2014). Business ethics surrounding the use of child labour, poor working conditions, wages well below the poverty line and a multitude of environmental pollution, consumption and waste issues came to the fore, supported by a global increase in internet use and social media, and resultant awareness. Organisations such as Primark, Nike, Apple, and others came under great scrutiny across their supply-chains, and expectations from consumers and the public alike shifted to recognise that these issues required management and development (Adi *et al.*, 2015) These developments accelerated focus on CSR for MNCs and academic research alike, however until recently SMEs have been largely overlooked despite the position they hold in global supply chains, and the contributions they make towards economies globally, (Jenkins, 2009).

As awareness levels increased so too has political interest in business effects on society and the environment (Lyon *et al.*, 2018). In the United Nations 193 countries have signed up to commit towards the Sustainable Development Goals, of which businesses are a key stakeholder in the implementation of strategy to achieve these goals (United Nations, 2020). To meet many of the 17 goals requires strong national political support, and commercial adoption in social and environmental initiatives. A combination of reduced trade barriers, technology, and stakeholder visibility of business practice through media streams has all contributed towards business pressure to recognise and manage social issues in business in a global context (Adi *et al.*, 2015). It is relevant to acknowledge these issues and their address by business' to understand the importance of business responsibility. It is also relevant to look closer to home at socio-political changes in the UK to further contextualise factors of the macro environment that have driven the agenda for CSR

1.3 UK Government and Economy – Social Awareness

Whilst global trade increased exponentially, the UK experienced shocks to its political and economic position. Some changes in recent history are relevant to the development of CSR practice.

Economically, the global fiscal crisis in 2008 placed the UK in a position where interest rates remained at an all-time low for a sustained period affecting savings and investment significantly for the last 12 years (Bank of England, 2022). Household budgets remain sensitive to fluctuations in the economy, and there is an expectation that the Covid-19 pandemic and subsequent inflation rises will take years, possibly a generation, to recover from as recovery is volatile and relies on employment opportunities (Nabarro, 2021). The combination of Covid-19 economic effects and more recent taxation rises, as well as the energy price increases is placing many UK citizens in a precarious financial position (JRF, 2022). With financial difficulty and unemployment comes an increase in social problems such as child

poverty, crime and anti-social behaviour, alcohol and substance abuse. These issues occur in local communities and the study considers differing demographics within the geographic area of participants to examine whether there may be influence in social responsibility of organisations based on their geography.

The UK's deficit remains an issue and there are strong challenges to economic recovery, further strained by the current Covid-19 pandemic costs. Local and Borough Council funding has seen significant cuts in recent times, and local and national services including health, education and policing, amongst others have all experienced a reduction in resources to be managed. Reduced budgets have contributed towards closure of public services that are deemed 'unessential', for example children's centres providing parental support and education, and whilst this has increased following the pandemic there is a disjoint between increased living costs and public service support (National Statistics, 2020).

The sale of national assets and privatising of nationalised sectors such as the Royal Mail, British Rail and the sale of the Student Loans book has been an ongoing trend and despite recent support through the pandemic, the government continues an exercise of budget reductions in some public services (National Statistics, 2020). The ongoing privatisation and outsourcing of national assets through various means is indicative that the government is extracting itself from the economic engine of the country in terms of active participation, relying on a governing role to exert control (Government Outsourcing, 2022). Public service procurement to private entities is increasing at both borough and county level and further services continue to be outsourced or removed (Government Outsourcing, 2022). This shows an upward trend in the role of private organisations providing (traditionally) public services, and the increasing closure of social and community-based services is leaving a significant gap in the care and support of minority, vulnerable groups.

The combination of reduced budget, privatisation and outsourcing of services has resulted in a level of financial extraction of the state from a diverse portfolio of services leaving gaps in health and wellbeing, infrastructure, and education, all contributing towards public and governmental expectations of increased support from the private sector.

Having touched upon some of the social issues raised through unemployment it is important to acknowledge other social issues arising from increased budgetary cuts. For example, funding cuts led to library closures, reduced funding for parks and open spaces (£60m), £260m cut from youth services, and £71m from leisure centres (Unison, 2016). All cuts mentioned are community centric areas that encourage broad community engagement. By reducing services in these areas there is a significant risk of fragmenting community networks and Unison (2020) calls upon the private sector to help

mitigate this risk through local support. Community services are shifting from the domain of the public service model to private entities resultant of such cuts, and changes in the way in which public sector procurement operates.

When considering geopolitical factors globally, and focusing on socio-political factors in the UK, observations are firstly, we are increasingly reliant upon international trade, and secondly, through media awareness have some concern regarding the way in which our products are produced and delivered in terms of the ethical principles applied in developing workplaces, and thirdly, we are in the midst of a continual shift from our own public services being placed into the private sector, either formally, or informally. Overall, it is apparent that the expectations of private businesses have evolved beyond providing economic profit and employment within the confines of law (Friedman, 1970). Contributing factors to this attitudinal shift are changes to the Macroenvironment. It is therefore useful to examine the scale of the challenge to private businesses' when seeking to incorporate practice that may be deemed socially and ethically responsible at a micro level.

1.4 Complex Business Environment

Today's business environment is dynamic, digital and complex in nature. With the accelerated pace and rate of change in competitive markets it is difficult for businesses to adapt with agility to achieve economic sustainability (and remain competitive) whilst meeting stakeholder expectations to be socially and environmentally virtuous.

Whilst reduced political trade barriers has encouraged increased international trade relations, this may not have occurred at the pace at which it has without technological influence. Widespread adoption of the internet in the late 1990s and early 2000's led to a step change in business transactions and processes through the introduction of e-business platforms, and software integration, aiding management of core business functions (Jorgenson and Knudsen, 2006). The ability to procure materials, manage stock and offer retail services through software applications and the internet has re-shaped supply-chains globally, as predicted and recognised by Ritchie and Brindley (2000). Large organisations with capital and resources were quick to adopt modern technology required to manage increasingly complex international supply-chains, thus taking advantage of reduced labour and material costs from developing countries, and reacting quickly to changing market dynamics afforded by new digital opportunities (Ritchie and Brindley, 2000). Organisations sought to identify and focus on their core competencies and capabilities leading to an influx of outsourcing of functions and processes deemed periphery to the core business purpose in the pursuit of competitive advantage (Tan *et al.*, 2006).

The outsourcing of functions and increase in alliance partnerships and suppliers transnationally meant that supply-chains became increasingly fragmented, and as a result affected visibility of business activity within supply-chains leading to a lack of transparency, particularly in problem identification and resolution of social and environmental issues (Kim and Davis, 2016). A series of reported 'scandals' followed through media headlines referring to child labour, poor working conditions, lack of environmental concern and unethical business practice on a global scale (Curley and Noormohamed, 2014). Consumers in receipt of such stories began questioning product sourcing, and attitudes towards ethical and social business practices began to change, leading to the rise of the 'ethical consumer' (Ayuso and Colome, 2013). Combined, this public visibility and the desire for ethical consumption, has contributed towards stakeholder pressure towards businesses to ensure fair and just practices in regards to social and environmental concerns for businesses'.

1.5 Social Awareness and Visibility

Technological development has redefined the way we exchange information. Technology users have experienced a mass explosion of digitisation leading to major changes in social interaction and communication across many media streams including news feeds, social media, online chat and more. The global number of users of the internet has grown exponentially (4.66bn in 2021, compared to 3.92bn in 2018 (Johnson, 2021)). Marketing strategies are increasingly centred on internet campaigns as technology enables specific, targeted promotion. Media consumption is primarily online or streamed through our devices, and 'googling' is a recognised verb.

Social media has facilitated large scale advocacy campaigns seeking justice and reform in business conduct, particularly from non-government organisations (NGOs). For example, the International Justice Mission, a non-profit making organisation, obtained 73,000 signatures campaigning against modern day slavery in the US (Graf 2015). Non-government organisations (NGOs) such as Greenpeace raise awareness of issues online, and where business-based social and environmental issues occur NGOs are often seen on the frontline lobbying for change. The rise of online petitions has given governments, policy makers and practitioners greater visibility of public opinion sometimes influencing decision making. The combination of technology and NGOs contributing to public awareness of business behaviour has led to a need for organisations to address policies and practise in social responsibility with transparency, and it is now seen as an essential part of large corporates' agenda (CSR Awards, 2016).

1.6 Growing Calls for Transparency

Supply chain transparency increased in importance as awareness of, and pressure to change unjust practices increased (Ayuso and Colombe, 2013). Boardroom agendas included socially responsible and

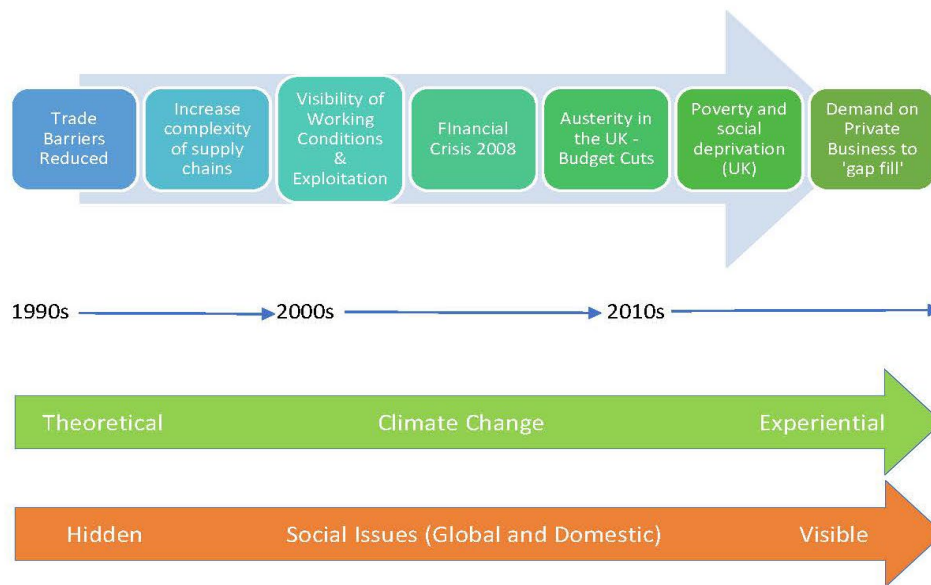
ethical practice as shareholders and stakeholders alike sought reassurance in the way that goods were sourced and produced. Consumer expectations increasingly sought reassurance of where their products are from in terms of the processes undertaken in extraction, production, and delivery - although for many there is trade-off between the value (cost) of goods and ethics. McCaffrey and Kurland (2015) explain that consumers seek ethical purchasing decisions however price and quality will usually prevail in those choices. Nonetheless this, combined with an increase in ethical investments provides a compelling case for corporations to disclose information of CSR practices as a vehicle to build trust with key stakeholder groups.

The call for transparency is not a simple task for large corporates and the complexity of global supply is acknowledged in section 1.4, yet companies seek to provide quality audits, improving working conditions and robust ethical policies supporting social and environmental issues. Corporations routinely practice community development, giving to the communities in which they operate. This type of activity is shared publicly and increasingly companies build their brand and reputations based on a social and ethical position (Innocent, Google, Ikea, and Marks and Spencer to name a few). It is no longer enough to be economically strong in business as customers, the public and NGOs seek satisfaction that financial success is not at the expense of social and environmental factors. From these points CSR reporting is now an important feature of annual reporting and a public interface for communication for large corporates.

1.7 Heating up of Interest in CSR – from Practitioners and Academics

There are multiple factors driving CSR in businesses as acknowledged from section 1.2-1.6. The diagram below captures the essence of these factors.

Figure 4 - Timeline of Trends Towards a Rationale for CSR Development



The conditions of the business environment shown in the diagram, enabled organisations to enjoy the opportunities of developing international trade. These opportunities are facilitated by,

- Reduced trade barriers.
- Technological development and Ecommerce.
- Outsourcing of business functions.

The diagram highlights the range and scope of external pressure points that contribute predominantly to CSR engagement in larger organisations. Some, but not all affect smaller and micro-businesses'. Businesses' are expected by core stakeholder groups to conduct their operations with ethical integrity whilst maintaining high quality at low cost in many cases (Soundararajan *et al.*, 2018). They are challenged by this due to the complexity of multiple partner relations and the different physical environments in which they trade (Kim and Davis, 2014). Many businesses are challenged through operating in countries where social inequality prevails. In the UK there is recognition of the effects of prolonged austerity, further heightened by the pandemic, Covid-19. Public services in the UK are reduced and gaps in areas such as library services, community funding and children's services have emerged to the detriment of local communities. On a broader scale, rising social awareness of treatment of workers, child labour and apparent lack of environmental or community concern in some organisations has contributed to a view that (large) businesses may be unethical and untrustworthy.

The combination of these factors have supported an increasing focus on CSR in business practice within academia, and practice. The volume growth of scientific research in CSR outputs within the last fifteen years is testament to its importance in contemporary business research.

1.8 Corporate Social Responsibility

Corporate Social Responsibility (CSR) is not a new concept and its origins date back to the beginnings of industrialisation, however the attention it now receives from researchers and practitioners alike has dramatically increased in recent years. The discussion thus far provides some insight towards why and how CSR has evolved. Scholarly debate around social responsibility of businesses has developed from a call for philanthropy in business, to a strategically integrated business model encompassing and embedding social responsibility into organisational culture.

The recognition that SMEs and large corporates view social responsibility in vastly different ways is pivotal towards the development of this study. This study examines SMEs specifically, and community relations. CSR in SME research has evolved greatly since the latter half of the 1990's. Whilst there is a need to develop research further in this area (C2.7) there is a sound foundation to draw upon towards further understanding SMEs and their ethical and social business practice.

1.8.1 CSR: From Large Corporates to SMEs

SMEs are strong contributors towards GDP and employment globally. Although figures vary slightly based on definitional variations, it is accepted that approximately 99.9% of businesses in the UK private sector are SME in nature. Collectively SMEs employ approximately 60% of private sector employees and, contribute 47% UK turnover (gov.uk, 2020). It is estimated that 99% businesses are SME (OECD, 2019) in size globally and based on employees and turnover. SME contributions are therefore economically significant and it is important to understand the nuances of SME in business and management research due to this significance. It is challenging to identify the social impact of SMEs, yet if proportional to their economic contributions there is enormous potential that SMEs provide strong contributions to society that may be recognised as CSR practice which is currently hidden. To understand the effects of CSR in SMEs would be an opportunity to identify and teach best practices, with a view to expand the social and environmental contributions made by smaller organisations.

CSR in SMEs research reports a lag in practice compared to large corporates in the strategic development and planning of CSR (C2.1.3). Historically a lack of awareness, resources and capital are reported barriers (Jenkins, 2004), yet recent developments show a progression towards a clearer understanding of how social responsibility is practiced, and understood by SMEs (Soundararajan *et al.*, 2018; Jamali and Karam, 2018). Larger SMEs engage with stronger processes and procedures, and

are more likely to be consciously strategic towards achieving social responsibility in practice (C2.2.1). Smaller SMEs may not be aware of terminology and concepts behind CSR, yet they are integrating practices instinctively through their own ethics and constructs in ways that are recognisable as CSR. Soundararajan *et al.*, (2018) examine such practices and identify with enlightened self-interest as an important strand of theoretical development. Garay and Font (2012), observe three stages of education for developing SMEs in CSR. Raising awareness, understanding the value of CSR and knowing how to engage with CSR.

A key challenge in research pertaining to SMEs is the diversity and breadth of organisations within the umbrella 'SME.' Increasingly scholars seek to recognise nuances of size, sector, and physical location, and observe trends and patterns within sub-groups of SMEs (Soundararajan *et al.*, 2018). Jenkins (2004) highlights the differing needs of micro businesses offering local services, when compared to (for example) a mid-sized production company. Hillery (2012), examined CSR across supply-chains and reported the sheer diversity of organisational types identified as 'SME' outlining reasons why this may be problematic in reaching consensus of phenomena. Jamali and Karam (2018) acknowledge 51% of their literature review is based on organisational aspects of social responsibility, however there is gap in recognising how types of SME organisations behave and respond in accordance with, or differently to one another. Combining these studies with the recognition of need for more relational research within SMEs and communities specifically, (Soundararajan *et al.*, 2018) this study examines a range of legal structures, sizes, and industries to develop knowledge on how different types of SME define and engage with community relationships (C3.5.2).

For many SMEs CSR occurs due to altruistic individuals within organisations - particularly owner/managers. There is a lack of planning behind many activities, and it is unlikely that activities are aligned strategically to the businesses' resources and skills (C2.3.1). To operationalise CSR in practice Turyakira (2012) proposes companies should focus on their employees, markets, society and environmental concerns in CSR development. Research from Gallard-Vazquez *et al.*, (2020) presents the role of innovation in achieving such developments. By recognising the areas of focus alongside the need for innovation there is opportunity for SMEs to utilise their strengths and resources thereby achieving greater impact to itsintended beneficiaries and the business itself. The terminology behind CSR has also proven to be problematic for SMEs as the word 'corporate' felt irrelevant to SMEs (Frieselben, 2011). Most recently literature referring to social responsibility in smaller organisations is recognised as SBSR (Small Business Social Responsibility), (Spence, 2016;, Soundarajan *et al.*, 2018; Jamal and Karam, 2018) a more inclusive term demonstrating relevance to SMEs.

1.9 Community Engagement

The definition of community in business and management research is documented as ‘problematic’ (C2.1.5), and Gilchrist (2009) proposes community is fluid in nature and requires common factor(s) that connect individuals to form an identifiable community. This could be geography, common interests, or even business relations. This study focuses on a core geographic area as part of sample selection, with other areas included to observe patterns and trends that are geographically influenced, through comparative analysis. Examination of community relationships and SMEs within a CSR context is relatively new to the field of CSR with 75% of peer reviewed work globally published since 2015 (According to NELSON, University of Northampton Search engine 2020). There is recognition of the importance of communities for SMEs and vice versa, although it remains an area requiring further examination (C2.1). The current research establishes community identity(s) from the perspective of SME participants, and the relationship that exists between those participants and their community(s). There is some evidence to demonstrate community relations based on the activities of the owner/manager, the development of social capital and importance of local or community-based stakeholders (C2.6) within SBSR research. The community economy (Gibson-Graham *et al.*, 2013) and definitional framing of community from social enterprise and social sciences more broadly (McMillan, 1996), provides a useful definitional frame towards recognising how small business may build and foster relations in a community. Findings in this study recognise community importance and the notion of a ‘sense of community.’ Community based studies are useful when considering the community - business relationship dynamics and influence. Communities potentially have much to gain with social development from SMEs, based on their economic contributions, and the discovery (within the current study) of aspirations from SMEs to do more is positive. The concept of community parenting is one that is explained as instrumental as an enabler of deepening the community – SME relationship.

1.10 Convergence of CSR SME and Social Enterprise Research

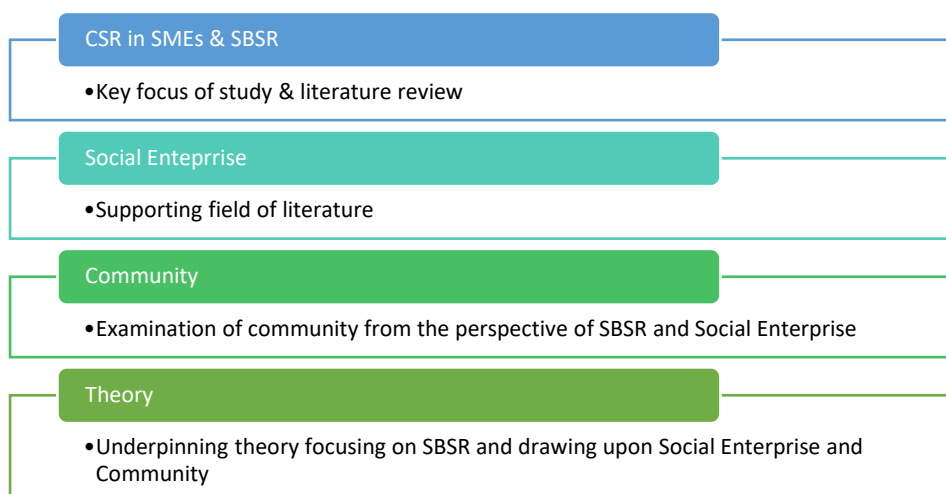
The marketisation of some Social Enterprise’s (SEs) to sustain themselves in pursuit of a social mission (Bacq *et al.*, 2013), alongside the increased focus of social responsibility in SME organisations provides an opportunity to consider how one may help the other and vice versa. Most SEs are SME in size (SEUK, 2019). Other common characteristics include the need for greater resources and expertise in their endeavours. SEs have drawn from SME and Entrepreneurial management tools to assist them in developing economically viable business models and processes, and there is evidence of a growing body of literature within the field of Social Enterprise that examines the hybridity of SEs and SMEs (C5.5.5).

Whilst SEs are learning from profit-oriented organisations there is little evidence to suggest the reverse, however, as SEs increasingly sustain themselves *and* create social impact according to their vision and purpose there is potential that SMEs with aspirations towards community and social responsibility may be able to learn from SEs. The literature examining challenges and motivations of SEs has some alignment with CSR in SMEs (C2.5.1). The literature chapter explores hybridity research, and the current study draws upon this by examining both ‘types’ of business (SME and SE), providing comparisons between the two.

These comparisons highlight the importance and relevance of community to SMEs, and a substantial proportion are known to have close community links (Jenkins, 2004, 2009; Murillo and Lozano, 2009). Due to the limited understanding of SMEs and communities the similarities of SEs to SMEs in terms of potential barriers to success and relative importance of communities are useful. The emphasis of social enterprise and its endeavours towards the community economy, solidarity economy, and social economy concepts provide a rich frame in which to observe alternatives methods of community building alongside successful market experiences in trade (Arthur *et al.*, 2003; Gibson-Graham *et al.*, 2013; Miller, 2013). The examination of both SEs and SMEs in unison has provided some interesting patterns of similarity and commonality as well as highlighted key differences.

Examining SE literature assists in one aim of this study - to consider the intentions and effects of socially responsible activity in communities by SMEs. SEs often focus on community support within their social mission/vision in the pursuit of positive social advancement. SEs are usually situated in disadvantaged areas when compared to mainstream businesses, and the proportionate number of minority groups in positions of seniority is much higher too (SEUK, 2019). Below is a diagram of the literary fields for examination.

Figure 5- Visualisation of the Inter-Relationship between Literary Fields of Research



There is a small volume of literature examining how external factors can be a driving influence of social activity. To examine a generic factor such as community requires explicit evidence demonstrating linkage between the 'state' of a community and business behaviour. This study explores whether there may be a causal motivation from the community, and to what extent.

The study is exploratory, pursuing a need to develop a more nuanced understanding of the relational dynamics between businesses and their communities to build concepts and theory that can be replicated and tested in multiple contexts (C3.7). The unfamiliarity of many SMEs of business terminology surrounding CSR/SBSR is acknowledged in the research design, and the construction of the study ensures data is obtained through using familiar vocabulary reflective of the informal nature of CSR for many SMEs (C3.7.3).

1.11 Research Purpose and Value

Sections 1.1-1.11 outline the background and fields of interest that led to the ultimate purpose and value of the current study. Section 1.10 recognises the limited but growing interest SMEs have in the potential effects they can have on communities from a positive position of SBSR and social enterprise. This study seeks to explore what is already being achieved by SMEs in the community, and by whom. As such the study looks for both depth and breadth in its participant recruitment and data collection.

The overarching question being addressed in the study is:

What interactions, relationships and contexts are identifiable in businesses within their communities that influences their socially responsible activity? (A view of multiple SMEs)

The research design includes purposive sampling to achieve a satisfactory range of participants, and semi-structured interviews to enable replicability and flexibility in data collection. Justification of methods in the design is discussed in C3.7. Thematic analysis is conducted and C3.9 provides extensive detail explaining the staged process to achieve the findings of the study.

The research has provided findings that both reinforce and extend the existing research outlined in Chapters 5 and 6. Contributions to the field include:

Contribution #1: The examination of multiple organisational types in the context of community relationships through empirical data has enabled insights to the nuances, particularly between social enterprise and for profit SMEs, of the support and interactions of these relationships in a meaningful way.

Contribution #2. The size of an SME is recognised as important and there is general acceptance that as SMEs grow they are more strategic in SR. What has not been uncovered is how this develops from

micro-businesses, through to medium sized companies who reach a tipping point from SBSR to strategic CSR. The typology in figure 10 provides 4 stages of progression for SMEs showing progress towards this tipping point. This development in theory provides an opportunity for a more nuanced understanding of the mass body of organisations recognised as SME.

Contribution #3. Community parenting provides a bridge between SMEs with a desire to 'give back', and strategic SBSR. The maturing of the business is reflected in the maturity of its 'care giving' as businesses assume the role of community parenting as a way to contribute to communities with the sense of responsibility felt by parents. This stage of growth for SMEs is beyond basic gifting and philanthropy, but is not following a strategic aim and purpose for SBSR activity yet.

These contributions are presented alongside theoretical development and reinforcement within Chapter 6. Chapters 5 and 6 provide the concluding themes (Tables 25;26) and how these align specifically against the original aims of the study.

1.12 Chapter Summary

This introductory chapter is designed to provide an insight of the journey of thought undertaken in leading to the topic and focus of the research. It explains personal interest and a belief in the values and strength of community, alongside the need for business development in both a broad and narrow context for matters surrounding social responsibility and the environment. The literature review (Chapter 2) examines the roots of CSR, SBSR and social businesses, and how there is a growing interest to understand the role of community. It reviews the reasons why communities are so important, and highlights areas which are under researched and worthy of exploration.

The research methodology and methods (Chapter 3) provide depth of understanding behind the philosophical position and principles underpinning the design of the research and analysis. Chapter 4 presents the results at an early stage of the thematic analysis, and Chapter 5 shows the detailed analysis and outcomes. Finally, the study draws together key themes and concepts to theorise in its concluding chapter (Chapter 6), as well as remarking on opportunities for further research.

2.0 Literature Review

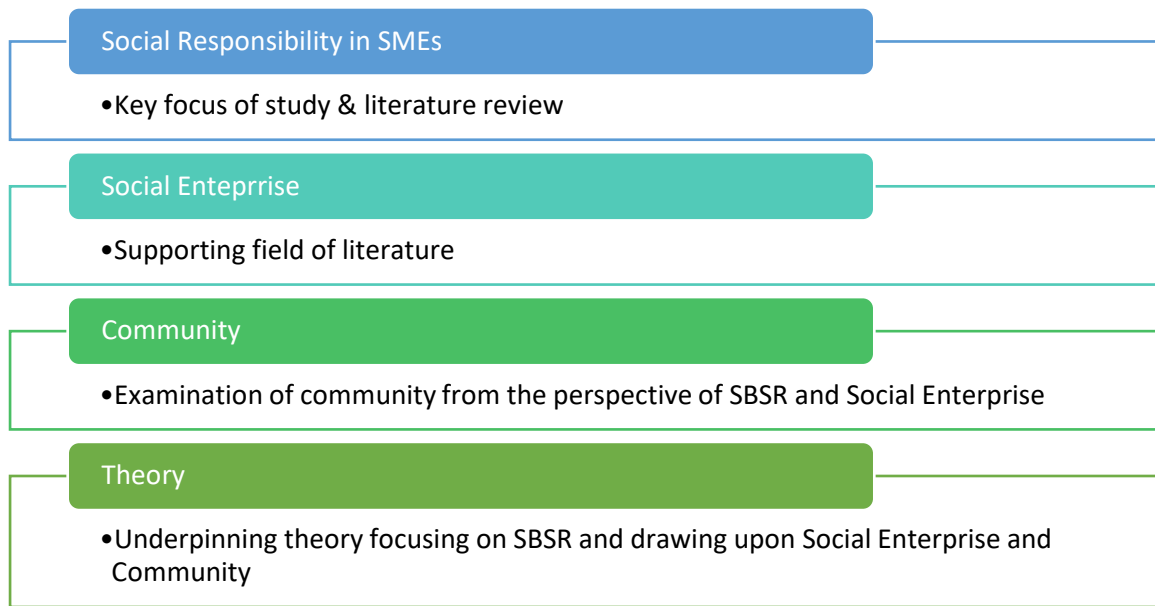
2.1 Introduction

The examination of literature in this study requires a review of a range of fields. The study seeks to develop understanding of the relationship that SMEs have with their communities through a Small Business Social Responsibility (SBSR) lens. To achieve a rounded perspective of the existing research there is a need to identify and examine core areas, and related areas of literature. There are three core areas of research receiving attention, CSR (historically) and SBSR, SMEs, and Community. These directly feed into the purpose of the study and provide details of what is known, and, importantly, what is not known.

Social Enterprise organisations as a field of study is examined concurrently to underpin and shed new light on these core areas for two reasons. Firstly, social enterprise organisations exist in the pursuit of social development, often within a defined community. They therefore have strong experience in relationship building within community contexts that may prove valuable in understanding the dynamics of the relationship for SMEs, addressing a gap in understanding this relationship within SBSR literature (Soundararajan *et al.*, 2018; Jamal and Karam, 2018; Spence, 2016). Secondly, social enterprise organisations have needed to be economically sustainable and increasingly self-sufficient. The market-based strategies implemented to support and sustain social enterprise led to theory borrowing from entrepreneurship and hybridity development between social and economic pursuits (Doherty 2011). The hybridity element may be important, in a reversal for SMEs with aspirations of deepening their social responsibilities and embedding social development into the organisation. Whilst it is not the first time the opportunity of combining the fields of SBSR and Social Enterprise has been acknowledged (Spence *et al.*, 2018), it is relatively unexplored territory, and this review examines the extent of opportunities within.

Underpinning SBSR literature there is a prevalence of stakeholder theory and social capital theory, alongside some studies looking at enlightened self interest (ESI) and institutional theory (Soundararajan *et al.*, 2018; Jamal and Kaman, 2018). This is reviewed and discussed based on the current study.

Figure 6 - Visualisation of the Inter-Relationship Between Literary Fields of Research



2.2 Evolution of Corporate Social Responsibility (CSR)

Bowen (1953) stated that organisations needed to base their activities on a range of factors including impact on humans, society and the ecological environment. From this point a new field of research developed in the social sciences that examines role and responsibility of organisations towards the economy, society and the environment in which they operate (Corporate Social Responsibility or CSR). Bowen's (1953) work is recognised as some of the earliest research into the concept of CSR, yet there is evidence of CSR in practice that predates this research significantly. In 1917 Henry Ford sought diversity in the workforce employing ethnic minorities and disabled workers. Although Ford Senior met some resistance this policy and ethos continued with Ford Junior who found some acceptance over time (Ford Motor Company, 2015).

Moral and ethical values are examined in early work researching business responsibility and the role of business in society. It was acknowledged that this was difficult to justify to shareholders and investors. It was the exceptional business owner/manager who actively sought to improve the lives of their employees, customers and other stakeholders. An early example is Johnson and Johnson's Credo (Johnson, 1943) stating their commitment to key stakeholders, from customers to the ecological environment. Moving forwards presented challenges towards CSR from capitalist and market-oriented perspectives towards the role of businesses and organisations. The Webbs in the 1960s identified civilians, producers and consumers within the division of labour, effectively segregating stakeholder groups and preventing positive integration in the pursuit of capitalism (Ridley-Duff and Bull, 2019), thus creating tension for the progression of social development in a commercial context.

Friedman (1970) authored a seminal article, 'Friedman's Doctrine', in the New York Times, stating that "the business of business is business". His message stated that so long as companies abide by laws, pay taxes and are economically productive (for shareholders) they are fulfilling their responsibilities to society. This opinion piece lacked scientific rigour, nonetheless the article widened the debate of the roles and responsibilities of business for academia and businesses alike.

In 1983 Freeman's stakeholder management theory challenged Friedman's views with the position that shareholders are one of several stakeholders that businesses should address. His work proposed that businesses have a responsibility to all stakeholders, and that to manage stakeholders effectively an organisation needs to seek to satisfy those deemed most important by managers. The Mendelow (1991) matrix provides a tool for stakeholder analysis enabling judgement and justification of which stakeholders should be managed, and how. As traction built around the idea that businesses are not solely capitalist money-making machines, and that they can have a positive role in society, research widened incorporating stakeholder management, social capital theory, enlightened self-interest (Spence 2016, Spence *et al.*, 2018, Soundararajan *et al.*, 2018, Jamal and Karam 2018), and ethical and moral values among other spheres of examination.

Notable theories and frameworks emerged to enable scholars and businesses to engage with this research and apply it to their own endeavours, such as Carroll's (1979; 1991) Pyramid of Responsibility highlighting different levels to which organisations could aspire to reach in terms of CSR, although it is critiqued as misleading due to the suggestion of sequential stages when businesses can realise multiple layers of the pyramid simultaneously to some extent (Wood 1991). Furthermore, there is debate from a definitional perspective where some deem CSR to be of a voluntary nature only (Freiselben 2011), whereas Carrolls (1979) pyramid acknowledges economic and legal obligations.

2.2.1 CSR in SMEs as a Field of Study

The 1980's saw the first researchers acknowledging differences between large corporate organisations and small to medium sized enterprises (SMEs) based on ownership and social performance (Soundararajan *et al.*, 2018; Jenkins, 2004; Spence *et al.*, 2003; Spence *et al.*, 2018). It was quickly noted that the distinctive nature of SMEs meant that research on CSR was not always relevant to SMEs, due to its corporate focus. Barriers to CSR implementation were identified in SMEs during this period such as lack of awareness and lack of resources (Jenkins, 2004) that could explain diminished CSR (Soundararajan *et al.*, 2018). Positive enablers including the agility of smaller organisations to change and adapt, alongside other notable differences led to a branch of research in

the field, CSR in SMEs or Small Business Social Responsibility (SBSR) (Soundararajan *et al.*, 2018; Spence *et al.*, 2018).

The level of research studies observing SBSR increased and a significant proportion of the literature has been published within the last fifteen years. Today SBSR research is a field of study in its own standing (Soundararajan *et al.*, 2018) yet SBSR and indeed, CSR as a concept are still relatively immature in terms of SME awareness and strategic implementation (section 2.7). SBSR is important due to the potential contribution SME's make to society, (Cho *et al.*, 2012; Remisova and Buciova, 2012). The scale of business, employment and economic contributions from SMEs, combined with research on SBSR lead to the supposition that SMEs are likely to be having a positive effect on society that is largely unseen. 99.9% of all enterprises in the EU28 are SMEs using the EU definition of an SME. The European Annual Report on SMEs (2014-15) shows that 71.4% of employment growth was from SME's in this period. Based on the significant contribution made economically (see section 2.4.1), it is logical to consider the impact SMEs could have on society has merit for exploration. Furthermore, SME's can reportedly gain a competitive edge through integrating SBSR into their business strategy, processes and organisational culture (Garay and Font, 2012). Today there is growing evidence that SMEs are moving towards a more strategic approach to SBSR as awareness and intent to support social endeavours increases (Soundararajan *et al.*, 2018).

2.2.2 Drawing Upon Related Fields

The study set out to explore community influences on socially responsible activity of SMEs as a driver for action. This led to the research question for the literature review:

“What interactions, relationships and contexts are identifiable with businesses within their communities that influence their socially responsible activity?”

This is split into three aims:

1. To explore the nature of SBSR in SMEs within different demographic communities.
2. To explore the social effect and outcomes of SME participants towards their communities.
3. To review the extent to which differing environments affect SME adoption and execution of SR.

To consider the aims satisfactorily in the design of this study the literature review incorporates the following areas of examination:

- Community

The emphasis on community is significant as there is limited research, but growing interest in examining communities as an influencing factor towards SBSR behaviours, particularly the relationship aspects of the connection (Jamal and Karam, 2018; Spence, 2016; Soundararajan *et al.*, 2018). The review highlights this and explains the nature of existing research regarding community studies through an SBSR lens and from the perspective of social enterprise literature (Section 2.9). There is recognition that within business and management literature there are definitional issues with community (De Maddaloni, 2018). Expanding into the field of social enterprise and social sciences has enabled the expansion and contextualisation of 'community' definitionally within business and management.

- SME Social Responsibility

The review examines the development of SBSR as a field to examine what is known, and where there are gaps and opportunities for knowledge development in this field.

- Social Enterprise (SE)

The purpose of the social enterprise is to support social development. The field of SBSR calls for innovative and creative theory development (Soundararajan *et al.*, 2018), and the use of abduction enables the inclusion of theory development from this related field (Folger and Stein, 2017). It is acknowledged that social enterprise has increasingly needed to be self-sufficient and therefore trade is an important component of success for many (Spear *et al.*, 2017). The development of social enterprise in terms of commercial endeavours has led to a much closer alignment in their nature towards for profit SMEs (for many). Defourny and Nyssens (2017) converge a range of SE 'types' into Trading Charities, Social Co-operatives/Community Company's, PSSEs (Public Sector Social Enterprise) and Private, or Enterprising SEs, of which the final type is recognising 'for profit' businesses embedding SR. In alignment Ridley-Duff and Bull (2019) provide three key strands towards understanding social enterprise, namely CTAs (Charitable trading activities), CMEs (Co-operative and mutual enterprise) and SRBs (Socially responsibly businesses), with the latter potentially a fit for socially minded SMEs. Applying Pearce (2003) extends this by examining the ethical underpinning of the social enterprise and proposes that community enterprise and social enterprise are different based on scale and structure. When examining definitions of social enterprise there is general consensus that the organisation or action of being socially enterprising is an act towards achieving a social purpose (Pearce, 2003; Ridley-Duff and Southcombe, 2012; Ridley-Duff and Bull, 2019).

This close relationship between some socially responsible ‘for profit’ organisations, and some financially sustainable social enterprises suggests that a cross-pollination of theory from the field of social enterprise and SBSR is an opportunity for theory development (Spence *et al.*, 2018)

- Theoretical frames

An examination is included of stakeholder theory and social-capital theory. These are identifiable as the core strands of CSR in SMEs, and there is some debate surrounding which approach is ‘correct’ with more recent works accepting an element of both. Further attention is drawn to the notion of enlightened self- interest (ESI) recognised in SBSR and Institutional theory, however these strands of theory development are not as prevalent as the first two. The current study acknowledges the research in each sphere, although chooses not to directly adopt one nor the other, preferring to examine the data to observe whether alignment emerges favouring a particular strand of theory in the analysis.

2.3 Literature review process

The literature examines three questions:

- What is known about SR in SMEs?
- What theoretical frames are used to explain SR in SMEs?
- How can related fields such as community and social enterprise contribute towards the development of the current study?

Table 2.1 presents an example of one of the literature searches during the study. Regular searches took place to ensure currency of information in relevant fields of interest.

Table 1 - 2.1 - Literature Search: Key Phrases

Phrase	Results Qty (peer reviewed journals)	Journals
CSR in SME	Quantity per Journal listed, respectively 163, 161, 68, 57	Journal of Business Ethics, Sustainability, Journal of International Studies, Social Responsibility Journal
CSR <and> SME <and> Community	Quantity per Journal listed, respectively 142, 124, 50,	Journal of Business Ethics, Sustainability, Social Responsibility Journal

Social Enterprise and hybridity (filtered by subjects: Business & Social Entrepreneurship)	Combined papers total 78	Various including: Journal of Business Ethics, Journal of Social Entrepreneurship, Voluntas, Social Enterprise Journal
Community and SME (filtered by Social Responsibility)	Combined papers total 794	Various – including: Corporate Governance, Social Responsibility Journal, Sustainability, Management Decision, Business and Society
SBSR & BSR	Targeted search – 12 papers added	Various - Journal of Business Ethics & Social Enterprise, International Journal of Management,

The search terms listed above are not an exhaustive list, but representative of the terminology used. The review adopts a systematic analysis of literature to inform research of the current study. Search results were accepted for inclusion based on their relevance and quality. All results were filtered and after selecting peer reviewed articles, each was checked for relevance towards the aim, and the strategic areas identified for the review. The search tool used is NELSON – an online portal subscribing to range of academic databases from the University of Northampton. Key journals identified include the Journal of Business Ethics and the Social Responsibility Journal for CSR in SMEs. Social Enterprise research featured heavily in the Journal of Social Entrepreneurship, and Social Enterprise Journal. Use of spidering in articles of note facilitated a wider examination of articles that the initial search terms did not identify.

2.4 Definitions & Terminology

2.4.1 SME

It is important to acknowledge what is meant by Small to Medium Enterprises (SME) for this study. There are different interpretations based on turnover and/or number of staff. Noted in Jenkins (2004) is the proposition of Wilkinson (1999) that smallness in an SME comes from attitudes and characteristics rather than from a ring-fenced demographic blueprint. Whilst this perspective recognises the individuality of SMEs an established definition and boundary of SME is required to enable the research design and literature review to reflect this boundary. The study draws on a

definition that has international reach and is widely accepted in the UK. Table 2 provides a definition of SME according to the European Union:

Table 2- 2.2 - SME sizes and Turnover (EU)

Company Category	Employees	Turnover	Balance Sheet Total
Medium Sized	<250	≤ € 50 m	≤ € 43 m
Small Sized	< 50	≤ € 10 m	≤ € 10 m
Micro Sized	< 10	≤ € 2 m	≤ € 2 m

Source:http://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition/index_en.htm (2015)

This definition establishes size and economic success. It does not recognise legal structure, industry and location etc. The literature review examines research defined as SME based on the authors' definitions. The development of the sample of SMEs for the current study is explained in C3.5 and discusses the variation within the sample. The examination of literature recognises differences between corporates and SMEs, and nuances within SMEs.

There is overwhelming evidence demonstrating the significant contribution SMEs make towards global economies. Jenkins (2004, 2009) states that in 2004, 99.9% of all UK businesses were classed as SME organisations according to European definition (Table 2.2). European Commission data (2003) stated that across Europe 93% of all organisations were micro businesses, 6% small businesses and less than 1% of all business was classified as medium; this represents a significant GDP contribution, and for employment approximately 60% of all employees work for an SME. These statistics highlight the value of SME organisations economically, and evidence in section 2.4.3 explains the need to address SMEs a separate field of study to corporate entities when examining CSR, as well as considering the argument for further segmentation due to the scale and diversity of SMEs.

2.4.2 CSR and SBSR

The European Commission defines CSR as “the responsibility of enterprises for their impact on society” (European Commission online 2015). Within scholarly research Freiselben (2011) acknowledges there is no consensus on what CSR is, and Dahlsrud (2008) provides a detailed review of multiple definitions. An examination of CSR in SMEs highlights a debate over the use and meaning of the term CSR itself, notably around the word 'Corporate', which is acknowledged as being unfriendly, inaccessible and not relevant to SME organisations (Kusyk and Lozano, 2007). The use of SBSR provides an accessible

description to smaller organisations that is relatable to their size, and where relevant to their business (Soundararajan *et al.*, 2018). The literature review refers to the terminology of the sources of reference, therefore most current literature utilises SBSR, and earlier relevant work as CSR (in SMEs).

Freiselben (2011) subscribes to the notion that CSR is adopted voluntarily by organisations, although Carrolls' (1979) pyramid suggests that at the base level adherence to relevant laws and regulations is the starting point of the ethical organisation. This implies that legal compliance could be classified as CSR, thus questioning the voluntary nature of CSR activity. Sen and Cowley (2013) adopt the view of Frieselben (2011) recognising voluntariness as the crux of CSR based on ethical principles of owner/managers within. Furthermore, Fassin (2008) denounces much CSR activity executed by large corporates as public relations, cost saving and reputation management which detracts from the ethical and altruistic nature of pure CSR. Fassin (2008) ascertains that CSR should come from the ethical position of the organisation. Authors including Jenkins (2004; 2009) and Murrillo and Lozano (2006) demonstrate inclusion of legal compliance in the context of CSR, aligning with Carroll's (1991) view that regulatory adherence is a responsibility of business to society, yet Freiselben (2011) clearly excludes legal and regulatory activity explaining that CSR goes beyond this basic level and that organisations take a 'role' within society. Conversely there is an increasing number of regulations, targets and even legislation being introduced by political leaders in areas traditionally aligned with CSR activity such as:

- waste reduction (WEEE directive, 2002)
- employee rights (minimum/living wages)
- right to ask for flexible working patterns (Gov.uk 2020)
- health and safety (compulsory training on lifting/ dealing with hazardous materials)

This means that organisations are addressing some issues that would have previously been voluntary, through regulation and legislation. Furthermore, whilst legal compliance should not be classed as optional (as CSR implies), the reality is that non-compliance is prevalent in company scandals (tax evasion/ employing migrants/ modern slavery). Such media exposure of 'wrong-doing', alongside the inclusion of legal compliance in CSR research from named authors led to the decision that this review will acknowledge legal compliance as the minimum expectation of organisations when examining their actions through the lens of CSR.

From an holistic position Dahlsrud (2008) analysed 37 definitions of CSR and drew together 5 dimensions of CSR. These are, Environmental, Social, Economic, Stakeholder and the element of Voluntariness. The dimensions, according to Dahlsrud (2008) comprise the main issues when

discussing CSR. This is supported and represented by much of the literature of SBSR as this review illustrates. Whilst the analysis from Dahlsrud (2008) is useful in terms of drawing together and identifying these dimensions it should be acknowledged that the latest definition used is from 2003 and therefore significant changes are potentially seen in the practice of SBSR since. For example, early definitions exclude environmental concerns. The dimensions are supported by Jenkins (2009) who describes CSR as business activities which provide an economic, social, and environmental contribution aligning with Elkington's (1994) TBL theory.

Horrigan (2010) discusses the conformity of business goals based on social expectations that organisations cannot control when explaining CSR. This aligns with the perspective that CSR can be a response to stakeholder pressure (Gupta *et al.*, 2012; Russo and Tenaciti 2009; Hoivik 2011) thus detracting further from the underlying principle of voluntariness and altruistic behaviour. This notion of lack of control of expectations, and needing to manage those expectations is seen in literature highlighting SBSR as a source of legitimacy in communities (Section 2.4.5). More recently Latif *et al.*, (2019) identified 5 dimensions of CSR that align to some degree with Horrigan's (2010) view of conformity of business goals and social expectations – customer perception (of the firm), developmental CSR, ethical position, relationship building and information sharing. These dimensions align with the need to meet expectations of stakeholders (prominently customers), and for companies to be transparent.

Within this study CSR and SBSR will recognise all activities that can be described as advantageous to society and the environment regardless of organisational rationale and motive. It is proposed that further research and debate is needed to determine the importance of the voluntary nature of CSR from a definitional perspective.

2.4.3 Nuances of CSR in SMEs/ SBSR

Business survival is a priority for SMEs, Jenkins (2004; 2006). Freiselben (2011) supports this claiming that SMEs must focus on the day-to-day tasks first, and research by Atkinson (2014) evaluates the time pressures under which SMEs operate, and the negative impact this has on resource planning. The need to survive, manage resources effectively and establish daily tasks contextualises the environment that many SMEs operate in, highlighting different priorities to large corporates and provides insight explaining why SBSR is not integrated into business planning. Earlier research into CSR within SMEs critiques the view that a corporate perspective of CSR is relevant to SMEs (Jenkins 2004). Authors confirm and reiterate SMEs are distinctive from large corporates in terms of their characteristics and competences (Giovanni *et al.*, 2012; Del Baldo 2012; Park and Ghauri 2015; Spence 2007; Torugsa and O Donohue 2012, and more). These differences can and should be recognised in the development of

SR research. There is a disconnect between SME perception of CSR and the related-ness it has to their business (Murillo and Lozano 2006; Frieselben 2011). This disconnect can be attributed to different priorities of SMEs when compared to large corporates according to Frieselben (2011), and the attributes of the SME as distinctly different to that of corporates (Burns 2001). Jenkins (2004) recognises the priorities for SMEs are largely short term and the pressure of performing multiple roles to sustain the business leaves little time for strategic planning in CSR.

A growing body of research paying attention to SMEs in the context of CSR led to the recognition of SBSR as being distinct from CSR (Soundararajan *et al.*, 2018) and this splintering of the field observing SMEs and corporates separately is becoming increasingly established globally as SBSR (Soundararajan *et al.*, 2018; Jamali and Karam 2018). Whilst SBSR is recognised, it is important to understand the vastness of SMEs and their wide-ranging needs, behaviours and actions. As Jenkins (2009) notes a sheep farmer in Scotland will have very different needs to those of an electrician in East London. This means that any research into SMEs needs to be clear about the parameters of the study in terms of participant selection, and the potential limitations of that selection. The existing research is diverse, theoretical and often based on small samples due to the breadth of the field and its developing nature.

Soundararajan *et al.*, (2018) further acknowledge the idiosyncrasies of SMEs in their critical review of 115 articles, detailing how SBSR lacks the formality, and desire for formality in terms of targeting, auditing, and reporting social responsibility, however there is a desire to promote positive social change. The review acknowledges three dimensions for consideration, institutional, organisational and individual. Each has a role towards understanding the motives and nature of SBSR. SBSR is now broadly accepted as terminology to identify socially responsible activity in small businesses (Spence *et al.*, 2018). The study will adopt the use of SBSR henceforth.

2.4.4 Community

The existence of communities and society are separated in early writing by Tönnies (1887) who aligns community with rural and family centric groupings sharing and supporting one another for personal comfort and support. Society, according to Tönnies (1887) is the existence of people in a trading and merchant environment who are more personally distanced, yet they co-habit alongside one another in denser populations, driven by trade and commerce (towns and cities). This is a simplistic explanation of his work yet it has relatable attachments to social interactions between people to the present day. The existence of a clear definition of 'community' in management literature is problematic (Di Maddaloni, 2018) and whilst community is mentioned frequently in the field of SBSR there is a lack of exploration of who and what a community is from the perspective of SME managers..

This section examines the development of defining community drawing upon wider fields of social sciences, and progresses to consider how community is important to SBSR.

Gilchrist (2009) acknowledges that community can be a 'place' or physical geography, however, it is also born from groups that have common interests or identities in some way as described by Bradshaw (2008). Gilchrist (2009) proposes additional factors are required to forge a community including a level of attachment; whether it is a place of work or where you live or a group with a shared experience/hobby. Gilchrist is an advocate for community development and has supported a social capital perspective of community building. Bradshaw (2008) demonstrates similar thoughts in arguing the case for post-place communities, stating there is a need for physical proximity to be removed from 'essential' criteria of the recognition of a community. In the 1990's the development of the internet and sharp increase in globalisation led to the recognition that this new world provided opportunities for meaningful social interactions and relations outside of 'place' (Weber, 1994), and virtual communities became recognised (Rheingold, 1994). Bradshaw's (2008) thinking recognises the post place community in terms of virtual, global and local geographic zones, participation of multiple stakeholders as well as being fluid, dynamic and transformative in nature. Lyon (1999) further acknowledges the effect of digital intervention, and the possibilities of relational interactions using alternative mediums of communication. This modern world means that the opportunity to attach to multiple communities digitally is emergent in discussions of community. Bradshaw (2008) defines attachment to communities based on locality of residence, regional ties aligned with interests and/or volunteering, and virtual communities. This is demonstrative of the weakening of a sense of place over the last 50 years (Putnam 2000), but not a weakening of community (Bradshaw, 2008; Gilchrist, 2009).

Gilchrist's (2009) definitional view of community continues by explaining that community is conceptual and 'liquid' in form making a fixed definitional boundary challenging in any context, further supported by Bradshaw (2008). Gilchrist (2009) proposed a community can change in its formation to suit changing needs, and circumstances surrounding that community. The recent pandemic (2020) has enabled strong community cohesion to support one another in times of need for example.

Today communities are identifiable by common interests, bonds, shared values and norms according to Bhattacharyya (2004), and Brown *et al.*, (2000) propose that community is not about the group that an individual belongs to, but how much 'community' they have, inferring the notion of community spirit. Community spirit is explored in detail by McMillan (1996; 1986) identifying four components towards the sense of belonging at the heart of communities, namely spirit through membership and emotional safety, trust which must be sustained through equality, care and cohesion, trade whereby bargaining and exchanges lead to mutual satisfaction, and finally art, the composition of the

aforementioned components towards creating and maintaining the heart of the community with its outputs. Collectively these components explain sense of belonging, and this is observed within a community economy through the third component – trade, where mutuality is recognised (Miller, 1996).

The community economy is potentially important towards understanding community from the perspective of SMEs where the formalisation of CSR is less, and the emotional attachment often greater. Miller (2013) discusses the community economy of Gibson-Graham (1996) through an ontological, ethical and political prism metaphor. The concept of breaking down economy as it is understood, and re-establishing rules of economic conduct according to redefined ethical principles and political structures is proposed. The community economy is often connected to the social economy whereby interdependence between a community and its trade is recognised as interdependent through the nature of provision of social business (Arthur *et al.*, 2003). Arthur *et al.*, (2003) explains the development of the social economy through a range of organisational types that seek to close gaps in regional policy and development. The consideration of mutualism is recognised in the context of values towards the social economy through a common bond, or interdependence as seen in communities. Bi-directional relations seen in mutual organisations are reciprocal in terms of benefit and this provides value to all concerned parties (Ridley-Duff and Southcombe, 2012).

Recognition of the community, community economy and social economy provide a context within which to observe the relationships and alignment of these concepts when applied to business and management and SBSR.

2.4.5 Community in SBSR

Jenkins (2004) discusses the value of defining community and Jamali *et al.*, (2017) highlights its importance when examining SBSR. Many socially responsible activities that SMEs engage in are conducted within a community with whom the business has connections, (Madden *et al.*, 2006; Perrini 2006). This community connection is further highlighted by authors including Nielson and Thomsen (2009), and Russo and Tenaciti (2009) who acknowledge SMEs tend to have closer community relationships than large enterprise organisations. Authors in the field acknowledge that community as a concept is unclear (Di Maddaloni and Davis 2018), whilst Dunham *et al.*, (2006) confirms the definitional problem of community within stakeholder theory and its practical application. Atkinson and Cope (1997) affirm there is no single way of defining community and Skerrat and Steinder (2013) conversely state that community is a homogenous, identifiable group, thus applying a definitional frame. Others (Ruebottom, 2011; Ridley-Duff 2007; Hillery 1955) confirm the need for community

boundaries and definition. Section 2.4.4 begins to identify community definitional work applicable to the nature of SBSR.

SBSR typically includes supporting community-based projects and sports teams (Giovanna *et al.*, 2012), as well as philanthropy (Madden *et al.*, 2006), and community volunteering (Russo and Tenaciti, 2008). Whilst SMEs do not bear the scale of reputational damage of poor SR that corporates can, nor do they bear the benefits of enhanced reputation and improved business performance through community engagement at scale (Morsing and Perrini, 2009). Community engagement achieves slightly different benefits for SMEs, particularly micro businesses, including legitimacy (Russo and Tenaciti 2009), reputation and trust within that community, and mutually beneficial relationships through social capital development (Morsing and Perrini 2009). Studies examining social capital theory when observing SBSR, provide discussion surrounding how social capital and community relations with SMEs function, and to what extent use of social capital may influence the way in which SMEs conduct business activity.

Fitzgerald *et al.*, (2010) observe the community relations of family-owned SMEs, specifically differences in community support based on individuals. For example, financial and technical assistance is more prevalent from males in long established organisations. Volunteers are likely to have a higher-level educational qualification. And for individuals working and living in more vulnerable areas, youth programmes receive higher levels of support. The study notes that retailers donate more than other industries to local schools and to youth programs. This shows how SMEs are engaging with SBSR in community contexts, and contributes towards explaining why it is appropriate to consider community attributes of businesses and understanding context of community. For SMEs community engagement is important based on building social capital and business legitimacy.

Niehm *et al.*, (2008) propose three community dimensions, commitment to the community, community support, and sense of community as indicators to predict social performance of family businesses, contributing to the small area of community research and family-owned SMEs. They also recognise a positive correlation between community embeddedness and SBSR engagement. Besser (2012) frames the community contributions of SMEs using Carrolls (1991) pyramid of social responsibility, and connects this with Aram's (1980) enlightened self-interest model. The key findings identify that for the participants community alignment is a critical success factor to the organisation, reinforcing the importance of community. Spence (2016) further revisits Carrolls (1991) Pyramid and applies ethics of care principles reframing the pyramid to recognise survival, personal integrity, philanthropy, and ethics of care in a community context for SMEs engaged in community SBSR, acknowledging the relevance of this in alignment to the nature of SMEs.

The discussion surrounding community in SBSR is growing in interest, however as yet there has been limited consideration of cross-pollination with other related fields. The redefining of economy from Gibson-Graham *et al.*, (2013) considers 5 areas of wellbeing requiring attention for a successful community economy. Among these are material and occupational wellbeing which are intrinsically linked with trade and commerce, an element crucial towards developing a 'sense of community' according to McMillan's (1996) definition where trade provides reciprocal values and mutual gain. Such efforts to understand community are well placed to support the development of understanding the role that SMEs engaging in SBSR can have.

2.5 The nature of SBSR

This section explains the nature of SBSR, recognising the characteristics of SBSR, challenges and constraints for SMEs and reported advantages that SMEs experience when engaging with SBSR.

Studies of SBSR are largely empirical with a split of 34% qualitative and 42% quantitative according to Soundararajan *et al.*'s (2018) review of 115 articles. The context of research sits largely in developed economies and the leading countries by publication has spread from North America to Europe, and more recently to developing countries showing the momentum building over time of interest in SBSR (Soundararajan *et al.*, 2018). There is evidence that SBSR is unlikely in the smallest of SMEs where survival is the priority, although Russo and Tenaciti (2008) find strong levels of informal, or implicit SBSR in a large-scale study of over 3000 participants. Implicit and explicit SR is developed recently by the work of Morsing and Spence, (2019) demonstrating SR behaviours based on community rationality, stakeholder orientation and the formality of communication regarding SR. As companies grow it can be argued that explicit SBSR becomes more prevalent with size. The actions of micro-businesses are based on bottom line improvement, compared to medium and large organisations whose structures enable more formalised SBSR (Russo and Tenaciti, 2008). It is accepted that corporate literature of CSR is often seen as irrelevant to SMEs due to the distinctive nature of SMEs (Morsing and Perrini, 2009; Russo and Tenaciti, 2008; Freiselben, 2011; Spence *et al.*, 2018; Soundararajan *et al.*, 2018; Jamali and Karam, 2018). It is therefore important to explore the specific characterises of SBSR to develop understanding of the nature of these differences. Early development of the field of SBSR can be attributed to authors such as Spence (1999), Moore and Spence (2006), Russo and Perrini (2006), and Russo and Tenaciti (2006) who unanimously agree that applying CSR theory is problematic when observing SMEs. Fassin *et al.*, (2011) develop this and propose SMEs have a good awareness of SBSR and SMEs seek to address what must be done (law and regulation), and what should be done (ethical perspectives). The fragmentation of SBSR as a field is appropriate according to Soundararajan *et al.*, (2018) and the use of the term SBSR is becoming normalised in the field (Spence, 2016; Spence *et al.*, 2018; Soundararajan *et al.*, 2018). Continuing detailed investigation

into SMEs can shed light on best practice to develop and support socially responsible activities through raising awareness and supporting SMEs to meet their potential for community support as a collective force. This is supported by Amaeshi *et al.*, (2016) who explain the multiple spaces of SBSR beyond solely philanthropic activity.

Jenkins (2009) highlights the agility of SMEs to facilitate change, allowing a fast response to the introduction of new policies due to their flat structure and autonomy of the owner/manager towards decision making. SMEs are close to their markets and can respond quickly to market opportunities. It is acknowledged however, that the pressure to engage in SBSR is different as SMEs are likely to consider issues that are personally close to them to be important, such as employee motivation and community involvement (Jenkins 2009). Further, Baden *et al.*, (2009) recognise the instinctiveness of SMEs and deep connection between SBSR and ethics of the owner/ manager.

Freiselben (2011) and Fassin *et al.*, (2011) recognise SBSR within SMEs is more integral to the organisation and its business strategy than others' such as Santos (2011) claiming activity within SMEs as fragmented. Kechiche and Soparnot (2012) support the notion that SMEs are likely to embed SBSR more effectively than their corporate counterparts, though reiterate its instinctive nature as opposed to strategic direction. Where there is a strategic implementation of SBSR Jenkins (2009) notes that SMEs are often reluctant to promote this engagement in the same way that corporate organisations do, and shyness at publicly touting how environmentally/ socially responsible they are is cited by Bauman-Pauly *et al.*, (2013) and Fassin (2008), potentially due to the reduced need to demonstrate transparency in the way corporate businesses do

Bauman-Pauly *et al.*, (2013) examines SMEs and MNCs and found gaps between the investment and integration of SBSR and the reporting and promotion of SBSR – namely there is a shortfall for SMEs by comparison. Whilst this could be attributed to a lower demand to report, it could also be due to differing motives as shown by Lahdesmaki *et al.*, (2019) who identify small business priority as being 'care providers' to the community based on proximity and stakeholder salience. This is contradicted by Gonin (2015) when examining the works of Adam Smith, proposing that today SMEs experience a widened gap between themselves and the local community that prevents alignment of the two to forge positive relations which could become a barrier to SBSR engagement in the community.

Businesses contribute to communities through economic wealth, provision of goods and services and employment. Santos (2011) extends economic contribution as a responsibility (through local employment) and proposes SMEs need to integrate three strands of SBSR: entrepreneurialism, business management and being a business citizen. Sitkin (2012) reviews regional impact and regional

company responsibility. The findings show that lack of local employment from businesses leads to economic problems within that area. The European Union online (2015) states that 66% of employment across the EU member countries is from SME organisations. Collectively the impact on a regional economy and SME employment rates locally is high. It could be proposed on this basis that the first responsibility a business has is to support the local economy, through its recruitment strategy.

The concept of business citizenship (Sitkin, 2012) and the integration of owner/managers into communities are demonstrable through the findings of Besser (2012) observing that community members have difficulty distinguishing the owner/manager from the business itself. This shows that community alignment can offer business legitimacy to SMEs through the visibility of owner/manager actions (Bessar, 2012). Community legitimacy is further supported by Murillo and Lozano (2009), Garay and Font (2012) and Ma (2012). More recently Soundararajan *et al.*, (2018) acknowledge the need for survival being followed swiftly with legitimacy seeking, and according to Spence's (2016) work on ethics of care principles legitimacy seeking in communities is of importance.

Roles and responsibilities of SMEs are considered by McCallum (2013) based on volunteerism (skills based) who relays four components contributing towards the business case for community volunteering including, company reputation, cost and risk reduction, achievement of business strategy and learning and partner development. This highlights the mutual gain in relationship development between business and community. This is refuted by Gonin (2015) and Eger *et al.*, (2017) observing there is no formal framework for philanthropy (including volunteering) within organisations, and that at best philanthropy is based on an emergent strategy combining personal and professional connections within the organisation whilst seeking ethical subjectivity. Spence (2016) contributes towards theory development by examining ethics of care and reframes Carrolls (1979:94) pyramid based on a range of SME contexts presenting these variables through adaptation of the original pyramid of responsibility with philanthropic activity an important priority. Hazenberg *et al.*, (2016) examine social enterprise in the context of geographic regions and acknowledge the influence of regional ecosystems towards the development of social economy. This can be considered a factor towards SME engagement with SBSR based on local policy, culture and influence, and is supported by Fassin *et al.*, (2015) recognising the importance of national and individual differences based on culture and background towards the approach and cognition of SBSR.

2.6 Motivational Drivers of SBSR

2.6.1 Owner/Managers

There is consensus that the owner/manager of SMEs is instrumental in the adoption and execution of social responsibility (Kusyk and Lozano, 2007; Jenkins 2006; 2009; Kechiche and Soparnot 2012;

Madden *et al.*, 2006; Murillo and Lozano 2009). More recently this has been challenged by Sendllhofer (2019) who ascertains that employees drive SBSR through the owner/manager, as recognised by Soundararajan *et al.*, (2018) who observe the role of employees and individuals, drawing upon institutional theory for analysis. Jenkins (2009) explains how the personality of the owner/manager is a strong factor in terms of motivating organisation members to engage with SBSR, and relations between owner/manager and staff as influential in implementing and embedding SBSR. Jenkins (2009) also observes management styles combined with autonomy of the owner/manager stating that SME managers have shorter term task orientated thinking, which could be a constraint in SBSR integration from a strategic perspective. Fassin *et al.*, (2011) look beyond personality to cognitive processes and propose knowledge structures create mental images for individuals enabling the process of sense-making, and therefore perception of sense leads to actions and choices of owner/managers in SBSR. Furthering individual 'sense-making' it is recognised that individuals with an ethical persuasion towards an equitable society are more likely to adopt practices of SBSR. Research from Ede *et al.*, (2000) suggests that younger directors have a stronger propensity towards social responsibility, whereas Spence and Lorenzo (2000) suggest the level of education influences the owner/manager, and an individual's economic backdrop is important, though neither explanation investigates why and how.

2.6.2 Size of SME

SME definitions shown in table 2 highlight the vast differences in number of employees and turnover levels. Evidence has shown that the larger the SME the more likely the organisation is engaged in SBSR in a strategic purposeful way. Equally, research shows that the smaller the organisation the easier it is to implement new strategies and employ new initiatives (Bauman-Pauly *et al.*, 2013). This can be attributed to the close links between departments and individuals that are typical of SME organisations. The close contact and 'smallness' means that communication is often faster, enabling agility in adopting new initiatives. This agility contributes towards facilitating and initiating new ideas and innovation within SMEs both generally and specifically connected to SBSR (Bauman-Pauly *et al.*, 2013). This compares favourably to large organisations where bureaucracy and size can cause delay. Alongside enjoying strong communication and quick decision-making SMEs enjoy a lack of internal bureaucracy (Freiselben, 2011), which further facilitates agility. Combined agility and a desire to innovate by implementing SBSR strategies is shown to support business growth, though not explicitly (Jenkins, 2009; Murrillo and Lozano, 2006).

Within SMEs the overall vision and mission has been attributed as a contributing factor towards SME involvement with SBSR (Murrillo and Lozano, 2006).

2.6.3 Stakeholder pressure

Fassin (2009) recognises stakeholders, stakewatchers, and stakekeepers enabling differentiation between those that SMEs need to keep satisfied through to those with a legal 'stake'. It is also recognised that an organisation may have primary and secondary stakeholders (Spence *et al.*, 2018). SMEs can find that their 'smallness' can add pressure to the business from stakeholders such as suppliers and customers to engage with SBSR. Authors' including Worthington *et al.*, (2008) and Lepourte and Heene (2006) suggest a need for stronger sensitivity towards internal stakeholders, namely employees, suppliers and clients within SMEs. Lapointe (2006) believes SBSR in SMEs is derived from the value chain and is connected to external pressure from large corporates. This perspective aligns with Corporate Shared Value, (CSV) (Porter and Kramer, 2006, 2008) which proposes to achieve true value to society and business social gains need to be integrated into the value chain thus creating a 'win-win' situation for the business, and its social beneficiaries. This integration is evident in SMEs where SBSR is described as integral to the business operations in reviews such as the work of Kechiche and Soparnot (2012). External stakeholder pressure has received some attention through understanding SMEs and SBSR within supply-chains.

Supply chain pressure applied to SMEs is observed as (typically) upstream pressure from the 'chain director' whom Cilberti *et al.*, (2009) propose is the organisation with the greatest influence within the supply-chain and often the point of control for SBSR practice. Baden *et al.*, (2009) affirm large enterprise clients place pressure on SME suppliers to comply with SBSR practice alongside Studer *et al.*, (2008), Rahim and Wisuttisak (2013) and Ayuso *et al.*, (2013). This is reinforced by the inclusion of SBSR in contractual supplier agreements (Vytopil, 2012). The notion that supply-chain pressure is exerted both upstream and from large enterprise organisations is further supported by Studer *et al.*, (2008); Rahim and Wisuttisak (2013); and Ayuso *et al.*, (2013) which poses questions for the voluntariness of SBSR when compared to CSR, and as the potential barrier to trade for some SMEs due to lack of resource (Baden *et al.*, 2009). The introduction of the Social Value Act (2012) in the UK commands social and environmental considerations within tender bids that influence decision making in public sector procurement. These factors highlight the pressure on SMEs from selected stakeholders. This has the potential to oppress the competitive environment of industries supporting the public sector, for example, due to lack of resource and knowledge, which could have negative economic effects alongside potentially removing 'volunteerism' in some SBSR engagement.

Policy makers from the European Union have invested in the research and development of SBSR within SMEs (Nielson and Thomsen, 2009). Studer *et al.*, (2008) observe that in Hong Kong regulation had an immediate, positive impact to reduce pollution levels in large organisations, with SMEs following

closely behind. Rahim and Wisuttisak (2013) question the pressure on SMEs that regulation can bring, as many find it difficult to meet new standards due to lack of resources and increased bureaucracy. Supply chain pressure is being cited more often as a reason for SME engagement of SBSR due to upstream pressures, Freiselben (2011).

Customers, (collectively) are becoming more socially aware of product sourcing due to media coverage of issues such as child labour, contamination in the food supply-chain and the promotion of schemes such as fair trade. Baden *et al.*, (2009) investigate this in the context of SBSR observing whether customer pressure affects the behaviour of SMEs in a supply chain context. Further research examining consumer behaviour and SBSR shows ethical sourcing and business conduct is important and needs to be addressed (Loussaief and Bourcier-Bequaert, 2012; Pastrana and Sriramesh, 2014; Longo *et al.*, 2005; and Fisher *et al.*, 2009). There is a growing interest in environmental SBSR and Boiral *et al.*, (2019) acknowledges the role of stakeholder pressure in this area.

2.6.4 Cost and Market Drivers

Laudal (2011) examines cost advantage as a motive towards SBSR, rather than SBSR being market driven although does acknowledge potential market drivers in connection with competitiveness of SMEs. The competitive environment is also examined by Murrillo and Lozano (2006) reinforcing this view. Cost advantage is further examined by Blowfield (2007) who suggests that there is general acceptance that SBSR can provide cost advantages however the lack of measurement tools and the sporadic efforts of reporting means it is difficult to state whether an organisation has achieved this and to what extent. Jenkins (2009) states organisations engaging with innovation and SBSR moving into new and emerging markets have seen cost reduction, and increased efficiency. Jenkins (2009) also proposes that SBSR may be a source of competitive advantage. This shows further alignment to CSV principles (Porter and Kramer, 2006; 2011). CSV advocates are integrating social responsibility into the value chain to maximise efficiency whilst concurrently engaging with social endeavours creating a win-win scenario.

Whilst it is acknowledged that SBSR may be an opportunity for competitive advantage (Jenkins 2009), there is evidence that the link between financial performance, intellectual capital and SBSR is weak (Jain *et al.*, 2017). Conversely, Looser (2016) proposes that SMEs have intrinsic motives towards SBSR based on moral and ethical values rather than extrinsic in the form of a management tool. Based on the evidence within this section it is likely that a combination of both co-exist.

2.7 Constraints of SBSR

2.7.1 Resource Constraints

For many SMEs the primary need is survival. According to European figures (section 2.4.1) the majority of SMEs fall into the micro-category. These micro-organisations have an initial need to survive and sustain themselves, therefore daily operations and cash flow are the primary concern. The need for survival first is supported by Sen and Cowley (2013), and Tang and Tang (2012) in describing survival challenges for SMEs. Resources in general are a constraint for SMEs across the board (Jenkins, 2009; Madden, *et al.*, 2006; Freiselben, 2011; Spence, *et al.*, 2018; Soundararajan *et al.*, 2018), most particularly time and finance. Once financially stable there needs to be some justification of investment in SBSR for SMEs who often regard it as low priority (Madden *et al.*, 2006). This prioritisation is changing as awareness grows of motivating factors such as cost drivers, stakeholder satisfaction and so on. Resource constraints can also align with tensions in hybridity of SMEs (Economic & SBSR endeavours) as discussed in Spence *et al.*, (2018) where many SMEs have hybridity between economic success and familial success (family businesses) so to add SBSR can create tri-directional tensions in terms of resource allocation (family, economic sustainability and social responsibility).

2.7.2 Knowledge and Value of SBSR

Studies examining SMEs and SBSR observe the lack of awareness in owner/managers of the terminology of CSR and SBSR (Murillo and Lozano, 2006; Jenkins, 2006; Kusyk and Lozano, 2007). Following this observation authors (Murphy and Schlemilch, 2013; Fisher *et al.*, 2009), and policy makers called for action to raise the profile of SBSR in SMEs. For example the European Commission (2013) launched 16 targeted projects to a range of EU countries raising awareness and engagement. More recently there is evidence of increased awareness of SBSR, however specific activities and context of engagement are not clear in many cases. (Freiselben, 2011; Sen and Cowley, 2013; Sitkin, 2013; Soundararajan *et al.*, 2018; Jamali and Karam, 2018).

There are nuances based on geography in SBSR understanding and awareness, and many developing countries have historically demonstrated lag in SBSR engagement compared with developed nations (Jamali and Karam, 2018). There is an identified need to understand the rules of engagement with SBSR too which differ in geographic regions. Garay and Font (2012) explain this as 'Awareness-Value-Act', which succinctly demonstrates a process of engagement SMEs may undertake. Lee *et al.*, (2012) identify a gap between awareness and detailed knowledge of SBSR, and Campin *et al.*, (2013) observe a lack of understanding of the terminology for many organisations. To address the awareness issue is potentially progress towards value recognition, and the motivation to 'act' in SBSR engagement.

The geographic region can also influence the understanding and awareness based on what is recognised as SBSR within that geography. For example, developing countries show traits of SBSR where philanthropic and sunken CSR can be more prevalent, and social responsibility is less formalised generally (Jamali and Karam, 2018). Furthermore institutional context that is based on geographic governance can determine the SBSR value and practices to an extent such as European propensity towards regulating and driving the agenda, compared to the US where there is a stronger voluntary and philanthropic persuasion (Jamali and Karam, 2018). To raise awareness and understand engagement is contextual, based on geographic trends and therefore it is important to recognise this as an external variable in research on SBSR.

Turyakira *et al.*, (2012) assigns functional areas to SBSR based on four classifications of activity (employee focused, market focused, societal focus, and environmental focus). What is clear from the instinctive nature of SBSR in SMEs is that for some organisations awareness and understanding can enable managers to formalise SBSR activity, and potentially develop strategic SBSR. Fassin (2008) contests this believing formalisation detracts from the ethical values of SBSR, and for SMEs the burden of formalisation would encroach too greatly on already stretched resources.

2.8 SBSR and Innovation

SBSR is by definition a form of business innovation. Innovation is perceived to be a drain on resources and time within SMEs who are often focused on the short and mid-term business objectives (Lee *et al.*, 2010). Furthermore, Lee *et al.*, (2010) notes barriers including human resource issues with recruitment difficulties, a lack of suitable skills in-house, low capability in R&D, planning and high turnover. In terms of time prioritisation, the barrier for some SMEs is a lack of belief in the need to innovate. Whilst Lee *et al.*, (2010) discusses innovation as a general concept, Gallego-Alvarez *et al.*, (2011) discuss the relationship between innovation and SBSR noting a distinct connection. Whilst resource constraints of SMEs can constrain innovation, there are sectors where innovation is strong due to the nature of business activity, for example hi-tech industries such as software development. Sourrent *et al.*, (2018) demonstrate how entrepreneurial SMEs are more likely to implement SBSR into the workplace and achieve resultant gains. Most recently Gallard-Vazquez *et al.*, (2020) develop this to highlight how a positive innovative culture towards SBSR can lead to improved business performance, and to competitive success.

Spence *et al.*, (2018) provides a review of social entrepreneurship and the importance of the entrepreneur towards social innovation. Combining innovation, social enterprise, social entrepreneurs and social intrapreneurs (chapter 12), provides an interesting melding of theoretical

fields worthy of deeper exploration towards understanding the potential of this to develop strong social innovation.

One barrier to social innovation is a lack of focus in mid to long term planning of SBSR (European Commission 2013). This acts as a constraint towards maximising SBSR outcomes for communities.

2.9 Social Enterprise (SE) and SBSR

This section explores the opportunity to examine social enterprise literature in the context of SBSR and community relations. It acknowledges the development of social enterprise as a field of research and more recently the examination of hybridity, and the opportunity to develop the meld of SBSR and social enterprise further towards achieving theoretical development for SBSR (Spence *et al.*, 2018).

2.9.1 Social Enterprise as a field of research

To define social enterprise is problematic and this section draws upon the framing of what social enterprise is and its boundaries as a field of study. Teasdale (2012) discusses conceptual issues based on the development of social enterprise from its cooperative and mutual background to a diverse range of organisational 'type'. This is further complicated by the expression itself. Global nuances suggest for some countries it is a verb – to be socially enterprising (typically in the US), or a noun (Western Europe), and the term 'social' is expressed as an adjective, all of which adds to definitional and conceptual complexity (Teasdale, 2012).

The historical development of social enterprise is worthy of recognition towards understanding both its complexity and relevance to this study. Initial writings from the late 1970's observe the 'social audit' within cooperatives (Spear *et al.*, 2017). The 1990s saw community development promoting a more equitable society for all, and social justice coming to the forefront according to Teasdale (2012), and it was in 1997 that Social Enterprise London was formed later becoming Social Enterprise UK (SEUK). Social Enterprise as a movement built momentum throughout the late 1990s, and into 2000s with government recognition from the Department of Trade and Industry who formed a unit specifically to support its development (Spear *et al.*, 2017). Between 2005 and 2010 social enterprise as a concept increased in complexity as 3rd sector and public sector organisations sought to be commercially sustainable, and government definitions broadened the identity of what a social enterprise was and is today.

Defourny and Nyssens (2017) begin by acknowledging a lack of unified definition of social enterprise and in their endeavours to develop meaning, draw together a plethora of typologies from Teasdale (2012), Young and Lacey (2014), Spear *et al.*, (2009) and Gordon (2015) among others. They identify 3 classifications of social enterprise, trading charities, mutuals/co-operatives/community enterprises,

and private entities (that is social business, private market trading and CSR within for profit businesses). Teasdale's (2012) concept mapping recognises the development of social enterprise showing shifts in prioritisation for organisational types in terms of economic and individualistic, versus social and collectivist approaches. As a mapping tool this visualisation provides an informative backdrop, and it is stated that for all the differences between social enterprise 'types' there is commonality in the social aims at the heart of their trading (Teasdale, 2012). This is supported by the proposition that social enterprises are organisations with a social mission seeking to address a social issue (Doherty *et al.*, 2014, Lepoutre *et al.*, 2013).

The inclusion of CSR in private business as a social enterprise descriptor is contentious as it is unlikely that social aims are prioritised against economic aims in this instance, however it is included in the analysis of enterprise orientations from Bull and Ridley-Duff (2018), albeit greyed out. This visually represents a blurring of boundaries between social enterprise and for-profit businesses with strong social strategies.

Social enterprise organisations are usually SME in nature based on table 2, and industry reporting from SEUK (2019). There are similarities in the characteristics of social enterprise organisations and SMEs that are useful to acknowledge when observing social enterprise studies in an SBSR context. Bacq *et al.*, (2013) note the reliance of many social enterprises on the local community for support, which is comparable to SME organisations where the local community is frequently cited as an important stakeholder (see section 2.5.2). There is critique in social enterprise literature of SBSR and its focus on stakeholders (McWade, 2012), though the importance of social capital theory is recognised as significant when examining SBSR as authors debate the prevalence of social capital over stakeholder management (Perrini, 2006). There is a need to address both when seeking to understand the complexity of the nature of SBSR (Sen and Cowley, 2013). These parallels contribute towards the case that SEs are worthy of review and that SBSR in SMEs may be able to draw upon some of the findings of SE research to support their own social endeavours.

The community context is well-developed in social enterprise when compared to SBSR and the examination of social enterprise may provide insights towards the call for research into community relations from Soundararajan *et al.*, (2018), and Jamal and Karam (2018). Other elements of social enterprise theory development include recognition of institutional contexts (Defourny and Nyssens, 2010) aligning with institutional theory discussed in SBSR (Soundararajan *et al.*, 2018), and hybridity of social enterprise between economic sustainability and social development (Doherty *et al.*, 2014). Hybridity is also acknowledged by Spence *et al.*, (2018) as important to SMEs in the context of family

and commercial commitments in light of the volume of family owned SMEs, and concern is placed in SBSR adding further tension to existing hybridity for such SMEs.

2.9.2 Rationale for melding social enterprise and SBSR.

Whilst social enterprise organisations are becoming more commercially astute, so too are SMEs in their address of SBSR to varying degrees. The commercialisation of SEs (being SME in most cases) makes it viable to suggest that theory from social enterprise is potentially useful when observing SBSR as many SEs are managing the duality of social and economic pressures successfully already. Spence *et al.*, (2018) argue the case to observe social enterprise through the lens of CSR, therefore this study examines SBSR drawing upon research from social enterprise to assist the development of SBSR theory in community relationships. The commonality of community links is presented in section 2.9.1 and additional distinctive SME characteristics (such as agility, presence of the owner/manager and multi-faceted roles of staff) span social and SME organisations. Combined this demonstrates a rationale that cross-pollination of fields can be successful. The melding of these fields is described as an ‘opportunity’ by Spence *et al.*, (2018), and the inclusion of for profit SMEs with a propensity towards CSR is cited by a range of authors from social enterprise studies (Young and Lacey, 2014; Teasdale, 2012; Defourny and Nyssens, 2017; Spear *et al.*, 2017).

Whilst this review proposes commonality between and within these groups it is by no means an attempt to simplify the complex architecture of these organisations; it is an attempt to draw new ideas into the field of SBSR for review in response to calls for innovation in theory development (Soundararajan *et al.*, 2018) and to demonstrate its relevance with an emphasis on the hybridity and community relations proposed by Doherty *et al.*, (2014) and Spence *et al.*, (2018).

2.9.3 Hybridity and Innovation in SBSR

Innovation can be defined as “the successful exploitation of new ideas” (Innovation Nation, 2007). Innovation is divided into radical innovation with the introduction of large-scale changes with large scale impact, or incremental innovation, taking an existing state and improving it in some way (from product or process etc.), (Bessant and Tidd, 2015). The examination of innovation in conjunction with SBSR and social enterprise is a small but growing field as demonstrated in sections 2.9.1. and 2.9.2. In their examination of innovation in SMEs Lee *et al.*, (2010) suggest that businesses perceive innovation to be a drain on resources and time, particularly as they strive to achieve their short and mid-term objectives. Furthermore, human resource issues and recruitment, a lack of in-house skills and low ability in R&D planning means that innovation is often curtailed. It is widely accepted that innovation drives economic growth and sustainability for the organisation and its key stakeholders (Bessant and Tidd, 2015). Leading innovation thinkers advocate innovation to achieve competitive advantage, and

in the field of SBSR it is acknowledged that there is a distinct connection between innovation and SBSR (Gallagoro-Alvarez *et al.*, 2011).

Currently SBSR and innovation are documented by a small number of authors in recognition of the bidirectional relationship between the two. Gallagoro-Alvarez *et al.*, (2011) suggest there is a negative effect on innovation when engaging in SBSR due to the reallocation of resources and capital towards SBSR. They propose that there is an independence of SBSR from Innovation in terms of resources, whereas Halme and Korpela (2014) argue that the creative allocation of resources can be an enabler for innovation and sustainable development (in the context of social and environmental sustainability). Both studies support the view that social capital is key to success for innovation and Halme and Korpela (2014) conclude that SMEs with limited resources can still innovate, providing the base resources of equity and social capital are available. Perrini (2013) observes the connection of SBSR towards innovation and vice versa by reviewing innovation sources as product, commercial and procedural based, confirming the notion that sustainable development goals can be achieved through innovation and contribute towards economic profitability.

The inclusion of social capital as a resource for innovation in SBSR is particularly noteworthy as social capital is strongly recognised in SBSR and social enterprise theory development section 2.12. Further to this, Cooke and Wills (2014) conclude that social capital is a contributor towards business improvements - in conjunction with product, process and organisational innovation. It seems evident that to implement SBSR firms need to be innovative and creative. The acknowledgement and management of hybridity in social enterprise is an area of research exploring how organisations can effectively manage the tensions and need for both economic and social development. It is therefore argued that SMEs may be able to innovate and develop their SBSR by adopting some of the practices of social enterprise to manage these potential tensions for their own organisations.

Defourny and Nyssens (2017) examine the structure of social enterprises, and findings include business matrices for social businesses, alongside third sector development and public sector. Each category of social enterprise is aligned to the need for capital interest and economic sustainability. Hervieux and Voltan (2018) state the need for appropriate funding systems to sit within the core of the business. Doherty *et al.*, (2014) and Mair *et al.*, (2015) acknowledge tensions between economic and social pursuits, whilst Dey and Steyaert (2014) suggest that the two may be complimentary akin to Porter and Kramer's (2009) corporate shared value proposition. Doherty *et al.*, (2014) explain some tensions in hybridity of Social Enterprise as financial and human resources. They recognise the need to satisfy different stakeholders resulting from the duality seen in hybridity as social enterprise seeks to meet market demands, alongside social need.

Hervieux and Voltan (2018) propose that as social enterprises grow the ability to affect change and seek new equilibriums becomes possible. Zollo *et al.*, (2018) suggest that to draw in resources from both economic and social structures to achieve specific goals is to be entrepreneurial, and Zahra *et al.*, (2009) divide social entrepreneurs by type. Of note is the Social Bricoleur who seeks legitimacy from their communities as a locally oriented pioneer for their named social problems. SMEs with a propensity to engage in SBSR could seek to adopt some best practice from these organisations to improve the efficiency of their socially responsible actions.

2.9.4 Community and Social Enterprise

From the analysis in 2.9 it is apparent that there are theoretical strands that are relevant to SBSR and social enterprise that align to this study, especially in connection with social capital and community relations. There is also recognition of opportunity and melding of the fields of SBSR and Social Enterprise. This section examines the opportunity of cross-pollinating theory in communitarianism as a focus.

The importance of community for this study has been well documented in both chapters 1 and 2. There is an effort to definitionally frame community in section 2.4.4, and there are calls for better understanding in relational aspects of community from SBSR (Soundararajan *et al.*, 2018). The practice of social enterprise community engagement is explored. It is acknowledged that social enterprise origins in UK development are situated in cooperatives, mutuals and community enterprise (Defourny and Nyssens, 2017; Arthur *et al.*, 2003; Teasdale, 2012; Ridley-Duff and Bull, 2019). The modernisation of the cooperatives in the late 1990s is indicative of efforts to address regional policy and social development (Arthur *et al.*, 2003). Following this the social economy became a potential solution to regional depression.

The principles of the cooperative and mutuals provide a solid grounding in community relations that can provide a template for the broader sphere of social enterprise and potentially SBSR. Ridley-Duff and Bull (2019) discuss communitarianism philosophy examining the connectedness of individuals and their communities. The pattern of increased community involvement shows how identities, values and beliefs become culturally more collectivist, and individualism reduces. This is significant as it represents a multistakeholder approach towards organisations whereby a common bond exists through the organisation. That common bond becomes economic, social and cultural and the notion of solidarity (between stakeholders) can be upheld (Ridley-Duff and Bull, 2019). The combination of collectivist interest in modern cooperatives and individual contributions towards the community becomes an enabler of productivity in an equitable manner.

The collectivist approach with individual recognition within a community could be a value applied to multiple businesses given the right support and cultural development. This is something worthy of consideration for SBSR development in the pursuit of social development. Brown *et al.*, (2000) suggest that the value add is in 'how much community you have' which may be indicative of the attitudinal development of SBSR that is acknowledged as being driven (largely) by owner/managers.

2.10 SBSR, Social Enterprise: Strategy and Impact

2.10.1 Strategic Planning and Implementation

McLoughlin *et al.*, (2009) introduced a training provision for Social Enterprises that employed the 'SIMPLE' methodology. The 5-stage process described as 'Scope IT, Map IT, Track IT, Tell IT, and Embed IT' was designed to move companies from ideas, to implementation and management, enabling measuring and embedding clear strategies into their organisations. The training was held in two phases. The findings show the reaction was positive, however additional support was required for some participants to execute the programmes and reach the embedded stage. Bagnoli and Megali (2011) implemented a performance measurement system in SMEs based on Kendall and Knapp's (2000) work identifying Inputs, Outputs, Outcomes and Impact as the stages of successful SBSR activity. Although it does not conclusively identify the extent of the success of this system there are some useful insights addressed later in the chapter relating to the methodology of measuring SBSR activities. Delchet-Cochet and Vo (2012) used an existing tool to support 100 SMEs in France called the Global Performance tool. The results were positive at the strategic level of participating organisations, but more support was required to embed programmes throughout the organisation. Whilst these studies are unlikely to be the sole research introducing and tracking specific interventions, they are indicative of the reported concerns from SMEs within the broader literature surrounding the complexity of operationalising and tracking SBSR. There is a need for support in terms of skills and knowledge, yet there is not an identifiable 'best way' to develop and execute SBSR strategy.

Jenkins (2009) discusses the role of senior managers driving the SBSR agenda forward and the reliance of board level support to instigate action. Furthermore, the use of internal networks to communicate changes effectively throughout the organisation is important, particularly to utilise the flexibility afforded by SMEs towards developing innovative cultures with ethical foundations. From a practical perspective the recruitment strategy and training of the organisation is important for cultural development and change. Freiselben (2011) discusses the value of alignment in terms of SBSR's potential efficiency, using the example that a computing organisation donating old PCs will benefit the organisation, and the social beneficiary (waste reduction, use of product). From this broad reaching advice Bagnoli and Megali (2011) offer specific advice for SMEs to connect with communities through

the choice of local suppliers, support local economies, incorporate accredited partners and suppliers in relevant areas (e.g., SA8000), provide good working conditions and seek employment of disadvantaged employees. Whilst much of the advice has a clear positive logic from a commercial perspective as well as social there is the potential that SMEs with tight resources may struggle with investment into working conditions (purchase of equipment etc.) or disadvantaged workers (additional training for long term unemployed for example). Examining such considerations, it is likely that many SMEs would still need resource support.

More recent research includes consideration of framing social problems to identify what constitutes a 'problem' and where there may be resolution (Hervieux and Voltan, 2018). Once social issues are defined the challenge becomes how to create social value in support of the issue, and Jain *et al.*, (2019) provide insights towards different elements of social value presenting types of value, namely Action, Outcome, Sustainable and Pluralism. These value types recognise value to individuals, organisations, and beneficiaries and account for the need to build trust and ethical values alongside the ability to identify outcomes in a measurable way. Additionally, Hazenberg and Clifford (2016) suggest a staged intervention process to formalise action in resolving social issues including objective and stakeholder identification, measurement parameters set, to measure, validate and demonstrate value and finally to report, learn from and improve upon (the intervention). These more instructional and formalised processes could be applied to any organisation seeking to engage in social action and are worthy of consideration in supporting SBSR activity.

Whilst there are efforts to consult, engage and help develop SME organisations broadly, the unique nature of SMEs ideally requires individual support and advice to be effective. Many SMEs still do not know what support they can access, or they do not see the value of engagement with support functions towards SBSR development.

2.10.2 Impact

When searching the field to understand the impact of SBSR it is evident that there are two distinct threads to explore. The impact of SBSR on the organisation itself, and the impact that SBSR makes externally to its intended beneficiaries.

Impact can be positive and negative towards society. For the purposes of the current study impact will primarily refer to positive intentions. Jung and Kim (2015) propose that a balanced view of impact is important to consider how business changes to improve society may affect business efficiency, and resource allocation. There is evidence that impact appears to favour the organisational perspective in research as impact on reputation, employee motivation, profitability, trust, operational efficiency are

cited as resultant of implementation of SBSR (Jenkins 2006), a view supported by Blowfield (2007) who calls for the development of community-based perspective of impact rather than an organisational one.

Murrillo and Lozano (2006) propose increased communication internally and externally to promote a better working environment and measuring this impact is currently based on data such as; accident rate, productivity, waste reduction as well as observing the working culture. Browne and Nuttal (2013) discuss the need for embedding SBSR into the overall strategy and culture of organisations, reiterating the importance of stakeholder satisfaction alongside an organisation's natural contribution to society through employment/ service/ product offering etc. However, they do not quantify how organisations can gauge the extent of their success with such integration. The view of Ormiston and Seymour (2011) is that impact realisation can come through social networks, which reiterate the identified importance of social capital discussed earlier in the chapter. It is however a notion that requires more detailed investigation to be conclusive. Delchet-Cochet and Vo (2012) observe that employee focus is one of the strongest areas for improving efficiency when implementing SBSR, and report economic improvements as a direct result. Reporting from the perspective of the organisation arises from statistical data and qualitative data alike. For impact towards intended beneficiaries section 2.10.3 notes the importance of qualitative analysis.

Research examining the impact upon a community is scarce from business and management research. Studies examining this aspect of impact mostly sit within the field of social enterprise where a social mission is at the heart of the organisation. The next section explores the ways in which scholars and organisations attempt to capture community/ social impact. Before delving into this it is important to consider what impact is being made, to whom, and to what effect? Secondary to this is an exploration of how impact can be tracked and reported.

It is accepted within the literature on Social Enterprise and SBSR that measuring the impact of SBSR strategies is problematic (Ormiston and Seymour, 2011; Blowfield, 2007). One of the first points of note is understanding what is being measured. As discussed in the previous section, impact can affect the organisation and separately the intended (and sometimes unintended) beneficiaries of initiatives that sit within SBSR. Much of the literature within SBSR examines the viewpoint of the organisations. Namely: What have they done? What cost efficiencies are there? What is reportable to enhance reputation or satisfy stakeholder groups? This is seen through measures from Elkington's (2004) triple bottom line, (now widely adopted across many organisations for analysis and publications of organisational impact) and Kaplan's (2004) balanced scorecard adaptation, and more.

Within the Social Enterprise literature the strategies seen earlier in this section appear to require their measurement to be inclusive of the organisation and its intended recipients. There is an identified need to understand impact to beneficiaries as a way of measuring success of the organisations' social mission. Ormiston and Seymour (2011) explore value types and identify economic, community, social, and natural value of social enterprise organisations. McLoughlin *et al.*, (2009), and Bagnoli and Megali (2011) both use intervention and reporting strategies that can be mapped to Kendall and Knapp's (2004) Inputs-Outputs-Outcomes-Impact stages. What does seem to be agreed is that whilst metrics may be useful, (for e.g., carbon reduction statistics/ number of formerly long term unemployed with the organisation for more than six months) they do not, and cannot tell a complete story. For example, Cho, *et al.*, (2012) examine the KLD index, which considers five core themes of qualitative non-financial reporting to satisfy investors seeking responsible investment opportunities. The MSCI KLD index is the measure investors use when seeking socially responsible investment opportunities and the five areas contributing towards the measure are environment, community and society, employees and supply-chain, customers and governance and ethics. It is recognised from the study that the measure does not consider negative impact towards each factor and is therefore not a true balance of impact. The qualitative variables make also make it harder to compare results with other companies. Whilst the KLD index is flawed it is noted by Haugh (2012) that there is doubt that a single measure can satisfy all social enterprises, or social impact measurement, and that a range of approaches in the use of tools may be appropriate. Maltz *et al.*, (2011) examine the idea of cost-benefit through a taxonomy of socially responsible action. The findings show negative externalities occur when the activities of a business result in a cost to society, whereas positive externalities occur when there is a benefit to society. Neilson and Thomsen (2009) suggest that tools such as gap analysis (observing brands' strengths including reputational) may be useful for SMEs to adopt to understand and measure elements of SBSR.

There are many attempts to achieve a set of metrics to measure social impact. Some efforts are seen in the form of regulatory accreditations, others by function such as brand and reputation in marketing, cost benefit and impact within accounting. What is clear is that there is a need to align the mission and strategy of SEs to the concept of impact measurement and encourage SMEs to engage thereby supporting understanding of the value creation through social action (Ormiston and Seymour 2011). Recent studies observing value creation note specific contexts, for example Fernandez-Gualano *et al.*, (2020) state that partners and creditors gain the most value concerning sustainability in cooperatives, whereas value for workers and the state is lesser. Williams and O'Donovan (2015) report that there is an expectation that accountants are best placed to establish value of sustainable business practice,

yet there is a gap between this and the expectation of the accountants themselves. It is perhaps inevitable therefore that reporting impact is at best problematic.

2.10.3 Reported Results of Impact

Measuring social impact and reporting upon it is problematic due to the bespoke and complex nature of socially responsible business endeavours. There are a range of ways that managers and scholars seek to identify results and impact of social development activity. For example, Bagnoli and Megali (2011) identify inputs as cost efficiency analysis and level of social effectiveness and governance, whereas Knox and Maklan (2004) found that the alignment to mission, vision and values required more formal assessment and the use of metrics to for reporting. Others, such as Piriyaikul and Wingwan (2013) observed the impact of CSR on reputation using qualitative data, which they viewed as simplistic. Conversely Sawhill and Williamson (2001) reported organisations experienced a cumbersome burden using their proposed 98-point system (a measurement system that required analysis of 98 different areas of impact). Bechetti *et al.*, (2012) state there is a reduction in demand for companies exiting the domini 400 social index, (a US index, ranking publicly listed organisations based on excellence in social and environmental engagement), due to reputational damage presenting a quantifiable outcome towards negative social impact. The social value ecosystem presented by Jain *et al.*, (2019) provides detail on types of social value, and the resources and types of capital required in value development. This provides a useful conceptualisation for organisations (and policy makers) towards facilitating social development through value creation, however there is still no clear measure to quantify social value.

On balance the research demonstrates the difficulty in measuring impact (Haugh, 2012), and that goodwill cannot be calculated easily (Freiselben, 2011). However, there is a level of importance on what can be quantified to give an indication of whether social outcomes and impact are reaching the intended beneficiaries in the way intended through the organisation's actions. As Choi *et al.*, (2020) affirm there is an expectation of pure altruism in social enterprise, yet to date there is not an easy way to present this.

2.11 Theoretical Frame

2.11.1 SBSR Theory Development

Wood (1991) proposes three strands of SBSR, the role of legitimacy at an institutional level, the concept of public responsibility at an organisational level and the sense of morality at an individual level. Each of these has been developed and SBSR literature explores legitimacy, responsibility and morality, directly and indirectly.

It is established that SMEs are different to corporates and when considering social responsibility, theory development should recognise this (Morsing and Perrini, 2009; Spence *et al.*, 2018; Jamal and Karam, 2018; Soundararajan *et al.*, 2018). The core theoretical strands are social capital and stakeholder theory, although institutional theory features, and to a lesser extent experimentation with enlightened self-interest (Soundararajan *et al.*, 2018; Spence, 2016; Spence *et al.*, 2018). Utilisation of theory development from related areas is encouraged and as an example Spence (2016) builds upon Carroll's Pyramid to reframe the model in different ways demonstrating how understanding legitimacy and the role of social capital works towards socially responsible action in different contexts. These stakeholder variances contribute towards acknowledging nuances based on SME contexts.

2.11.2 Role of Legitimacy in SBSR

Business legitimacy in SMEs is important in terms of SME reputation and validity, and consequential success within a community. Morsing and Perrini (2009) found that building a positive business reputation through social capital was important and can be built from local relationships. Castello and Lozano (2004) draw upon management literature on corporate performance claiming that intangible assets including contribution towards community 'wellness', are factors of organisational success. This demonstrates building social capital through socially responsible activity within communities as beneficial for both SMEs and their communities.

Perrini (2006) acknowledges the importance of community in Italian SMEs and suggests communities are a source of legitimacy for organisations. Furthermore Bessar (1989) examines whether community needs affect the performance of SBSR in family run businesses. Bessar (1989) suggests that the vulnerability of the community in which the family business operates may influence the engagement of that business in SBSR. This is extended by Spence *et al.*, (2018) who discuss the hybridity of SMEs between family and economic gain and the complexity of adding SBSR into this scenario with regards to tensions of prioritisation. In this instance 'vulnerable community' is defined as those with economic 'distress' due to high unemployment, low income, poverty, unstable economies, strong outward migration and other socio-economic problems. The influence of socio-economic issues within communities and business involvement is therefore important for further exploration towards understanding external driving factors of SBSR.

Castello and Lozano (2004) state that legitimacy is gained from a community by its reliance on a business. More recent work examining legitimacy observes that to achieve organisational legitimacy clients and employees are the most important stakeholders to focus on rather than the community at large (Ruffo *et al.*, 2020). Lahdesmaki *et al.*, (2019) propose that good intentions of care based on

proximity and salience of stakeholders can lead towards illegitimacy, for example in the case of nepotism. Jamal and Karam (2018) support this in their review of developing countries and the danger of negative social impacts. It is apparent that business legitimacy and stakeholder management has a connection, though the most salient of stakeholders towards legitimacy is unclear.

2.12 Social Capital Theory

Cooke and Wills (2014) focus their attention on the extent that social capital influences business performance through innovation. They state that social capital is a strong resource for the small firms studied. This view is shared by authors including, Putnam (2000); Coleman (1990); Spence (2003) and Sen and Cowley (2013) amongst others. Social Capital in business can be traced to Jacobs *et al.*, (1961) who highlighted the importance of networks to business and the correlation between social capital and income earned. Granovetter (1985) takes the substantive view, examining four aspects of social capital including the need for localised networks, integrity within and between social networks (for the purposeful development of relationships), a synergy between the network members and the connectedness of information networks. Social science literature examining community the nature of social networks are discussed explaining the inter-dependency of individuals within such networks (Putnam, 2000; Gilchrist, 2009).

The OECD (2007) defines social capital as “networks together with shared norms, values and understanding that facilitate cooperation within and among groups” (Keeley, 2007, P.103). This definition is neutral, and Adler and Kwon (2002) put forth the notion that social capital can be used for negative as well as positive gains. Much of the literature within management studies focuses on positive outcomes of social capital, though there is evidence of more objective research recently (Jung and Kim, 2015).

Within SBSR and social enterprise, social capital is significant. Putnam (2000) considers forms of social capital as reputation, trust, legitimacy and consensus and the importance of these are seen in Munoz *et al.*, (2015) with work developing social enterprise in a rural community where the need for legitimacy and trust from the community was needed prior to collaboration and organisational development. Ultimately the community was essential to gain legitimacy and they showed resistance until trust was built.

Communitarianism explored by Ridley-Duff and Bull (2019) follows the principle that the connection (or bond) between individuals within a community ultimately leads to a social persona of the community that adopts a collectivist mindset, therefore legitimacy relies upon whole community support. Spence *et al.*, (2003), and Morsing and Perrini (2009) propose that social capital is potentially critical to SMEs in the day-to-day operations of the organisation, furthermore the connection between

SME owner and the community individually is recognised (Bessar 2013) which shows the blurring boundary of SME and individual.

Ethical trading and community relations could be described as a source of social capital towards achieving legitimacy. Where Spence *et al.*, (2003) identify a range of examples demonstrating the building and use of social capital in their UK and German study of SMEs, Giovanni *et al.*, (2012) show the instinctive nature of SMEs by evaluating the lack of formal planning and strategy in developing social networks and how socially responsible activity is subsequently embraced. Equally, this study highlights a high level of community interaction and SBSR activity among participants. Blomback *et al.*, (2014) acknowledge the use of individual relations and how they contribute towards interpretations of responsibility and involvement with the community. This is shown further by Wong and Reevany (2019) in their examination of micro businesses in Jelutong wet market where SBSR is practiced based on pricing and philanthropic giving to those in need. It is noted discretion is important to maintain pride of the beneficiaries and individual support is particular to specific food outlets.

Santos (2011) acknowledges the importance of community relations for SMEs claiming that to be a good business citizen is one of three criteria for success, alongside management and entrepreneurialism. The examination of SMEs that are family owned reiterates the importance of social capital and discusses the various roles of family owned SMEs in the community (Fitzgerald *et al.*, 2010). Hoi *et al.*, (2018) discuss the notion of community social capital and provide evidence linking that positive SBSR activity is prolific in areas of dense community social capital, which aligns with enhanced financial performance. Equally a lack of SBSR can lead to detrimental performance. This study is possibly the most robust in demonstrating a tangible link between SBSR and financial success due to its scale (3688 US firms) and longevity (12 years), based on a US context

Social Capital is important to SMEs and social enterprise's, and is a source of legitimacy within communities to which they belong. For social enterprise the motives for legitimacy are social development and for SMEs often begin with acceptance and economic survival. Nonetheless it is an important factor towards legitimacy and sustainability initially alongside longevity based on the research to date.

2.13 Stakeholder Theory

Stakeholder theory in a CSR context arguably begins with Freeman (1983). Freeman argues that stakeholders act as influencers in management decision making. As stakeholders become increasingly aware of the social and environmental effects of corporate behaviour, the expectations of managers to resolve such issues became more prominent. Friedman (1946) famously points the responsibility of the organisation towards shareholder satisfaction resulting in a long standing shareholder v

stakeholder debate. When examining both authors closely it is apparent that whilst Friedman identifies the importance of shareholder satisfaction the full article details the need to act 'within the law' and in a fair and just manner of business conduct. Friedman's views are now being more closely aligned to stakeholder perspectives, where stakeholder satisfaction can engineer increased business productivity, enhanced reputation, stronger revenues and improved profitability (Sen and Cowley, 2013).

Mitchell *et al.*, (1997) make an important contribution to stakeholder theory through their salient classifications, which have been replicated in several other studies (Kusyk and Lozano, 2007; Gallego-Alvarez *et al.*, 2011; Sitkin 2013). Broadly stakeholders are classified based on the level of salience held. Those that are dominant have strong levels of power and legitimacy.

Within SBSR stakeholder orientation is relevant (Deusing and White, 2013; Kusyk and Lozano 2007) although the priorities of stakeholders often differ from those of large corporates (Browne and Nuttal, 2013; Sen and Cowley, 2013). Specifically, Sen and Cowley (2013) examine stakeholder salience with twelve SME organisations and conclude that stakeholder theory does not apply to all businesses. They highlight the importance of community for business legitimisation and propose that dominant stakeholders have a low influence on business decision making. This contradicts broader SBSR theory, proposing that stakeholder satisfaction of dominant stakeholders is important. Advocates of stakeholder theory Duarte *et al.*, (2010) claim that CSR theory is grounded in stakeholder theory, implying that it is relevant to all businesses, namely that CSR or SR occurs naturally through stakeholder management processes. Perrini (2009) acknowledges earlier claims of the dominant relevance of social capital theory needed adjustment to recognise both social capital theory and stakeholder theory as relevant to SMEs. Whilst stakeholder theory has justified its position in examining CSR, SBSR studies have shown a comparable lack of stakeholder prioritisation from the perspective of the SME (Delchet-Cochet and Vo, 2012). Nonetheless stakeholders are recognised strongly in SBSR more recently as noted by Soundararajan *et al.*, (2018) and theory development of stakeholders has enabled propositions of prioritisation that are contextual towards particular stakeholders (Spence, 2016) whereby supply chains and community based stakeholders are examined.

Furthering the discussion on stakeholder theory is the convergence of stakeholder theory, legitimacy theory and institutional theory explore by Fernando and Lawrence (2014) who recognise motivations of SBSR as business legitimacy, a desire to demonstrate accountability to stakeholders and to conform to social norms and beliefs imposed on organisations.

Spence (2016) builds upon stakeholder theory and ethics of care using Carroll's (1999) pyramid and recognises how people centric communities engage with caring support in facilitating achievement beyond rights and responsibilities at a legal level. Spence (2016) recognises proximity on stakeholder salience aligned to SMEs and this is represented in work from Lahdesmaki *et al.*, (2019). They find stakeholder salience embedded in small businesses who are labelled 'care providers' due to the multiplexity of social and commercial pursuits. Wong and Bustami (2020) also adopts Carrolls Pyramid (1999) as a frame of analysis examining small and micro business in wet markets in Penang. Through reviewing the principles of Carroll's work the proposition that the levels are adapted to suit the context of the study is made where economic and ethical considerations are at the base, then philanthropic activity and finally legal. Such an analysis requires testing in a range of contextual settings to establish the validity of reordering, nonetheless it provides further insight towards the workings of the smallest of organisations. These recent works suggest that whilst social capital is recognised as important to theory in SBSR the utilisation of stakeholder theory is more prevalent and has attention towards differences in stakeholder management based on organisational size.

2.14 Chapter Summary and Research Gap

2.14.1 What is known about SBSR in SMEs?

The first question of the literature review asked what is known about SBSR in SMEs. It is apparent that SMEs are, and should be treated differently to large corporations. There is also correlation in some theoretical development between SBSR and social enterprise. Owner/managers are important figureheads for the conduct of SMEs, and there is a vast array of studies of diverse businesses within the SME umbrella. There are common themes such as community connections, altruism and strong ethics towards SBSR, and the gains an SME can make from engaging with SBSR. Examples of gains include business legitimacy, improved reputation and market and cost drivers. The scale of research offers a broad foundation from which to build. Of note is the repeated mention of community, yet there is still a relatively small body of research that examines this relationship to truly understand how businesses and communities can maximise their relationship within SBSR, although examining social enterprise literature provides insights towards the development of legitimacy and a common bond.

Gonin (2015) refers to Adam Smith and the need for alignment and development of business and communities concurrently in a mutually beneficial way, yet the perception is that corporate models, agency behaviours and structures are creating barriers towards community relations. This is worthy of further exploration. Are small businesses trying too hard to be corporate and missing out on those community interactions that they can greatly gain from? The observations of Gonin (2015) refer to internal barriers, yet there may be external factors of community influence (positively or negatively)

towards SBSR engagement based on SME experience of their community. An examination of SBSR considering location and community provides an enabler to seek closer examination of how local ecosystems may or may not influence engagement of SBSR in the community in comparison to social enterprise, where SEUK (2019) reports the density of SEs situated in areas of deprivation.

2.14.2 What Theoretical Frames are Used to Explain SBSR

The review shed light on two core strands of theory: Social Capital theory and Stakeholder theory. Fundamentally there is a convergence of theory in recognising both are applicable within SBSR research. Individual businesses may have a propensity of one over the other, yet there is a place in research to examine both. In recent years it appears there has been more development of stakeholder theory accounting specifically towards nuances in SMEs and Carroll's (1999) pyramid has been developed in different ways from the re-ordering of priority in the wetlands of Penang (Wong and Reevany 2019), to ethics of care and the feminist perspective (Spence, 2016). The variants of these core threads align with narrative surrounding SBSR and business legitimacy and for the purposes of this review the validity of SE research.

Due to the convergence of stakeholder theory and social capital theory the current study reviews both to underpin its analysis. To a lesser extent the review recognises institutional theory and enlightened self-interest aligning with the findings of Soundararajan *et al.*, (2018).

2.14.3 How can related fields such as community and social enterprise contribute towards the development of the current study?

A review of community development from a sociological and social enterprise perspective has added depth towards understanding of community. To understand community, and to understand SMEs enables a stronger perspective of the relationship between the two and the literature has demonstrated important insights towards this by examining social enterprise and work on recognising common bonds, communitarianism and community development practices.

Social enterprise research has also added value by recognising ways in which social considerations are embedded and practically applied. From Santos *et al.*, (2015) it is apparent that market-oriented hybridity is best aligned towards mainstream business, steering the research conversation towards the notion of conscious capitalism. The hybridity and modelling of social enterprise in its many guises led to the decision that SEs should be included within the current study to examine the value add they bring towards informing good practice in further detail.

The work of Spence (2016), and Lahdesmaki *et al.*, (2019) make reference to the 'care' support and provision of organisations towards communities, making it an area worthy of exploration to deepen understanding of what is meant by care, and how that appears in practice.

The gaps therefore can be recognised as a lack of exploration in geographic areas as a comparable for trends and nuances, the opportunity to explore relational structures between businesses and communities by picking up the notion of 'care' and the use and purpose of recognising definitional work of what a community is, from SMEs perspectives in the current business environment. The theoretical underpinning will primarily continue the established discourse of social capital, and stakeholder theory.

2.14.4 Chapter Summary

The exploration of the literature review has provided insights into the nature of SBSR and gives a multi-dimensional perspective of the body of work directly aligned and related to the way in which SMEs observe and engage with social responsibility. The research question is therefore:

What interactions, relationships and contexts are identifiable in businesses within their communities that influence their socially responsible activity? (A view of multiple SMEs)

And the aims of the study are as follows:

- **To explore the nature of SBSR with a sample of SMEs operating in differing demographic areas (communities)**
- **To observe the social effect and outcomes of SBSR activities from the SME participants towards their local communities**
- **To analyse the extent to which differing environments affect SME adoption and execution of SBSR**

Chapter 3 discusses these aims and the methodology and methods applied.

3.0 Research Methods

The research methods chapter will outline the philosophical position of the researcher and the methods and techniques employed in the conduct of the research study. Each element is important, providing insights into the perspectives and beliefs of the researcher and justification for choices in how the research is executed. This chapter presents the research philosophy of the author and identifies the research paradigm according to the needs of the research study, aligning with the researchers philosophy. It defines and justifies the rationale for the techniques and methods employed, with sensitivity towards the researcher's paradigm in terms of design, implementation, and analysis. Consideration of ethics and data protection is discussed, and reflections provide insights of the researcher during the research process, and how this has supported the development of the study at different points of execution.

3.1 Philosophical Foundations

A researcher's philosophical approach provides the foundation upon which basic assumptions are made, influencing a study's planning and execution. Methods and techniques should align with the sway of researchers' beliefs ontologically and epistemologically, retaining personal credibility for the researcher's observation of truth and how it is sought. In summary, the research philosophy provides the platform upon which decisions are taken to form logical lines of inquiry for research and investigation.

A philosophical approach is explained in social science research as a research paradigm. Coined by Kuhn (1970) a researcher's paradigm examines the researcher's ontological assumptions and epistemological approaches based on exemplary scientific practice. It is proposed that alternate paradigms have tensions in terms of communicating shared meanings (Kuhn 1970), whereas a more current perspective is that whilst the paradigm is essential to frame the researcher's approach, it is conversely more useful to encourage observation of differing paradigms to achieve a multidimensional perspective of phenomena (Blaikie and Priest, 2017).

Blaikie and Priest (2017) state a research paradigm should be determined concurrently between the researcher's philosophical stance and the research question, as different approaches may be more suitable to establish the basis for knowledge development and context. Simplistically, it is proposed that a 'What' question would have a dominant approach of induction or abduction for example. If a paradigm is to be reflective of both the researcher and researched, then it is necessary to employ a level of flexibility to ensure that appropriate scientific decisions towards engagement with data generation and analysis are made.

Identification and justification of a research methodology and methods enables a robust and linear process of development of scientific research that grounds itself in established lines of inquiry, design and conduct. It provides rigor that enables the research to establish itself as scientific and replicable for further testing and development (Gioia *et al.*, 2012; Cresswell and Poth, 2018.) The research chapter sets out to reassure the reader that conventional and established means of conducting a scientific research study are employed with justification and linearity in its approach.

It is rare that we focus on the reflection of ourselves and the role of us as individuals in terms of how we construct and present our thoughts and knowledge, until we explore the philosophical principles that underpin our rationale for 'what is'. Reaching this stage of the PhD I reflect over my own course of thinking during the process, and how my philosophical ideals and approach to knowledge has developed over time. The first section of this chapter explains my development and self-awareness towards establishing a philosophical position and my ensuing approach to research in practice.

Research methods includes consideration for relevance to academic discipline in terms of appropriate choices to meet the aims of a study, and how we causally think as individuals. Philosophy is intertwined with researcher choices and the expectation of the doctoral candidate is to develop and present a philosophical position: this begins with our beliefs and assumptions. Initially, I labelled myself a social constructionist who would take a grounded theory approach. To assume and seek prior knowledge would surely blinker the objective of development of understanding phenomena? One year in, my kaleidoscope shifted to view alternative perspectives.

I believed in the grounded theory approach of allowing themes to emerge and looking at subject matter with little or no prior knowledge (Glaser and Strauss, 1967), however, my sense of logic and reasoning drove my acceptance that in many cases, to have prior knowledge provided a positive grounding to seek further understanding of a subject matter or phenomena. How could I, as a researcher, be confident in the validity and usefulness of my work without understanding what has already been achieved in the field? Logic and reasoning used in daily life made me appreciate information from which I can base decisions. This includes decisions and strategies to examine research phenomena. For example, travelling would involve research of what to see, potentially booking excursions, and seeking advice regarding preparation such as vaccinations required. This facilitates a smooth trip. My philosophy aligns with this metaphor in that, to be prepared and understand a little about the area upon which you plan to examine enables an informed approach towards the way that you do so. In this case the journey is research.

Having removed myself from traditional grounded theory (an explanation is detailed below in this section), my stance regarding inductive research and the value of seeking information to contribute

towards knowledge utilising inductive approaches remains, enabling an open view towards identifying and developing new knowledge. Prior assumptions and hypothesis-based studies that are deductive are useful in confirming or challenging knowledge, however, they are blinkered in capturing and encapsulating new knowledge and theory development in the way induction does (Kasseba *et al.*, 2018). Further, the abductive approach recognises the flaws in both inductive and deductive reasoning by recognising lack of complete observations of phenomena, therefore making the best predictions based on the available information (Folger and Stein, 2017). Considering the attributes of induction and abduction has formed an evolved positioning of research for this study, especially in recognising the value of abduction towards bridging some of the methodological challenges of induction and deduction.

Early into exploring research philosophy I engaged with the HARP tool (Bristow and Saunders, 2014), to help indicate my philosophical stance. My results leaned towards critical realism. The critical realist sees the world constructed in layers, aligning to the notion that research approaches should vary according to the question(s) being asked and the subject matter (Bryman, 2012). Further, it suggests that what we see on the surface may not be the truth when delving deeper into a particular idea, observation or data set. The scepticism of surface-based information and the belief that knowledge can be fallible enables a deeper 'dive' into phenomena (Cresswell and Poth, 2018). Later, an introduction to neo-empiricism led to a true alignment to my beliefs in recognising the potential for objectivity in the researcher, whilst subjective reality is prevalent in participants based on perceptual reasoning. Additionally, the notion that knowledge is the acceptance of sensory experience enables recognition of flaws of incomplete and perfect knowledge (Kesseba *et al.*, 2018).

Human perception causes inconsistency in establishing reality when observing social behaviour and phenomena due to the uniqueness of people, and contexts of human interactions. This study observes human behaviour and the relationships existing between businesses and local communities. To discuss beliefs and assumptions at an ontological level recognising humanistic variables is important. The ontology of human behaviour for the neo-empiricist therefore recognises meaning construed from inter-subjective exchange and sensory experience (Johnson *et al.*, 2006).

Subjectivist perspectives recognise that what is presented by the researcher is based on a contextual point in time with specified actors within the context (Bryman, 2016; Lincoln and Guba, 1985). The neo-empiricist researchers' role is to adopt an epistemological perspective of objectivity thus making them observers utilising sensory experiences of research participants, as a secure base of knowledge development (Johnson *et al.*, 2006).

The observation of social beings and their inter-relationships must therefore account for context and time to support development of knowledge of patterns and trends in behaviour. This provides a broader understanding of occurrences and responses, whilst accepting individuals may inject nuances and outliers to such patterns. The best outcome in seeking to understand human interactions and normative behaviours is to identify how patterns and trends *contribute* towards development of theory and knowledge within a given subject area under the umbrella of social sciences. Within neo-empiricism the use of *verstehen* is accepted towards the development of data with empathetic understanding, and used with abductive approaches recognising that the predictions and outcomes are the best possible, based on the available (incomplete) observations through cognitive objectivity as explained by Parrini (2017).

Once it is accepted that collection and interpretation of data is imperfect when attempting to make rigid lasting universal claims, a researcher can contribute effectively to knowledge in recognition of this limitation; namely the uniqueness of individual and contextual setting. None of the imperfections of finding precise, immovable and factually consistent laws as seen in physics for example should be viewed as negative. It is the individualistic manner of human behaviour that makes the field interesting and challenging. Why does person A behave in a different way to person B given the same situation and setting? The variety and layers of complexity in addressing social structures and behaviours with academic rigor in fluid environments are what make knowledge produced of value. Interventions and change planning due to well-conducted social sciences study that enable the variables of human involvement itself can provide a hugely positive impact on the specific area of study.

To conclude my ontological perspective, recognition of inter-subjective meaning of human interactions enables the evaluation of the constructs of those individuals accepting that social reality is, and that human cognition will process that reality of what is and present itself through the participants of a study. This aligns with the neo-empiricist perspective ontologically that human behaviour is subjective, whereas the nature of social reality takes a position of realism. Social reality is accepted as truth, and human cognition applies sense making of that reality (Johnson *et al.*, 2006).

The interpretation of ideas, actions and behaviours presented in data, and the inter-relationship of those ideas, actions and behaviours enables themes to emerge through a critically inductive process (Gioia *et al.*, 2012). The use of induction promotes the ability to examine phenomena in an exploratory manner. It supports development of relatively new ideas, fields and theoretical backdrops through an iterative process of analysis from data (Braun and Clarke, 2006). It is the application of interpretivism that usually promotes the development of hypotheses for testing (Lipscome, 2017). Induction does not identify with the value of existing theory the way that deduction does (Folger and Stein, 2017),

and so abduction is worthy of consideration. The current study seeks to make new connections between existing theoretical spheres, and examines the value and use of theoretical crosspollination against the focus of business/ community relations from the perspective of organisations. The importance of individual cognition of reality in the sample is recognised through neo-empiricism leading to the conclusion that qualitative objective interpretation of data using sensory experience will provide the strongest utilisation of data in this study.

In summary, reality exists in the cognition of the individual when examining fluid and individualistic actions, responses and behaviours of human social exchanges according to context. An objective epistemology aligned with a realist ontology enables the development of hypotheses, concepts and theory contributing towards knowledge building. This is applicable when examining relatively new areas of research or applying research through a different lens to the exultant literature.

3.2 Research Paradigm

The research paradigm acts as a driver in the development of suitable research methods and analysis, and its adoption influences the way a researcher views social order and presents a perspective of social reality (Blaikie and Priest, 2017). Blaikie and Priest (2017) propose paradigm adoption should align with knowledge investigation to ensure clear and appropriate methods are employed. The ensuing section discusses research paradigm and establishes paradigm adoption with justification for the current study.

Section 3.1 states the researcher's position as a neo-empiricist. It acknowledges that the world exists regardless of the extent of our knowledge about it (Sayer, 1991), and that a combination of inductive, abductive and deductive approaches may be useful according to the phenomena or object of examination. The philosophical approach stated in section 3.1 confirms an inter-subjective ontological position in recognising human behaviours whilst social reality recognises a position of realism as a neo-empiricist. Neo-empiricism acknowledges objectivity in providing conclusions of reality based on available information (Kesseba *et al.*, 2018), and for this study the methodological approach adopts the contrastive reasoning of abduction (Folger and Stein, 2017). Abduction identifies participants as central to a study, yet a researcher's objective position is recognised as instrumental in the development of analyses and findings. The neo-empiricist researcher claims objectivity within their role (Machery, 2007).

Blaikie and Priest's (2017) acceptance of the multiplicity of paradigms means the adoption of a paradigm should be appropriate for the line of inquiry in knowledge development too. Paradigm adoption for the purpose of research context, alongside researchers' values and beliefs are reinforced by Gioia *et al.*, (2012) who consider contextual variance in developing research methods (which the

paradigm underpins). The extent of the researcher's involvement is an area for some debate regarding validity of findings and research bias. An exploration into minimising researcher bias is outlined in section 3.10, through a discussion of researcher reflexivity.

3.2.1 Neo-Empiricism

Empiricism is rooted in positivism ontologically, and neo-empiricism recognises the value of qualitative inductive knowledge development. As Gertler (2018) observes, the empiricist recognises self-knowledge through empirical justification, however, there is a danger of ignoring the reasoning behind actions and therefore there is a need to seek rationality to explain and recognise causality. Neo-empiricism is a development from empiricism, that acknowledges interpretivism in its method whilst adopting an objective epistemological stance (Kasseba *et al.*, 2017; Johnson *et al.*, 2006).

Neo-empiricism relies on the rigidity and rigor of objective analysis, and this is reflected upon by Parrini (2017) who observes the evolution of empiricism from Kantian works, discussing the subjectivity and constructive elements of observations in theory development through staged analytical processes (thus enabling judgement based on character, linguistic, methodological and theoretical review). The ontological duality in neo-empiricism observes participants seeking meaning in inter-subjective cognition, alongside the acceptance of realism as a researcher of social reality (Johnson *et al.*, 2006). Neo-Empiricism therefore treats the researcher and the researched differently, and this can be attributed to the process and rigor of the objectivity in data collection and analysis techniques, thereby detaching the researcher from the subjectivity of a qualitative study.

Neo-empiricists are proponents of induction through a clear audit trail outlining processes of data collection and analysis. In other words they are internally reflexive, and the conscious choices made are to promote and maintain the objectivity they uphold (Alvesson and Deetz, 2000). These transparent processes are recognised as holding merit in their judgement for validity and rigor of research outcomes (Johnson *et al.*, 2006). This study has a clear and transparent process built into its design showing detailed stages of both data collection and analysis (Chapter 3, Figures 7 and 8).

It is recognised within neo-empiricist studies that there are deliberate attempts to obtain data using a range of collection techniques to enable to evaluation of all available (but accepted as incomplete) observations to meet the aims and objectives of a study (Johnson *et al.*, 2006). Thomas (2006) frames qualitative inductive research designs outside traditional boundaries as a 'General Inductive Approach', which enables data to be mapped to research objectives making connections in a meaningful way. This supports the establishment of findings and progressive development towards theory building (Thomas 2006). General inductive studies observe thematic analysis techniques and develop findings in alignment to the research objectives whilst observing the most important themes.

This study using inductive techniques in data analysis, whilst engaging with an abductive approach to reasoning.

Within Neo-empiricism *verstehen* is instrumental in data interpretation as it identifies empathic understanding of the intersubjectivity of human participants in their cognition of social reality. *Verstehen* allows the researcher to accept their sensory experience of participants' data as social reality according to the ontological position. The combination of objectivity in epistemology, alongside the acceptance of multiplicity of data sources to maximise data, leads to the supposition that an abduction enables both recognition of social reality and sensory experience of participant data.

3.2.3 Perceptual representation in Neo-empiricism

The concept of perceptual representation is explained as a potentially linguistic or analogic comprehension of the mind, and these comprise the dogmas of neo-empiricism (Machery 2007). Fundamentally contextual expectations form the basis of perception from the senses (Kesseba *et al.*, 2018) and Parrini (2017) notes that perception cannot exclusively signify reality due to the potential of deception, therefore the neo-empiricist philosophy of recognising all senses becomes important towards objectivity. The theory of social constructivism considers subjectivity of individuals based on their experiences, such subjectivity can arguably influence perception, therefore the notion of social constructivism is a consideration in the cognition of human interactions from participants, whilst recognising limitations of the construction of reality (Eastman, 2009). The social construction of reality, and perceptual representation cojoined provides multiplicity in the interpretation of information, thus recognising the uniqueness of human experiences, and this means that a universal status of reality is problematic, however an objective interpretation of reality can be applied in the systematic collection and use of data.

The collection and analysis of data recognises the reflective question of; how do we understand and deal with the notion of reality and relationships? Neo-empiricism seeks to identify the reality of relationships based on the perception of the connections and structures of those relationships towards understanding causality and generating explanations of what is (Ryan *et al.*, 2012). A position of neo-empiricism is substantiated by the view of Gioia *et al.*, (2012) who state that research paradigms should recognise both the researcher's paradigm and the requirements of the study. It is acknowledged that researcher reflexivity is important to address, as the researcher needs to recognise their role in the process. This is discussed in section 3.10

3.2.4 Induction, Abduction and Deduction

The process of data collection and analysis is often described as being an iterative process. Iteration of data collection and analysis is discussed in more detail in research reflexivity (section 3.10), and the work of Braun and Clarke (2006) is notable in recognising how themes do not just 'emerge', rather it is the researcher's decisions, framework and theoretical foundations that provide a (required) direction towards understanding themes and patterns in data. They suggest that there is a level of acceptability towards researcher involvement on the basis that data is analysed in an appropriate manner to address the knowledge discovery sought from the study (ibid).

It is important to acknowledge and explain how appropriate lines of enquiry to meet the aims of the current study are decided upon to address the purpose of the study, examining SMEs and CSR (SBSR) in a community context. Researcher choices include induction (assuming no prior knowledge and that knowledge will emerge from the data), deduction, (assuming a hypothesis of knowledge, which can be tested for accuracy and proved or disproved) or abduction (whereby a provisional hypothesis, prediction or supposition is applied to data or events in a missive to develop new concepts and theory) (Lipscombe, 2012).

Traditionally the qualitative researcher would most likely assume an inductive approach, claiming minimal preconceived ideas from literature. Theorising and conceptual development of an inquiry would promote knowledge development in the purist possible form, from the data alone (Glaser and Strauss, 1967). Contrary to this view, the researcher is identified as instrumental in the development of induction by identifying themes arising (Braun and Clarke 2006). This perspective is further acknowledged by O'Reilly (2009) who claims that it can be naïve and unrepresentative of the role of the researcher, and their *priori* knowledge to claim pure induction solely from data. A deductive approach with acceptance of prior knowledge as reality may lead to a loss of consideration of new information and data, thus restricting new concepts and theory arising (Kennedy and Thornberg, 2017). The critique of induction and deduction presents the view that knowledge is fallible, and there are implications that researchers may miss important details in their collection of data or in the preparation based on prior knowledge. Induction enables development of new ideas and themes arising from data and is supported by grounded theorists as a method of both collection and analysis (Glaser and Strauss 1967). Abduction seeks to explore new ideas and concepts in data that may reinforce, but also extend existing theoretical concepts and knowledge (Thornberg, 2012), thus enabling the crosspollination of theoretical fields in creative and innovative ways to generate new ideas and induce theory (Kasseba *et al.*, 2018).

For the purposes of this study abduction is applied through the investigation of literature by examining related fields to the focus of the research, and from which interviews and surveys were constructed. Through data collection a review of the interview structure was undertaken as part of the iteration between collection and analysis of data. This iteration is an example of the fluidity of abduction allowing data to inform the study in its development. The approach led to early consideration of community as a key concept due to the differing perspectives of what, and who a community is within the data. Defining community is problematic within business and management (De Maddaloni and Davis, 2018; Ruebottom, 2011), yet the reference to related fields such as community and social enterprise studies demonstrates how innovative approaches to combining fields can draw together data to make probable predictions establishing community within SBSR. This supports the need for flexibility in research to adapt in accordance to early discovery from data collection (Braun and Clarke, 2006).

The researcher's position is therefore abductive, drawing on knowledge from related literary fields and recognising the value of those fields in forming observations towards this study, whilst retaining flexibility in induction. The next section explains the methods employed in detail.

3.3 Research Methodology

Research Methodology is the way in which a researcher seeks to solve a research problem. The theory of research examines and questions what knowledge is, and how it is derived (Hennink *et al.*, 2020). Research paradigm discussed in section 3.2 examines the philosophical position of knowledge, whereas methodology examines processes of knowledge acquisition. Kothari (2004) explains methodology as the steps taken towards addressing a research problem. There are a series of tools and techniques researchers select and apply aligning with nature of inquiry. The researcher will understand the underlying philosophical assumptions and appropriateness of these.

Sound justification and logical decision-making principles in the selection of methods is essential in the first instance, and are discussed in sections 3.3; 3.4. Following selection is the need to apply skills to execute the study in a scientific manner; organising, gathering, and sorting data, applying objectivity and evaluating data making informed decisions in presenting the outcomes of the research process (Kothari 2004).

3.3.1 Abduction and the qualitative researcher

The utilisation of qualitative research is appropriate to encapsulate social reality from the perspective of the participants narrative, and interpretation of the researcher. As a neo-empiricist there is recognition that participants' perspectives, and the researcher's decision-making are factors towards enlightenment (Creswell and Poth 2018). The following section explores this further.

Qualitative research places the researcher as an observer of the world around them. It is the responsibility of the researcher to record appropriate data for interpretation and to apply robust techniques of interpretation promoting objectivity in the pursuit of meeting the aims of the study. The nature of recording data (conversations, interviews, images, field notes etc.) is based on the researchers interpretation of what is notable when considering the aim of the study. The researcher selects analytical techniques to apply robust development of the analysis, in alignment with the aims of the study and the researchers paradigm. Section 3.10 discusses researcher bias, and consideration for this is made in the design of this study to maintain objectivity. Objectivity and utilisation of appropriate techniques helps to ensure credibility and reliability (Miles and Huberman, 2014; Boyatzis, 1998).

3.3.2 Qualitative methods of abduction

“Qualitative research should and can stand on its own.” Gioia *et al.*, (2012:25)

Miles and Huberman (2014) acknowledge observations of behaviour, alongside the recognition of different layers of knowledge of phenomenon enables understanding of meanings and intentions surrounding phenomena, and the attitudes and beliefs aligned to it. Qualitative data provides a detailed perspective of reality, utilised to identify patterns and trends in new concept identification. It is important to consider context and individual participant variants in methods selection for a qualitative study to ensure the collection of high quality, appropriate quantity data collection for knowledge development and building (Gioia *et al.*, 2012). Gioia *et al.*, (2012) state that qualitative research can be both inductive and rigorous if applied in a systematic and logical manner, whilst acknowledging the need for flexibility and creativity within the boundaries of reliability and objectivity. The use of abduction enables the flexibility of induction whilst accepting social reality in the context of existing knowledge, thus providing a frame for discussion and enlightenment (Aliseda, 2006). Gioia *et al.*, (2012) identifies many studies of a qualitative nature are lacking in the generation of new concepts and theoretical foundations due to inhibition of creativity in favour of demonstrating reliability. There is a requirement to balance scientific rigour with flexibility to recognise new concepts or theory arising from data. The credibility of qualitative research considers processes and approaches selected and their justification. The process undertaken should be documented and mapped to external evidence to demonstrate comparability to other similar studies and replicability. Creswell and Poth (2018) recognise that qualitative research enables complex reasoning that is contextual and focuses on the multiple perspectives and meanings of participants. It is this level of rich detail of phenomena that is required for the purposes of exploring the detailed nature of the relationships between businesses and their community through a SR lens.

3.3.3 Summary

Sections 3.1 to 3.3 discuss in some detail the research philosophy and range of approaches selected for the study, with justification of the linearity between the ontological and epistemological position of the researcher and the paradigm adoption for the current study. The researcher states an ontological position of neo-empiricism, which is explained in detail from a reflective (section 3.1) and academic (section 3.2) perspective. Neo-empiricism recognises the subjectivity of views of social reality, and enables creativity in observing and evaluating incomplete but available information to make best possible predictions of knowledge (Kasseba *et al.*, 2018). This flexibility enables field development of theory through innovative design.

From an epistemological perspective this aligns with objectivity. Objectivity is to accept the relative truth based on observations, participants' views and inter-subjectivity, alongside the objectivity of the researcher. This leads to the position whereby the neo-empiricist must consider their reflexivity and role within the study and the analytical processes undertaken (section 3.10). Social science research observes neo-empiricism in management research (Johnson *et al.*, 2006; Kasseba 2018). Neo-empiricists adopting an abductive approach recognise causal explanations and contrastive reasoning in efforts to examine and decipher phenomena of social structures and relations (Folger and Stein, 2017). From an analytical perspective causal chains and structures such as that of Easton (2010) can provide perspectives of questions such as why? And how? therefore abduction is embedded in the research design.

The ontological position of neo-empiricism, and the epistemological view of interpretivism through abduction underpins the research methods and analysis in the ensuing design. The research study is qualitative and aligns with Sayers (2000) description of 'intensive' meaning that individuals in their context are observed, primarily through interviews to understand the nature of SR in a range of SME 'types', and how this addresses community relations and effects. The next section introduces the research question, aims and objectives.

3.4 Research Aims and Objectives

The aims and objectives are developed based on the literature review. The literature review sought to examine a range of phenomena within the spheres of SME (C2.4), Community (C2.4.4) and Corporate Social responsibility (CSR C2.4.2) and Small Business Social Responsibility (SBSR (C2.4.2) Identified themes of scientific inquiry including the role of the owner/ manager in driving SBSR related activities (C2.6.1), lack of resources (C2.7.1) and the instinctive nature of SBSR (C2.5). It also identified that little exploration examined the external environment of SMEs and the extent to which it may influence decisions taken within an organisation. Further, is acknowledgement that SMEs are an

extremely broad area of examination in any study, and that there are many sub-categorisations that can be made including size, industry sector, legal structure and core business type. There is acknowledgement that the larger the SME the more formalised CSR activity often is (2.6.2), however, there is little to differentiate SMEs beyond size. It is these two core observations of a lack of detailed examination of the external environment, specifically community relations, and the lack of recognition of types of SME that led to the overarching aim of the current study, to provide an exploration of:

“The role of community influences on socially responsible activity within SMEs”

The research question is therefore:

What interactions, relationships and contexts are identifiable in businesses within their communities that influence their socially responsible activity? (A view of multiple SMEs)

The aims and objectives formed the initial basis of the research design. Following each aim is a set of objectives aligned to that aim with a brief narrative explaining their relevance towards the title of the study. The focus of the study evolved during data collection and arising from the review of literature in accordance with abduction. The interview and survey design are based on the aims and allow flexibility for new information to be included.

3.4.1 AIM 1

- **To explore the nature of SR with a sample of SMEs operating in differing demographic areas (communities)**
 - Identify the SR activity(s) in which SMEs are engaged.
 - Identify the inputs (resources and planned actions) of the SME organisations and the outputs (the execution of planned actions).
 - Identify the drivers of SR activity.

This aim sought to identify and analyse ways (activities and initiatives) in which SMEs engage with SR. SMEs are discussed based on community interaction, size, legal structure and industry of organisation. The community is integral to the study, which is why emphasis is placed on this discussion point. Examination of data from multiple perspectives highlighted differing environments, influences and perspectives towards SR engagement (e.g., size and sector) is undertaken. Research examines the nature of SR in SMEs (Haugh, 2012; Jenkins 2009;2006;2004; Kechiche and Soparnot, 2012; Spence 2003;2006), and this study expands upon that, adding to existing concepts and developing new knowledge. There is a lack of detailed exploration of SME and Community relationships empirically, although is a growing field of interest (C2.1), and this study sought to address this by identifying new perspectives of the dynamics of this relationship (C5.8).

3.4.2 AIM 2

- **To explore the social effect and outcomes of SR activities from the SME participants towards their local communities.**
 - Explore from the perspective of SMEs participants the perceived effects of SR activity on the local community.

The motivation and driving factors of business owners/managers to engage with SR is widely discussed in terms of individual personality and social construct (Jenkins, 2006;2009; Spence and Lorenzo, 2000; Fassin *et al.*, 2015), however, there is little information reflecting upon how the effects of SR engagement may act as a driver towards further SR activity (Haugh, 2012; Freiselben, 2011). The owner/manager, and effects/outcomes are arguably intrinsically interconnected as one potentially nourishes the other. It is acknowledged that businesses do contribute positively to society (Blowfield, 2007; Browne and Nuttal, 2013; Ormiston and Seymour, 2011), yet there is little known about how this occurs and to what extent. The remit of this study was not to quantify effects and outcomes of SMEs' community endeavours. It sought to capture a participant perspective of the effects of SR and identify further opportunities for research in this area. This supports knowledge development of understanding the social, economic, and environmental benefits that SMEs may bring to communities, and considers resource efficiency for the SME based on inputs and outcomes.

3.4.3 AIM 3

- **To analyse the extent to which differing environments affect SME adoption and execution of SR**
 - Identify the demographic position of partaking companies' locations based on key data such as employment, education levels, and number of benefit claimants.
 - To establish whether trends exist in the engagement and execution of SR activity in contrasting demographics in terms of type of activity, resources and time put into the activity, output and impact of activity.
 - Identify the internal/ legal structure of the organization and the comparative level and type of SR activities engaged with.

An emerging theme of social enterprise research highlights higher concentrations of organisations describing themselves as social enterprises in areas of deprivation (SEUK, 2014; 2019). This aim examines the extent to which a similar pattern exists in profit-oriented SMEs comparably. Reasons explored include physical visibility of issues due to proximity and location, personal altruism and other personal connections. Demographic influences were examined, and comparisons were drawn to establish the propensity for mainstream SMEs to engage with SR based on their geo-demographic locations and the rationale of this.

Early data collection demonstrated the multiplicity of community from the participants perspective, and that there was value in seeking to ascertain community identification using the views of the sample. This proved to be an important element of the study (C5.3). Findings showed that geo-demographics were not always a key influence. Influencing factors of engagement with community activity is more complex and is discussed in detail in chapter 5. The following section explains the method and justification of the sample criteria.

3.5 Sampling

3.5.1 Size and Breadth

The target number of interviews was eight initially, with a view to building longitudinal case studies. It was quickly identified that eight interviews to build upon and generate case studies would not be reflective of the diversity of SMEs, and the depth of a case study was not necessary based on early participants' responses. The earliest interviewees indicated there would be little change over time in their business approach towards SR. Other small business social responsibility (SBSR) studies have successfully contributed to knowledge with as little as four (Arnold and Valentin, 2013; Murillo and Lozano, 2006). In such instances the sample was very targeted on a specific industry, (Arnold and Valentin, 2013), or reviewed samples of exemplar companies, (Murillo and Lozano, 2006). Miles and Huberman (2014) emphasise the need to address suitable boundaries and a frame that meets the practicalities of the research alongside the need to acquire a suitable data set. Yin (2009) discusses the replication of cases as a form of developing strength. For practical reasons a balance must be struck between the need for information depth, and breadth when determining sample size. The boundary and frame of the sample are explained.

Representation of the diversity of SME's was important due to the exploratory nature of this study. The search for new concepts and theoretical frames to develop understanding of SR within SMEs, and community relations meant there needed to be enough data with detailed accounts providing meaningful results and insights, thus enabling comparisons between SMEs (in their breadth). Existing studies of SBSR highlight focused, theory-extending studies examining fewer participants in greater depth (Nielsen and Thomsen, 2009; Murillo and Lozano, 2006; 2009; Murillo and Vallentin, 2012). As the scope of the studies remit scales-up, so too does the number of participants. Examples include Madden *et al.*, (2006) with five focus groups and 15 face-to-face interviews examining SBSR; Giovanna *et al.*, (2012) examining 19 SMEs considering social capital theory in family run firms, and Spence *et al.*, (2003) who provided a comparative study between the UK and Germany across 3 industry sectors by conducting 15 qualitative surveys. Finally, this scales up to large-scale surveys to obtain top-level

data in a quantitative manner such as that of Santos (2011) examining 235 Portuguese SMEs and SR; and Russo and Tenaciti (2009) with a survey of over 3,000 Italian firms.

Other studies that are specifically deemed exploratory include: Sen and Cowley (2012) 12 interviews; Lee *et al.*, (2012), 15 interviews plus surveys; Lee-Wong and More (2016) 28 semi-structured interviews; Fernandez and Camacho (2015) 28 semi structured interviews including focus groups; and Campin *et al.*, (2013), 36 semi-structured interviews. These studies provide merit to the selection of 30 target interviews.

Table 3 - Sample Size Variations

Author(s)	Year	Participants	Research method
Madden <i>et al</i>	2006	5, 15	5 Focus Group, 15 Face to Face Interviews
Giovanni <i>et al</i>	2012	19	Interviews
Spence <i>et al</i>	2003	15	Qualitative Surveys
Santos	2011	235	Quantitative Surveys
Russo and Tenaciti	2009	3000	Quantitative Surveys
Sen and Cowley	2012	12	Interviews
Lee <i>et al</i>	2012	15	Interviews, plus surveys
Lee-Wong, and More	2016	28	Semi-structured Interviews
Fernandez and Camacho	2015	28	Semi-structured interviews including focus groups
Campin <i>et al</i>	2013	36	Semi-structured interviews

Based on previous research studies and an examination of appropriate sampling methods it was deemed that 30 interviews would provide breadth to tentatively present findings resultant from cross-fertilising data on SMEs in terms of size, structure, legal identification and industry. These comparisons and the depth of detail in the data collection provided the ability to address the aims. Other considerations to this number included depth required to meet the aims of the study, and the practicalities of obtaining a sample that provided credibility to the study. This is discussed in sections 3.5.2, and 3.5.3, examining appropriate sampling and sample size complimentary to the review in figure 7 providing comparative studies of a similar subject matter.

Gioia *et al.*, (2012) states that concepts and process may be developed from relatively small samples; therefore, generalisations can be made for testing, and there is opportunity for theory building. The importance of the sample in terms of replication is also considered. The sample of 30 is deemed

appropriate based on the interpretivist position and recognition that the area of study is complex, under-researched, and takes a position of exploration (Gioia *et al.*, 2012).

The sample was constructed using a diverse range of SMEs. Using Moon’s (1996) stages of sampling, explanations of the sample construction are detailed in table 3.2

Table 4 - Application of Moon's (1996) Stages of Sampling

Moon (1996)	Description
Unit of analysis?	SMEs of a range of legal structure, industry and size. Primarily located in one geographic area however, for cross-geo comparison selected companies are outside the core location parameters
Clarify unit of analysis	All participants needed to have supervisory control of ownership – namely decision makers. Participants needed to employ at least 2 employees and a deliberate effort was made through purposive sampling to engage with a variety of companies
Sample plan review with colleagues	The plan was reviewed with colleagues at the point of transfer for the PhD study. The size of sample has grown, and the comparison of outside area/ inside area has developed since that point with the support of the research supervisory team.
Protocol/ Guide	A crib sheet appendix 7.1 is utilised to ensure the capture of metadata and coverage of themes and topics within the interview are discussed. All interviews were recorded, and notes made by the researcher during the interview.

3.5.2 Purposive sampling

Purposive sampling is identified as appropriate for qualitative research (Cresswell and Poth 2013). There is a pre-defined criterion for the sample (table 5), with flexibility allowing evolution according to the needs of the study and early data collection (Miles and Huberman, 2014). Purposive samples are defined by boundaries including time, resources and the frame of the study. Purposive sampling seeks to identify what sample is required to meet the aims and objectives (Miles and Huberman, 2014). From those initial parameters iterative adjustments are made within the set frame and boundaries (Miles and Huberman 2014). Yin (2009) explains the ability of replication in multiple cases

enhances the strength, validity, stability and trust of the data and the resultant themes. The current study is not designed to build case studies *per se*; however, it does set out individual company profiles in a manner that enables replication, aligning with Yin's (2009) advice.

30 face-to-face interviews proved challenging based on time and accessibility to participants. 18 participants completed semi-structured interviews face-to-face, and 12 qualitative surveys were conducted online with participants meeting the sample requirements. Survey participants could opt into a telephone interview to discuss their responses in more detail – akin to asynchronous interviews (James and Buscher, 2006) enabling expansion on details. The survey design is structured to mirror the structure of the face-to-face interviews enabling a *single data corpus* from two data collection techniques. The richness of data varies based on participant responses across both methods of collection. The individual company profiles in Chapter 4 show some correlation between levels of community engagement and richness of data. Using different techniques of data collection enables comparison between those techniques. Online data has the benefit of accuracy in the written word, whereas human error is limited in transcription and translation if responses are participant recorded. Face-to-face interviews enabled observations of location, emotional expressions, body language and tone of voice (Allen, 2017; James and Buscher, 2006 Sheick *et al.*, 2017). Table 5 presents the commonality of structure in data collection methods to enable a single data corpus from the sources of data collection.

3.5.3 Sample boundaries and frame

The study synthesises data from a range of organisational types exploring interconnecting, but separate areas arising from chapter 2, including social enterprise, size of SME, industry focus, social capital versus stakeholder theory and so on. By nature, SME is an umbrella term for the vast majority of all businesses. To achieve a representative sample, consideration of the UK Structure of enterprises is drawn upon, alongside consideration of organisational types that would best serve the needs of addressing the aims of the study. The research exploration of community underpins the sampling frame and was set as:

- Representation of several types of legal structure (Sole traders, partners, Limited partnerships, and Community interest companies) and organisational types (for Profit, Social Enterprise).
- Diverse industry sectors including, leisure and wellbeing, manufacturing, retail, people services, IT and communications and construction. This was based on seeking different business types, and in part convenience sampling according to participants coming forwards from the targeted promotion and recruitment of the study (Lavrakas, 2008).

- Proportionate representation of sample to SME size structure – there is a predominance of micro businesses in the sample, which is representative of the proportionate size of businesses when examining SMEs in the UK (96% of all UK businesses are micro-businesses according to Gheres *et al.*, (2016).
- A concentration of Northamptonshire businesses, with small selection of UK counties outside Northamptonshire (to provide tentative comparisons between counties).
- All participants to be a Senior Manager or Owner with decision-making responsibilities.

The rationale for diversity in the sample was to establish and discuss the uniqueness of each participants' organisation, and to identify patterns and trends aligning with the aims. Rubin and Rubin (2005) discuss the degree of breadth and focus in their responsive interview technique and state that data needs to shed light on the research goals, in this case the examination of SMEs, CSR and communities. They (*ibid*) also support the notion that truth can be aligned with perspective, and that in an interview it is important to recognise it as an extension of conversation skills to the degree that there is a relationship between interviewer and interviewee. The breadth for this study is suitable as it seeks to shed new light on a field of study that is relatively immature in consideration of knowledge pertaining to CSR and SMEs in the context of community. This study seeks to identify concepts and develop theory from a carefully selected eclectic range of participants gaining depth from as many perspectives as possible for analysis.

The diversity of legal structure, industry and size within the frame supports the exploratory nature of the study and seeks to identify opportunities for cross-fertilisation between business types. For example, entrepreneurial theory has supported hybridity in Social Enterprises seeking balance between social missions and commercial sustainability (Doherty *et al.*, 2014). Such cross fertilisation of fields of research may promote best practice in other areas, namely SBSR and SE in this study. Equally, different industries may demonstrate transferable best practice, or smaller companies, often constrained by resources could, potentially be supported with resource efficiency in SR with a focus on community. These notions of exploration support the range diversity of company type in the sample.

The decision to focus primarily on Northampton based organisations enabled data collection with a common geography to identify any specific trends and patterns. Inclusion of other areas enabled a comparison of themes arising from Northamptonshire identifying nuances or commonality between locations. The inclusion of other areas including Kent, Manchester, Wales and others has enabled this comparison and provides analysis in C5.7.2. Geographic comparisons are exploratory as the data set is not large enough to be conclusive, however, there is some identification of findings worthy of

further examination. The requirement of seniority or ownership in participants facilitates a strategic narrative in terms of the whole organisation, its values and directives. Practically, the focus on a county level study has enabled cost efficiency in data collection. Data collection primarily took place within one calendar year (2016) to enable a definitive target for completing data collection and encourage progression of the study, whilst recognising commitments of the researcher.

In summary the method of purposive sampling has enabled a structured approach to achieve a sample that could be replicated with a similar participant group for other similar studies, whilst simultaneously allowing participant recruitment based on suitability and value towards contribution in achieving concept development as data collection and analysis progresses (Gioia *et al.*, 2012; Miles and Huberman, 2014).

3.6 Data Saturation

Data saturation is ambiguous in nature, and this section examines a range of views to consider a justified decision on sample size and saturation for this study. According to Guest *et al.*, (2006) there is a need to ask the same/ similar questions in each interview, otherwise saturation can never be achieved due to the changing nature of information sought. The design of the surveys and interviews has provided the structure required to facilitate data saturation in its similarity.

From 36 semi-structured interviews in a study conducted by Guest *et al.*, (2006), 92% of all codes identified were present within the first 12 interviews, suggesting saturation can be achieved in smaller samples. Data saturation is problematic in qualitative studies when compared to quantitative studies that use probabilistic sampling and mathematic equations, and there is a lack of consensus to define precisely what data saturation is (Guest *et al.*, 2006). The boundaries of saturation are unclear, yet data saturation from purposive sampling is recognised as the standard to which researchers must aspire in qualitative research (Creswell, 1998; Miles and Huberman, 2014).

The oxymoron of data saturation being a mark of research quality that is undefined and largely unguided is perhaps a reason behind the positivist scepticism of qualitative research. There is some guidance but the complexity of qualitative research can, and does thrive without a clear boundary of what data saturation looks like. Studies that evidence the rationale for guidance are very limited in number (Guest *et al.*, 2006), just two authors from the work of Guest *et al.*, (2006) provide such rationale and these are examined in turn.

Romney *et al.*, (1986) developed cultural consensus theory whereby mathematical equations of probability highlighted that where there are experts of a subject matter there is likely to be stronger levels of agreement compared with a sample where little is known of the domain of enquiry. They

suggest that as few as four could provide data saturation through levels of confidence and accuracy in responses. For the purpose of this study there is a strong level of expertise in each participants' knowledge of their own business, but a variable understanding of the domain of inquiry. Graves (2002) advocates a larger sample to establish correlative data analysis that is statistically significant. The objective of this study is to 'examine, uncover and discover' rather than identify 'universal truth', however, it is acknowledged that the aims of the study demand a range of participant criteria and a varying level of expertise. Alongside these views is the work of Johnson (1998) who suggests that to understand perceptions, beliefs and behaviours in a homogenous group a sample of 12 is enough, however, to examine different groups a higher quantity sample is required.

Mason (2010) conducted a study specifically focussed on data saturation and sample sizes in PhD students' work. His work shows a mean average of 31 participants from 560 studies. Data saturation is dependent upon a number of factors that vary according to the design of the study, the approach taken, the required knowledge from the study and who will be interviewed (Guest *et al.*, 2006; Ritchie *et al.*, 2003; Charmaz, 2006). It is also contested as to whether data saturation is ever truly reached, and Strauss and Corbin (1999) discuss saturation in terms of degrees of achievement. Whilst data saturation is the desired state, the lack of clear guidance on what constitutes saturation is perplexing to the novice researcher, and the further constraints of time and money acknowledged by Green and Thorgood (2009) suggests that saturation may be clock bound rather than data bound.

Studies similar to the current study, conducted by PhD candidates, have an average between 25-31 participants based on Mason's (2010) meta-analysis of 560 PhD studies. This combined with the range of propositions asserting when data saturation is met, suggests that the view of Douglas (1981) is appropriate to apply. Douglas (1981) proposes that adopting a 'general rule of thumb' or a 'general view' of data saturation that supports a range of expert views is adequate. After considering these views, similar studies (table 3) and research methods dialogue on the subject, it is deemed appropriate to achieve a sample of 30. Alongside being reflective of Mason's (2010) analysis of PhD candidates, it is higher than comparable peer reviewed studies. Therefore 30 participants are included in the final sample, and each adds value to the overall study. Data saturation has been met based on the parameters of the study and the sample achieved.

Table 5 provides meta-data of the sample to demonstrate the fulfilment of the criteria explained. The figure of 30 has provided enough rich qualitative data to generate organisational profiles for all participants forming the basis for comparative analysis within and between one another. This is explained in the analysis section (3.7) and presented in chapters 4 and 5 – results and discussion.

Table 5 - Meta Data of Sample (next page)

Company Description	Data Collection	Employees	SME	Legal Structure	Industry	Location
Food and wellbeing Service	Qual. Survey	1 - 5	Micro	Sole Trader	Leisure, Health and Wellbeing	Northampton
Wellbeing and lifestyle coaching	Interview, Obs.	1 - 5	Micro	Limited	Consultancy	Northampton
Gambling Addiction support and training (Social Enterprise)	Synchronous online interview	1 - 5	Micro	Limited	Leisure, Health and Wellbeing	Manchester
Sexual Health service (online) Social Enterprise	Interview, Obs.	1 - 5	Micro	Community Interest Company	Leisure, Health and Wellbeing	London
Landscaping and Gardening	Interview	1 - 5	Micro	Sole Trader	Maintenance services	Northampton
Network selling health and beauty products	Interview	1 - 5	Micro	Self Employed	Retail	Northampton

Company Description	Data Collection	Employees	SME	Legal Structure	Industry	Location
Catering, Education and Therapy	Interview	1 - 5	Micro	Sole Trader	Leisure, Health and Wellbeing	Northampton
Employment Service for NEETs of all ages (Social Enterprise)	Interview, Obs.	1 - 5	Micro	Limited	Communications and IT	Northampton
Northampton Digital Marketing Services (Social Enterprise)	Interview, Obs.	1-5	Micro	Limited	Digital Marketing	Northampton
Management Consultant	Qual. Survey	1 - 5	Micro	Sole Trader	Consultancy	Northampton
Mental Health Consultants and Trainers	Qual. Survey	1 - 5	Micro	Limited	Consultancy	
Health and beauty spa retreat	Qual. Survey	1 - 5	Micro	Limited	Leisure, Health and Wellbeing	

Company Description	Data Collection	Employees	SME	Legal Structure	Industry	Location
Independent gaming retailer	Qual. Survey	1 - 5	Micro	Limited	Retail	
Refurbishment of classic scooters for resale	Qual. Survey, Telephone	1 - 5	Micro	Limited	Remanufacture and retail	Cardiff
Event and Venue planning services	Qual. Survey	1 - 5	Micro	Sole Trader	Leisure, Health and Wellbeing	Milton Keynes
High-end garden equipment retailer	Qual. Survey, Obs. and Interview	5 - 9	Micro	Limited	Retail	Northampton
Property development and maintenance	Interview, Obs.	5 - 9	Micro	Community Interest Company	Retail	London
Clothing retailer (social enterprise)	Interview, Obs.	5-9	Micro	Community Interest Company	Retail	London
Sewing company and leather industry	Interview, Obs.	5 - 9	Micro	Limited	Multi	Northamptonshire

Company Description	Data Collection	Employees	SME	Legal Structure	Industry	Location
Dance and Performing arts school	Interview, Obs.	5 - 9	Micro	Limited	Leisure, Health and Wellbeing	Northampton
Kitchen and bathroom design and installation	Qual. Survey	5 - 9	Micro	Limited	Retail	Northampton
Dancewear and ladies formal/wedding retailer	Survey, Obs. and Telephone	5 - 9	Micro	Limited	Retail	Northampton
Plastic recycling	Survey, Interview	10 - 25	Small	Limited	Manufacturing	
Property development and maintenance	Interviews x 2, Obs. Event	10 - 25	Small	Limited	Construction	Rutland
Telecommunications and Broadband services	Interviews x 2	26 - 49	Small	Limited	Data and Communications	Northampton

Company Description	Data Collection	Employees	SME	Legal Structure	Industry	Location
Northampton Logistics and distribution warehouse	Interview, Obs.	26 - 49	Small	Community Interest Company	Logistics and Warehousing	Northampton
Train refurbishment	Interview, Obs.	26 - 49	Small	Limited	Maintenance services	Faversham, Kent
Estate Agency	Survey	26 - 49	Small	Limited	Retail	Northamptonshire
Professional Football club	Interview, Obs., Volunteer	50 - 99	Medium	Limited	Leisure, Health and Wellbeing	Northampton
Manufacturer of electronic connectors and software	Interview	100+	Medium	Limited	Communications and IT	Northampton

The sample above is representative of the frame set out in section 3.5. These participants have provided rich data enabling trends and patterns to emerge alongside nuances showing organisational uniqueness. A breakdown of this sample to illustrate the organisational types is detailed below.

Table 6 - Sample Breakdown Data

Factor	Feature	Number
Location	Northamptonshire	20
	Other regions	10
Geography	Urban	23
	Rural	7
Legal Structure	Limited	20
	Community Interest Company	4
	Sole trader/ Partnership	6
Industry	Leisure, health and wellbeing	8
	Communications and IT	3
	Manufacturing and logistics	4
	Consultancy/ Employment Services	5
	Retail	7
	Construction and Maintenance	3
SME size	Micro Business	22
	Small Business	6
	Medium Business	2

All interviewees are owners or managers and there is a strong mixture of male/female, young/old perspectives. Ethnicity is not acknowledged, as it is not deemed relevant to the aims of the current study. Gender and age are not explicitly examined but are observed in the presentation of results (C4). The next section of this chapter provides detail of the processes and experience of data collection.

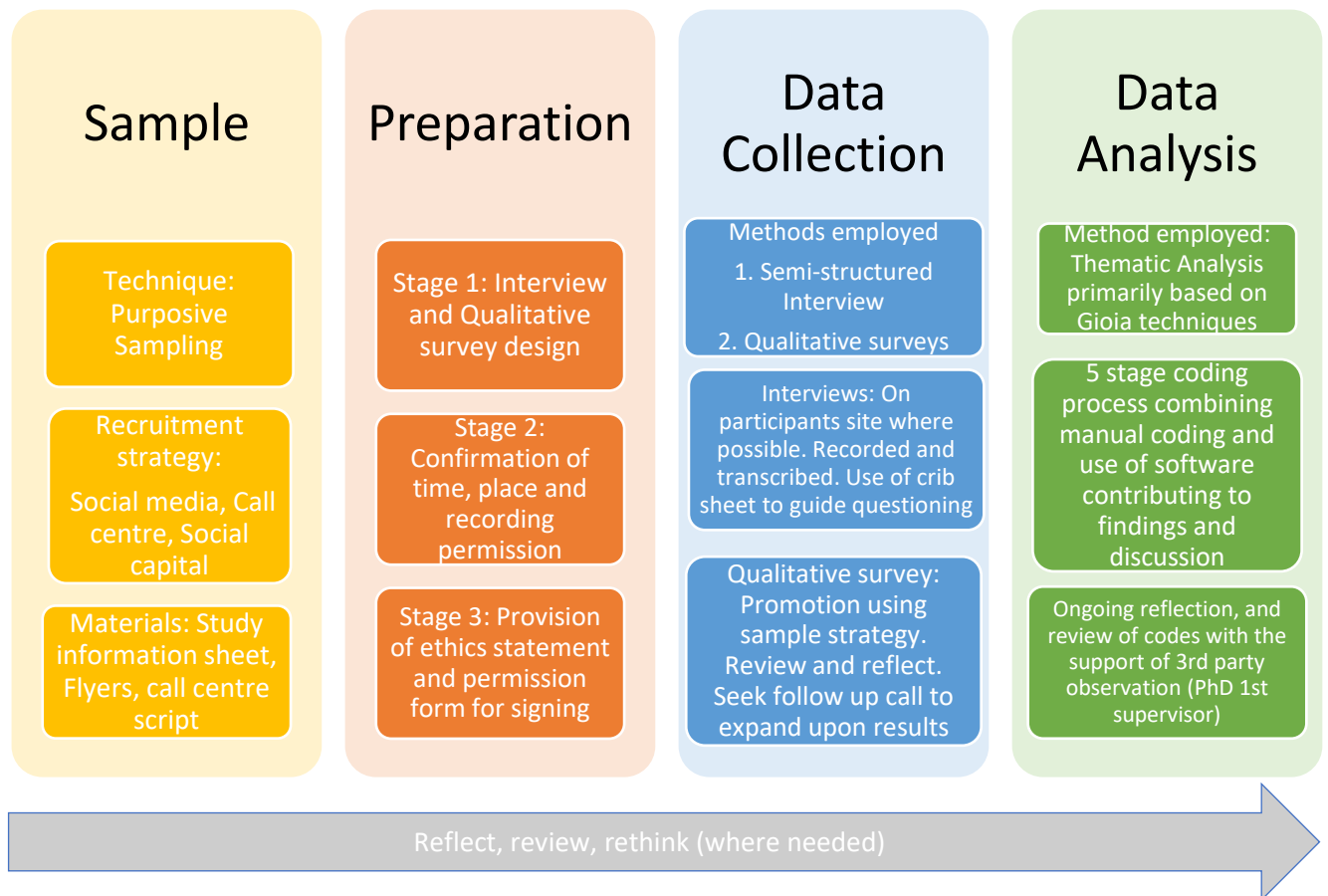
3.7 Research Design

The variety of approaches and tools a researcher could utilise is vast and arguably of variable quality and applicability according to each study. There is an expectation of academic rigour in research design that reflects the quality and standard of the research employed. Academic rigour is recognised as a determinant of validity of the research conducted. Whilst both the

quality and ethics is important towards the stability of the study in terms of its results and interpretations, so too is the creativity and flexibility built into the design enabling the identification of new concepts (Gioia *et al.*, 2012), alongside examination and recognition of complexity of phenomena. The research design in this section is reflective of these elements.

A range of tools are employed enabling creativity and flexibility, whilst maintaining academic standards with logical and replicable processes (Cresswell and Poth, 2018). Skills development in a range of research competencies was an important part of the progression of the study in terms of design, data collection and analysis. The research design outlined is the output of an evolutionary process, using established tools and techniques aligning with research position. Reflection of this process follows (section 3.10) and demonstrates the progression of the researcher concurrently with the design and execution of this study.

Figure 7 Research Design



3.7.1 Data Collection and Analysis – a brief introduction to methods employed.

The researcher's interpretivist position of abduction underpinned by neo-empiricism supports the framework, design and logic of replicable data collection. Replication combined with flexibility for exploration of new insights and concept development was deemed to be appropriate. Gioia *et al.*, (2012) determine that inductive research has the benefit of being creative, and that for reliability must be systematic and analytical in process as well as credible, plausible and defensible in its justification throughout. Themes emerging from data and therefore the induction of knowledge through analysis is accepted within abduction, alongside the utilisation of existing contextual knowledge to support causal explanation and theory development (Aliseda, 2006).

Inductive research enables close examination and exploration of problems and issues for which detailed understanding of its complexity is sought. The examination of any research conducted under the SME umbrella term is complex due to the scale of businesses classified as SME. Gioia *et al.*, (2012) propose that concepts and processes are often similar, therefore generalisation of even small samples are possible and permissible providing the research is built on “principles that are portable” (Gioia *et al.*, 2012). The sample size and selection of this study is built upon this basis, alongside the desire to capture the diversity and uniqueness of SMEs (section 3.5). The method of data collection employed primarily is semi-structured in-depth interviews with supportive qualitative surveys and telephone calls. The analysis of data is thematic using a staged process (figure 8) to identify core themes arising from the data based upon the principles of Gioia *et al.*, (2012) and drawing upon principles of Miles and Huberman (2014) and Braun and Clarke (2006). The remainder of section 3.7 explains the methods and execution of data collection in detail.

3.7.2 Interviews as a method of data collection

Establishing the best technique for a study requires consideration according to practical, methodological, and philosophical choices (Scott and Garner, 2013). The research paradigm and its connection with the technique employed is important, alongside achieving the aims of the study (Braun and Clarke, 2006; Gioia *et al.*, 2012). This research study is exploratory and arises from research examining SBSR, drivers of social responsibility, social capital and stakeholder theory, and social enterprise (C2). The examination of differing contexts is important in addressing the aims, which seek conceptualisation and theory development rather than evidencing or generalising theory. The nature of the study, alongside prior

research, underpinned by the research paradigm leads to the decision to employ qualitative research methods.

Within qualitative research, case studies provide rich contextual data that can be instrumental in developing new ideas (Yin, 1998). Initially case studies were planned. After engaging with early participants, it was recognised that data would be insufficient to achieve case studies based on the participants' views of little change or development in the area of examination, therefore *meaningful* longitudinal data within a few selected participants were unlikely. This combined with the need for a diverse sample led to the decision that the aims of the study would be better met by establishing a broader sample with a single touchpoint for most participants (interview or survey, plus telephone where applicable). Early interviews supported this from the data recorded, which was rich in quality and provided depth to examine the aims of the study. Eisendhardt (1989), states that case study research is rich and deep in few participants, but this is diluted as participants increase. The lack of significant change over time indicated in the early interviews, meant the risk of dilution was minimal by using a broader sample. The change from case studies to interviews and surveys provided a learning point and recognition of the need for researcher flexibility.

The ability to adapt a study by learning from early discovery and realigning the design to suit the aims more appropriately may become necessary. Authors such as Gioia *et al.*, (2012) call for flexibility in design, thus enabling researchers to make informed judgements regarding appropriate adjustments to gather the strongest data possible. The change to the original design is justified based on participants' perspectives and in line with academic expectation to review and reflect upon design choices and exercise flexibility where appropriate.

The utilisation of different medium was necessary due to convenience of participants and accessibility in some cases. Interviews were conducted primarily face-to-face, and online, asynchronous techniques of data collection were also employed. Allen (2017) examines online interviews as a relatively new and recognised research technique that has both advantages (time and money cost reduction, participant access), and disadvantages (more rigid in style, may experience a time delay due to asynchronous methods). Initial data from the qualitative survey was followed up in three instances with telephone conversations enabling the two-way communication that Allen (2017) describes in asynchronous interviews. For future research constrained by time and budgetary pressures, the online interview technique may be appropriate and is a learning point of the PhD process for this researcher.

Semi-structured interviews were suitable due to the ability to obtain data aligned to the themes of the study, and flexibility to explore alternative, yet relevant discussion threads through guides conversation. (Creswell and Poth, 2018; Gioia *et al.*, 2012; Boyatzis, 1998; Miles and Huberman, 2014).

In its most basic form, an interview provides a situational social interaction whereby a conversation is conducted (Rubin and Rubin, 2005). Interview protocol requires answers to questions regarding the design and conduct of interviews identifying who is interviewed, for what purpose and which questions are relevant (Creswell and Poth, 2018). This provides the rationale for sampling and design of an interview prior to its conduct. Interviews are set out to understand individuals' perspectives, knowledge, interpretations and understanding of a study (Scott and Garner, 2013). A limitation of interviews can include filtration of information from participants either intentionally or unintentionally, demonstrating participant bias in data collection. This, combined with researcher bias in question selection and exclusion when obtaining data should be acknowledged and recognised (Scott and Garner, 2013). Discussion surrounding research reflexivity and bias limitation follows in section 3.10.

In acknowledging potential bias researchers can seek objectivity of data by collecting additional data via other means, to recognise disparity or to validate data from previous sources. If a research study recognises its limitations and presents findings and discussions in a situational and contextual manner, limited bias can be managed whilst maintaining credibility in the results, as shown by Gioia *et al.*, (2012), and Rubin and Rubin's (2005) processes and rigour in qualitative research. Interviews, specifically semi-structured interviews enable the replication of studies to develop concepts and theory for testing, and evaluating. This combined with the flexibility to develop unanticipated lines of inquiry that, according to Rubin and Rubin (2005), enables depth of understanding demonstrates interviews are a solid method to employ in data collection. Rubin and Rubin's (2005) text on the Responsive Interview Technique provides support regarding the phrasing of interview questions, the blend of easy and empathetic questions and neutrality of tone to promote the deliverance of a strong responsive interview conversationally, rather than a stilted question and answer session. These techniques are employed in part, in the design and conduct of the semi-structured interviews undertaken. Combined, the research design promotes replicable data collection, with flexibility and recognition of limited bias and consideration of rich data collection.

The interview design requires sensitivity towards how to put the participants at ease and converse well in response to the interviewer about the subject matter in a manner that will contribute strongly towards addressing the research questions, aims and objectives. The next section explains how efforts are made towards meeting these factors in the interview design.

3.7.3 Interview design and planning

To successfully design an interview, early decisions are required; structured, semi-structured, or unstructured? Whether to conduct interviews face-to-face, by telephone, or via Skype? This section reviews such questions and provides an outline of the interview design, framed as semi-structured interviews.

It is explained in section 3.5.1 and section 3.5.2 how semi-structured interviews comprise the primary data source with a preference for face-to-face interviews at the participant's site. Face-to-face interviews can be difficult to arrange due to time constraints and access to suitable participants (Allen, 2017). 16 onsite face-to-face interviews onsite were achieved. One offsite, and one via skype. Alternative data collection methods are employed to complete the sample (based on the criterion in C5.1 and discussed in section 3.8.5) ensuring the data would meet the study aims.

Semi-structured interviews require a guiding set of questions or themes whilst encouraging open, qualitative responses by seeking experiences, ideas and opinions. The structural element of the interview design enables replication in new studies and across the sample of the current study. This provides the ability to cross-compare between different interview participants within the analysis. The combination of structure and flexibility makes semi-structured interviews attractive in terms of their scientific merit and their ability to promote concept and theory building (Gioia *et al.*, 2012).

Unstructured interviewing is a more conversational approach whereby the interviewer may plan some themes to discuss, but it is not imperative that each is covered. The purpose of unstructured interviews is to identify detailed narratives or discourses of a particular theme and to allow the participant to move around the interview in their chosen order (Scott and Garner, 2013). Unstructured interviews are problematic in replication and may lack clear alignment to the aims and objectives. Semi-structured interviews enable a clear pathway of alignment to the study that is favourable to a neo-empiricist who seeks replicability, logic and flexibility.

3.7.4 Semi-structured face-to-face interviews

The justification of semi-structured interviews is expressed in section 3.7.3. This section examines the choices of preferred medium to conduct the interviews. Face-to-face interviews can be time-consuming and difficult geographically, however, they provide a plethora of benefits as non-verbal communication can be identified alongside tone of voice and response. Further, there is an opportunity to meet participants in their organisations, which is an observational opportunity that is useful when examining community as part of the study (Scott and Garner 2013). Telephone interviews are cheaper and easier potentially, but offer a lack of opportunity to take advantage of the benefits of face-to-face interviews.

Face-to face interviews were the preferred method on the basis that costs were realistic and the multidimensional observation of body language and facial expression alongside speech was deemed valuable. The primary goal of the data is to provide the information to address the aims set out for the study to a satisfactory level, therefore, compromises on the method of execution for the data collection were accepted where necessary (outlined in section 3.7.5). The qualitative survey and telephone calls are representative of methods development in the research design to achieve the sample. The follow section provides explanation of this.

3.7.5 Qualitative Surveys

Qualitative surveys are a commonly employed method of data collection in social science research and the merits of online, or face to face survey conduct has been widely debated focusing on quality of data, alongside the ethics of online surveys where there are concerns of vulnerability (Kylync and Firat, 2017). The ethics section (3.11) explains the approval process and consideration to ensure that both surveys and interviews in this study are conducted and managed in an ethically sound manner.

Qualitative surveys were employed, enriching the interview data by ensuring a full and appropriate sample. The commitment of participants in surveys is lesser than a face-to-face interview, therefore a range of suitable participants put themselves forward based on the sample criterion and the reduced level of commitment required. The follow up telephone calls and interview for three participants meant that of the twelve surveys conducted, further information was volunteered by three participants. Sexias *et al.*, (2018) utilise a descriptive qualitative survey in international comparative research. This study uses descriptive survey responses to form the basis of thematic analysis alongside interview and telephone data. Examples of survey responses and accompanying notes are in appendix 7.2 demonstrating the

same technique employed for this study in data collection. Whilst the survey data does not offer the same volume as the interviews, the quality and value add to the study significantly.

The survey questions were designed to align to the semi-structured interview crib sheet (appendix 7.1). Section 3.8.3 demonstrates the alignment of the two methods. Section 3.8.4, and 3.8.5 outline the process of data collection for the interviews and surveys, whilst section 3.9 explains methods of analysis.

3.8 Process of research conducted.

The rationale for the structure of the study is discussed in 3.7. This section examines practical methods employed to obtain the sample and conduct data collection.

The design and execution of semi-structured interviews requires the implementation of appropriate interview protocols. Cresswell and Poth (2018) outline the procedures deemed necessary as a process to apply and this is discussed in sections 3.7.2, 3.7.3 and 3.7.4. Purposive sampling is employed in this study and is reflective of the research questions derived from the study aims outlined in section 3.4.

1. What is the nature of socially responsible activity in SMEs operating within their communities?
2. What effects do the SMEs, and their socially responsible activities have on the community from the perspective of the SME?
3. What evidence is there, (if any), to show SMEs engagement with social responsibility and community-based activity is influenced by the community itself?

The purposive sample considers a range of SME types, explained in section 3.5.2. The justification of semi-structured interviews has been established in section 3.7, and the design of the interview and survey are found in appendices 7.1 and 7.2 respectively.

3.8.1 Participant recruitment

To meet the targeted level of participants a multiple recruitment strategy was applied. This provided a breadth and diversity of businesses, aligning with the aim to examine a range of SMEs' perspectives from a diverse pool of legal structure, industry, and size. This diversity provided a dual benefit allowing identification of patterns and developing a deeper understanding of the nuances that makes SMEs so diverse in their uniqueness. The method of conducting semi-structured interviews complemented with qualitative surveys enabled the data to demonstrate this duality, within the scope of the study. Evidence of some unified common factors in business practice towards community relations and social effects of the

engagement with communities is detailed in the findings and discussion (C5) and concluding chapter (C6).

Table 7 - SME Sizes and Turnover (EU)

Company Category	Employees	Turnover	Balance Sheet Total
Medium Sized	<250	≤ € 50 m	≤ € 43 m
Small Sized	< 50	≤ € 10 m	≤ € 10 m
Micro Sized	< 10	≤ € 2 m	≤ € 2 m

*SME definition table based on the European Union online: <https://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition/> (2020)

Participant recruitment methods are:

1. Utilisation of personal networks through linked.in
2. Call-centre activity and e-shots via the Local Enterprise Partnership/ University business support team
3. Word of mouth via professional and personal contacts
4. (Later) use of an online survey to engage additional participants (promoted via linked.in and other social media, including review of participants to ensure that they were within the sample frame)

The recruitment strategy included study information sheets and flyers to attract attention, see appendix 7.3. The combination of these recruitment activities provided 30 participants varied in size, legal structure and business sector in accordance with the sample design (section 3.5.3). The diversity of the sample has facilitated a rich and varied range of responses enabling several strong themes and patterns to emerge aligned with the aims of the study and examined in C4-6. Additional access to three interview participants and three surveys provided extended data for analysis. The research design is important, alongside the recognition of field-based opportunities. Utilising these field-based opportunities has given greater depth to the data from those participants.

3.8.2 Interview and Survey Design

Semi-structured interview design is important to enable the replication and focus of the data collection whilst maintaining freedom to explore new information in the field, (Brinkmann and Kvale, 2015; Cresswell and Poth, 2018; Braun and Clarke, 2006). The objective of flexibility in

structure is to support natural conversation and relax participants, thus encouraging open and detailed responses (Braun and Clarke, 2006). The development of the interview crib sheet (appendix 7.1) is aligned with the research questions set (section 3.4). The order of the interview crib sheet is designed to ease participants into conversation through questioning their company background initially. The expectation is that familiar territory as a logical start point would facilitate positive early engagement to build a rapport (Scott and Garner, 2013). This worked in most cases and may be attributed to the connection the owner/manager has to their organisation.

The interviews sought to avoid unfamiliar jargon and language that may perturb participants or daunt them. This technique facilitated a natural conversational flow that resulted in examples and anecdotes that were relatable to the aims of the study without causing unnecessary embarrassment or uncertainty that jargon has the potential to cause. The crib sheet was tested in three initial interviews, then reviewed based on the quality of data it produced, and the successful flow of conversation in each interview. Minor changes in terms of the order of topic and phrasing used were applied, and the updated crib sheet was used for all further interviews.

The changes made were to move the question regarding participants understanding of CSR to the end of the interview. The use of this phrase in full was completely unknown to two of the initial three participants. This reiterated the need to avoid jargon where possible as it made it harder to achieve a conversational tone in those interviews. The idea of community was quickly identified as an area for deeper questioning due to differing identification of who and what community is to those first participants. Table 8 shows the core topic areas spanning the interview guidance and qualitative survey enabling the data to be treated as one data corpus whilst recognising both the benefits and limitations of each method of collection.

Table 8 - Data Mapping between Data Collection Sources

Topic area	Interview guidance	Survey
Company background	Start of interview- bullet points to guide a discussion	Section A provides a rounded response
Community Defined	Asks 'who do you identify with as your community/communities?'	Section B: Questions 1 and 2
Community Support	Trigger questions in community and CSR sections	Section B: Questions 2 - 12

Community relations & effects of activities	Trigger questions in community and CSR sections	Section B: Questions 2 - 12
CSR	CSR section	Section C
Influences on CSR	CSR section	Sections B & C

3.8.3 Conducting the Interviews

The following sections discuss how the preparation and conduct of the interviews were addressed taking into consideration design, risk, practicalities and ensuring strong ethics and data management.

3.8.4.1 Prepare, prepare, prepare.

It is documented that research interviews can be conducive to nerves and anxiety – for both participant and interviewer. It is important to consider this prior to an interview from initial planning to conducting. Rubin and Rubin (2005) adopt the two humans philosophy when considering interviews. This being a relational exchange and interaction whereby meaning exists. The style and self-awareness of the researcher is key they argue, when preparing and conducting qualitative interviews.

Part of the preparation is the design of the interview and the sequence of questioning (more in section 3.8.4.2). As noted in section 3.8.2 questioning that could introduce ideas that participants were unfamiliar with were left until much later in the interaction. The initial stages of the interview sought to make participants comfortable, by talking about areas of strong familiarity. Business background and current goals were discussed initially and that worked well. The flow of conversation from this point enabled movement into more unfamiliar territory with humour, and good nature.

The consideration of the researcher in terms of location and the approach taken in setting up and conducting interviews requires attention prior to the interview. Boyatzis (1998) discusses the need to anticipate challenges in the process, of which many can be mitigated with clear pre-planning. Interviews were set up in appropriate locations convenient to the participant, and wherever possible in participants business setting. Observational data was informally collected noting location and culture of the organisation, complimenting the main data as per the research design and through research notes/ voice memos for example. Timing, travel, and the realities of privacy were considered in some cases to achieve the best possible

interview. All participants agreed to recording the interview prior to the interview, avoiding a potentially awkward refusal, and signed the ethics form (appendix 7.4). This meant there were no concerns regarding missing details later. Planning helped to mitigate risk.

Rubin and Rubin (2005) discuss the need for self-reflection in research (section 3.10), and it is important to note careful consideration of the approach for each interview based on the way I presented myself as a researcher. I sought to dress appropriately and project a professional, friendly manner. For some interviews it was appropriate to wear a suit, yet others such as a micro business operating from home more casual attire was suitable. This approach was to make the interviewee feel comfortable, whilst also demonstrating professional control to offer reassurance too. Chapman and McNeill (2005) support the need to consider who your participants are and discuss issues such as status and deference, culture and diversity and the possibility of bias through the effects of social interaction (interviews). This is explored in the following section.

3.8.4.2 Interview in progress

The purpose of the first topic area (organisational background) was to open the conversation, and to relax the interviewee by discussing what is familiar to them. This provided the material to draw upon as conversations progressed. This worked well, possibly due to the positions of interviewees as named persons of seniority or ownership demonstrating commitment to the organisation. Adopting a friendly tone designed to show interest provided further reassurance and was easy to do as each business has its own unique story.

Participants happily provided company history, giving points of discussion for exploration. A positive beginning provided a learning point in understanding that my personality is an asset. I have a friendly approachable manner when setting participants at ease, and a discourse enabling me to explore concepts from scientific research using dialogue and vocabulary that was comfortable for the participants. Further, my ability to engage with participant's narratives and utilise humour, professional interest and active listening meant interviews were relaxed and conversational, as opposed to being awkwardly formal.

Following dialogue surrounding company background and specific activities that organisations are engaged with, I examined the notion of community. It is identified that community is definitionally difficult to pinpoint within a business context (C2.4.4). Questioning participants on what community means to them provided insights towards community identity and belongingness demonstrated in C5 table 21. The purpose was to develop a view of the nature

of the relationship between participants and communities from their perspective. Early data revealed insights towards community definition, which led to further exploration in subsequent data collection. This complimented the purpose of the study in the examination of 'community' from an SME perspective.

The interview structure sought recognition of SME understanding of CSR. Early interviews highlighted this terminology should be explored later in the conversation. The use of the term CSR halted conversation with two participants recognised by the brevity of response and lack of understanding of the term. This was overcome (in the two cases) by changing the direction of conversation to more familiar ground for the participants. The danger of field-based terminology is the loss of rapport. Those stilted moments showed me intuitively that only if participants are comfortable with subject matter, they will continue to impart information. This is based on positive responses to other areas where participants showed strong and detailed knowledge.

To ask about charity work was an easily relatable term to open the discussion of SR, although academically, charity work is a very small part of what SR may constitute. SR relatable activity provided an extremely varied response in terms of commitments made towards socially responsible behaviours. These discussions contributed greatly towards the quality of the data. The final part of this section establishes the process and execution of the qualitative surveys.

3.8.5 Qualitative survey conduct

Mirroring interview preparation, the surveys engaged with the information sheets, flyers and ethics forms with minor adjustments to suit the alternative method of data collection. The survey questions are designed to align with the interview structure (section 3.8.3) and the surveys were online with an invitation to participate in follow up calls. Social media was the main platform for recruitment using LinkedIn the professional network and Twitter as vehicles.

Participants were reviewed against the sample criteria to determine their inclusion in the final study. All participants responded to all questions. Following these checks the survey data set was amalgamated in its raw form to generate a single document (separated by respondents) for first stage coding. From Stage two onwards the data set was merged with the process of analysis explained in section 3.9 and all data was identified as a single body of data - data corpus.

Follow up calls took place for two surveys and one interview. These were based on the survey responses and enabled more detail of the data. The interview took place with a local company where engagement with the survey facilitated an invitation to visit the business and find out more. The survey provided an opportunity to reflect how interviews differed from surveys by comparing the data from both for one company. Fundamentally the resultant data identified the same discussion points, however the interview enabled deeper discussion of each point. This helped to recognise the use and validity of the surveys to enhance the findings of the study, whilst identifying its limitations too. The survey data was treated as a transcript of the participants thoughts.

The following section provides the detail in how the data corpus was examined and analysed.

3.9 Method of analysis

3.9.1 Introduction

Following data collection is the requirement to apply appropriate methods of analysis enabling accurate and objective meaning towards knowledge development. When engaging in exploration of new concepts and observing largely inductive practices in research it is acknowledged that qualitative data analysed in a qualitative manner encourages a detailed perspective and insight to the phenomena being examined, enabling theory and concept development (Gioia *et al.*, 2012). There are, however, a plethora of qualitative methods of analysis that can lead to uncertainty of which to engage with to facilitate a strong and rigorous scientific line of inquiry, aligned with researcher philosophy and position.

Creswell and Poth (2018) narrow these down to five core approaches, namely Grounded Theory, Ethnography, Narrative, Case Study and Phenomenology. Kuckartz (2014) builds an argument to observe the overlap in quantitative and qualitative data: quantitative data has categories and interpretation placed upon it that infers a leaning towards a qualitative position. Similarly, qualitative research applies quantitative considerations including word frequency and data patterns. This data is qualitative, and the analysis is qualitative for the study due to the exploratory nature of the research. As such qualitative analysis is observed according to the five main categories identified by Creswell and Poth (2018).

The neo-empiricist position is discussed in section 3.2.3 accepts reality is grounded in sensory experience, and that for comprehensive analysis in social sciences the interpretation of subjective realities from the participant perspective is important in the process of gathering information to make informed conclusions (Johnson *et al.*, 2006; Kasseba, 2018) This

discounts grounded theory, relying on induction without prior knowledge according to Corbin and Strauss (1965). Further it discounts ethnography, again relying upon a lack of prior knowledge enabling researchers to become immersed into the study context and make objective observations (Patton and Westby, 1992). Thematic analysis is selected as it provides an analytical approach to data, whilst enabling the identification, analysis and interpretation of meaning within that data (Clarke and Braun, 2016).

3.9.2 Thematic Analysis

Thematic analysis enables identification of key themes and topics in a structured and logical manner. Gioia *et al.*, (2012), Cresswell and Poth (2018), and Miles and Huberman (2014) confirm the correct use of thematic analysis is trustworthy in terms of objectivity based on the audit trail of coding and processes applied. This makes it appropriate to the objectivity required in a neo-empiricist study (Johnson *et al.*, 2006). As an interpretive method driven by data the coding processes follow logic and reasoning by building a level of reliability in the scaffold of knowledge development. Clarke and Braun (2016) explain its unusual nature as being unbound by theoretical commitments, supporting abduction and placing itself as the optimum choice for the current study, namely examining a relatively new field of investigation by utilising available information in a structured manner, alongside the emergence of themes from the data. Further, it is used to explore social meaning and is a recognised supported technique due to its systematic approach.

Theoretical thematic analysis can identify gaps in theory for further development, (Gioia *et al.*, 2012). This is effective when researchers examine existing theory and identify indicators of evidence in data supporting or refuting theory. When examining a relatively unexplored research topic it is expected that abductive thematic analysis is more appropriate. Gioia *et al.*, (2012) suggests there may be lower validity in theory driven code development where little theory is established, and many areas remain unknown. In prior studies examining SR, communities and SMEs inductive thematic analysis is used, as shown by works from Kusyk and Lozano (2007); Carroll (1999); D'Aprile and Mann (2012), and such studies have developed the field. The approach to thematic analysis in this study is abductive and acknowledges the existing work within the field of SBSR. It draws upon related fields enabling a broader spectrum of consideration in the analysis, therefore strengthening the opportunity for new theory development (Johnson *et al.*, 2006).

Thematic analysis relies upon the data, and the researcher must accept uncertainty in early stages of analysis, trusting data to show patterns and emerging themes. This process can be

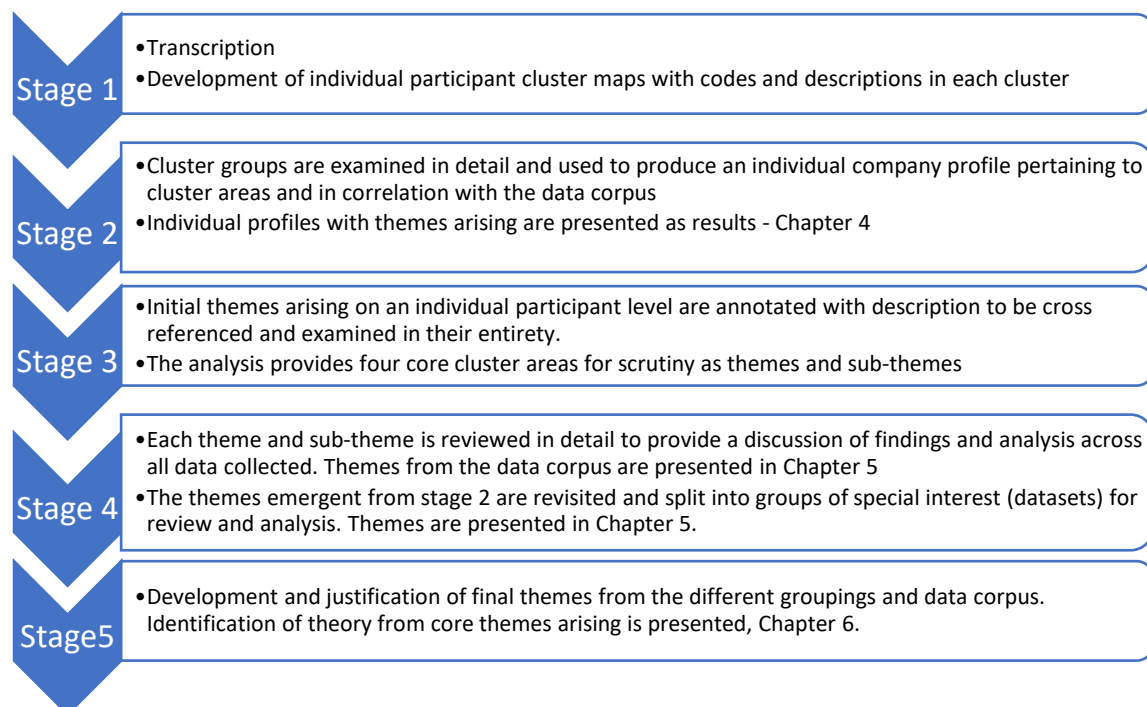
liberating and supports identification of new concepts and ideas, which is appealing. It still needs to follow a process of inquiry to ensure validity in the findings (Gioia *et al.*, 2012). The following section explains the utilisation of thematic techniques in developing the structure for analysis in this study.

3.9.3 Coding using thematic analysis.

Braun and Clarke (2006) are cited as providing *the* guiding document for thematic analysis, however, they acknowledge in their own reflexivity that their method is neither perfect nor definitive, and have made adjustments over time to the original work. Such adjustments include acknowledging other works of thematic analysis methods and accepting that researchers may examine theirs, alongside other approaches to develop and utilise a range of tools and techniques. This is recognised with advice to consider the purity of a single approach (Braun and Clarke, 2019). The coding and theme development of this study considers a range of techniques from Braun and Clarke (2006); Boyatzis (1999); Miles and Huberman (2014); and Gioia (2012) in detail.

Braun and Clarke (2006) originate the six-step process of coding and theme generation, Gioia *et al.*, (2012) cite five stages, and Boyatzis (1998) discusses three phases in analysing and interpreting data. There is overlap between these approaches with commonality including an auditable process, sensing and recognising what is important in the data, and testing what is thought of as important within data. The process undertaken in this study is outlined below:

Figure 8- Stages of Thematic Analysis

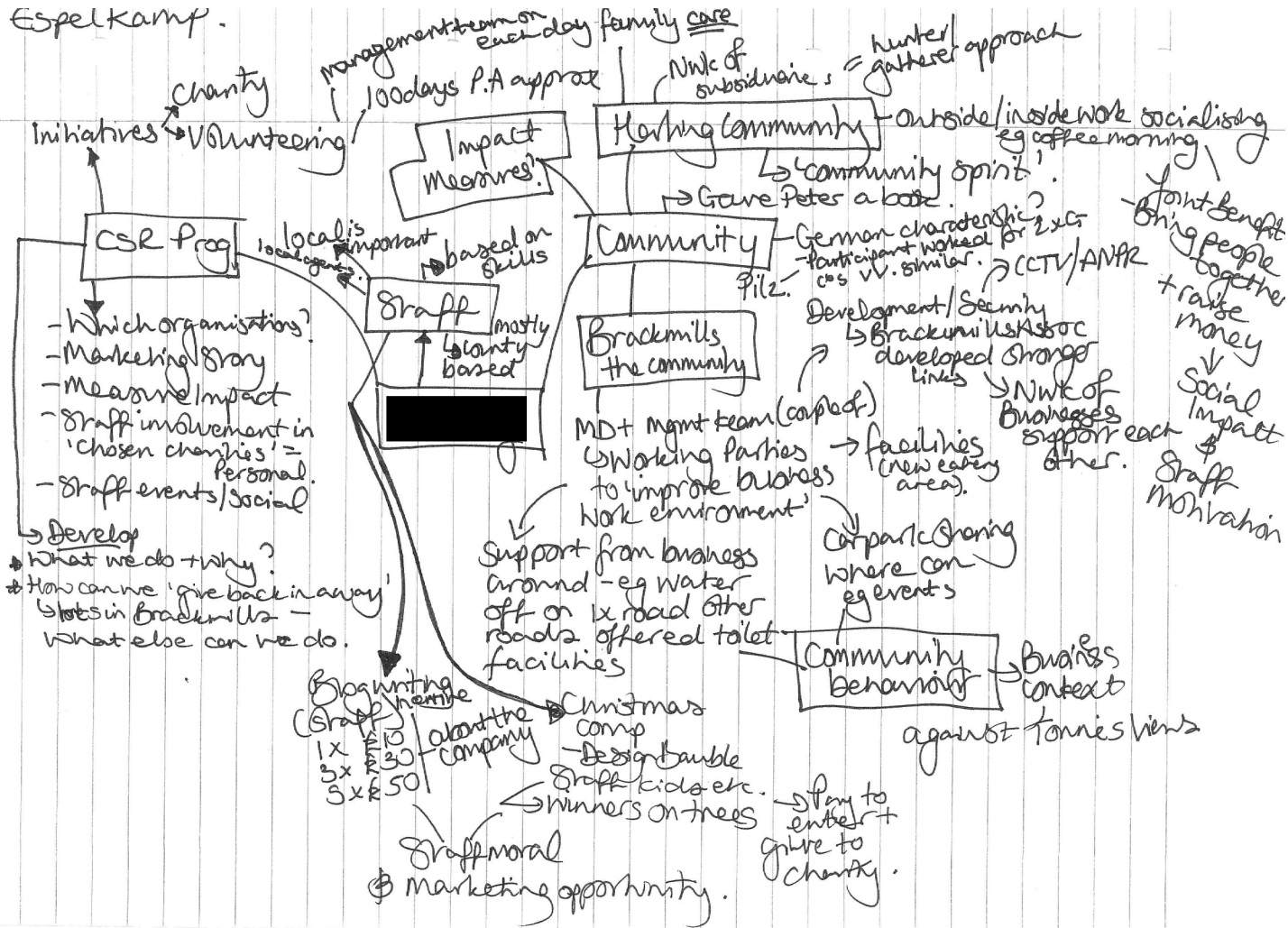


Stage 1: Analysis is iterative and begins with data collection. When listening to participant responses or reviewing survey responses for the first-time, judgements and thoughts are processed for reflection (Mann, 2016). It is important to hear and capture these thoughts and judgements, whilst recognising their limitation and bias based on interviewee perspectives. Field notes complimenting recordings, or an initial review of a survey captures first reactions for analysis. Listening and transcribing data from interviews is recognised as first order coding by listening to the voice of participants as informers. From this point researchers may begin to observe and map overarching areas that may represent early patterns.

Transcriptions, responses to surveys and field notes were used for stage 1 analysis and informed cluster mapping (appendix 7.7). Transcription is recognised as a way for researchers to be closer to their data. It is suggested that a time delay between interview and transcription also facilitates objectivity (Bailey, 2008). Transcribing can be time consuming and it is accepted that for some studies it is appropriate to employ transcription services. Transcriptions are presented in appendix 7.6. It is recognised that errors can occur in transcription (Halcomb and Davidson, 2006), and it is useful to include a second researcher or a second listen to improve accuracy. This is applied for the current study.

Miles and Huberman (2014) explain that in first level coding early patterns can be identified, forming clusters and key phrases and instances that should be recognised. This is supported by Boyatzis (1998) stating validity in researchers sensing early themes, and Gioia *et al.*, (2012) who note the importance of the informant's voice in development of early patterns and codes. Figure 9 presents one cluster map arising from interview transcription. The full set of maps are presented in appendix 7.7.

Espekkamp.



Stage 2: Cluster maps provided the detail required to present company profiles (C4), whereby thematic areas emerged for structure of these profiles, partially based on the data collection methods, partially due to the type of businesses. These general structures are applied as holistic coding in the profiles, and are:

- Background
- Culture
- CSR initiatives/ activities (with sub themes)
- Community (with sub themes)
- Themes emerging
- Feelings observed.

There is adjustment to align with individual responses and different structures include headings including:

- Social mission
- Sustainability

Theme mapping was not dependent upon these headings in stage three though they were acknowledged at the start of the process. Second order coding is taking place in stage three of the analysis (Gioia *et al.*, 2012). Researcher interpretation of early themes are identified and categorised. Here, patterns emerging take into consideration the data and overarching aims of the study (Miles and Huberman, 2014), enabling identification of inductive discovery. For this study reflection and review were instrumental in recognising the growing importance of the definitional boundaries of community. Participant responses stating community identification began to emerge with a variety of perspectives and responses. The idea of multiple communities and differing levels of engagement with those communities became a key discussion point from the data as the study progressed.

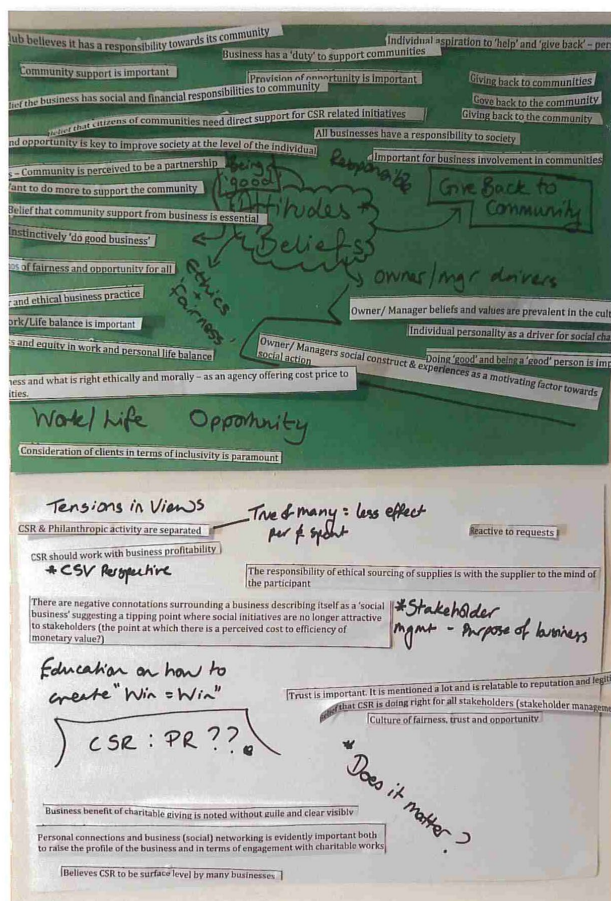
Boyatzis (1998) raises the importance of manifest and latent themes emerging. The acknowledgement of feelings in the language and tone (where applicable) used has supported the development of latent themes such as the level of enthusiasm, altruism and passion of participants, as has recognition of connections in vocabulary and expression. For example, the tone and the repeated use of words such as 'love, passionate and care' in one interview provides a clear message of personal attachment and emotion to their business.

Stage 3: The individual profiles present themes and feelings emerging. Stage three of the analysis examines these themes in detail and begins by examining the data corpus to identify

patterns from the data corpus. Each code/ concept was grouped with related and corresponding codes. This process was manual and did not acknowledge the profile source of each code to enable objectivity in the analysis. A range of conceptual areas are deemed relevant and interlinked, for example philanthropy, volunteering and community sponsorship, or giving back to the community, pride in a community and a responsibility towards a community. From those connections 4 core thematic areas emerged.

- What is community?
- CSR relatable activities
- Attitudes and Beliefs
- Business Sustainability

Figure 10- Example of Manual Coding



Justification and explanation of each core area and sub-theme is provided in C5, in accordance with Miles and Huberman (2014) who state explanations of themes or patterns is of importance. Boyatzis (1998) and Gioia et al., (2012) state that cross referencing codes at this stage is necessary and forms part of the aggregation of dimensions.

Stage 4: At this stage cross referencing of codes and themes emerging is analysed and presented. Data sets were formed based on characteristics such as geography/ organisational type etc., to facilitate this. This enabled examination and comparison of SMEs groupings to identify behaviours and trends within those groups, and commonality across the data corpus.

Stage 5: A set of major themes (C5.15) provide themes emergent from stage four. These themes are mapped to the aims of the study and provide the material to examine the extent to which the aims of the study have been met, and to observe any new findings in knowledge development. Chapter 6 provides detailed conclusions, conceptual frameworks and proposed theory for exploration and testing. Fundamentally this stage provides the blueprint guidance enabling future research to extend the investigation of this study (Gioia *et al.*, 2012). The audit trail of development, concept mapping and resultant themes of the study provides reliability in the process of analysis. The findings and proposed areas for further investigation can therefore be relied upon and tested.

The penultimate section of this chapter discusses research reflexivity and the role it plays in in researcher development using the context of this study.

3.10 Researcher Reflexivity

The researcher is an active participant in the research process, therefore, to spend time reflecting upon that role and its potential influence and effects is important in recognising how this connects with the outcomes of the study. Researcher reflexivity is the researchers awareness of their role within the research (Cassell *et al.*, 2009). The process of self-reflection and critical engagement should be present throughout every stage of a research study enabling the researcher to recognise their role towards objectivity (Roulston, 2016). This section of the chapter examines me, as an individual and in the context of the current study from a reflexive angle.

3.10.1 Who am I?

After receiving my redundancy package in 2009 I left the offices for the last time. Tears flowed. Not from sadness, nor worry, but for the first time in my adult life I could do anything, be anyone. Feeling completely overwhelmed I went on to use redundancy to embark on a journey to become an academic. By 2013 I had experienced three years as an associate lecturer and felt ready to consider the commitment required to achieve the title 'Doctor'.

Returning to study drew forth the deep-seated belief I hold that businesses and communities are integral and interdependent. CSR is incorporated into mainstream business education and

businesses seek purpose, not always profit. This embryonic thinking led me to the start of my PhD journey. Initially the concentration of social enterprises in the most deprived areas led me to the belief that perhaps the local community influenced business and business purpose, or at least some of the activities they engage with. I wanted to know if smaller organisations had developed in their thinking about CSR and the extent to which it 'existed' in SMEs. I sensed that SMEs were potentially contributing far more than they were recognised for and this appealed as an area of exploration for me. I hold the belief that businesses are far more than profit machines driving an economy, and this study was designed to uncover and explore this.

The study has developed over time to become what is presented now. It has highlighted new ideas for development, and I leave the PhD with more questions than answers. The goal for this study, alongside knowledge development was to identify ways of supporting businesses towards stronger social responsibility in their communities and to seek an understanding of how important this is to businesses and communities alike. Engaging in the current study satisfied both my altruistic beliefs and enjoyment of learning. I know that I have learnt, grown in confidence as a researcher, and built my knowledge of best practice. Rubin and Rubin (2005) state the course of inquiry should be reviewed, maybe even redesigned to reflect new discovery and adjust the lens through which we observe matter. To some extent I would suggest that PhD research means individuals are under continual review through self-reflection that influences personal, as well as professional development. This has certainly been my experience. I have learnt. I will continue to learn.

3.10.2 Reflection, Reflective Practice and Reflexivity

Mann (2016) discusses the definitional difficulty of reflection, reflective practice and reflexivity. This section examines the first two as a prequel to achieving the third. The design of this study includes interviews and surveys. The need for personal interaction in interviews means this method will provide a focal point in examining reflexivity. Self-reflection applies to all aspects of a study, and can highlight incremental and iterative improvements. Basics, such as preparedness, ethics and data management are reflective of the professional processes expected. Intangible expectations require closer reflection, such as personality and opportunity, optimisation, strategic design adjustments and so on. (Rubin and Rubin, 2005).

Prior to data collection is a need to reflect on the questions and structure planned. Considerations include assessing how to achieve the aims of the study, level of clarity and minimising misunderstanding (especially in qualitative surveys), and careful phrasing ensuring minimal power disparity, (Roulston *et al.*, 2003). An examination of assumptions, acronyms

and field-based terminology supports relatability for the lay-man (Roulston, 2011). Reissner (2017) discusses the use of conversational space mapping supporting the reflective element of interviewing and promoting natural discourse. This study adopted a relaxed structure for data collection using language appropriate for intelligent small business managers who may not be familiar with the terminology and concepts of social responsibility.

In conversations processing information occurs in real-time. Judgements are made and form the basis of a response, or further question, thus, discourse occurs. Considering examination of bias at this stage (see section 3.10.3) of reflection of discourse itself is of importance. According to Mann (2016) reflections made as interviews progress facilitates learning during the experience. For example, an unexpected anecdote may require further discussion and introduce a new idea. If there is a line of discourse the participant is uncomfortable with the researcher may alter the conversational direction to ensure progression of the interview. Reflection can lead to adjustments, such as the reordering of questions in this study.

Post interview reflection enables the opportunity for initial ideas to emerge (Mann, 2016). In the current study, field notes and voice memos were used to record initial thoughts deemed interesting and worthy of review later. Where applicable post interview discussions provide comparative perspectives between researcher and supervisor. Such reflections included content and execution of the interview. Reflection of the early interviews led to an adjustment in methodological approach (sections 3.5 and 3.7). These changes are indicative of the use of reflective practice.

Reflective practice is the use of reflection to implement positive changes for improvements to research (Mann, 2016). This can be described as reflective and recursive practice whereby a common process is to practice (interview/ conduct surveys), reflect upon practice, recurse and amend. Self- reflection is considered important for personal development in interview skills (Rubin and Rubin, 2005). Self-reflection can include mannerisms, empathy, humour and friendliness, character traits a researcher may utilise to maximise interview opportunities. Consideration of other techniques for reflection include self- disclosure (Rapley, 2007) depending upon risk of influencing participants, or empathy, although this may be topic dependent (Roulston, 2011).

Critical reflection challenges widely accepted assumptions and beliefs (Mann, 2016). Reissner (2017) discusses this in terms of observational critique as part of the interview process. Short field notes made regarding the location of participants' organisations supported observations of affluence, demographic population and general surrounds. For example, urban/rural,

affluent/deprived. Further critical reflection is made based on challenging the currency of research suggesting time and resources would prevent SMEs engaging in CSR and there is a lack of aspiration for CSR action in communities (C2.1.3, 2.2) as businesses seek survival. Critical reflection therefore could be explained as the removal of assumption and bias that what we are told is, is.

3.10.3 Researcher bias

The researcher is a neo-empiricist recognising reality as reliant upon sensory experience of the actors involved. Roberts (2014) discusses the need for social sciences and recognition of its subjectivity, whilst in the pursuit of objectivity in observing and analysing qualitative research. Section 3.9 discusses the analytical process in achieving objectivity using recognised techniques of analysis (Boyatzis, 1998). Double coding is not applied (Miles and Huberman, 2014) yet there were secondary reviews of every stage of data collection and analysis through supervision, enabling objectivity to be maintained. The study is interpretivist and recognises the crosspollination of related fields within social sciences to deliberately seek new insights from a diverse sample for analysis. The researcher's philosophy underpins the tools and techniques employed, and the researcher is recognised as an instrument in knowledge development. Cresswell and Poth (2018) consider bias when discussing ethics, noting differing views of bias depending upon research philosophy. Fundamentally, human intervention whereby a form of analysis or interpretation is required is at risk of bias. The techniques employed in this study are noted to support objectivity and uniformity in the research process based on works primarily from Miles and Huberman (2014); Gioia *et al.*, (2012); and Boyatzis (1998).

3.10.4 Interviews and Transcribing

There is recognition that an interview will produce a perspective of social reality constructed through dialogue within and between the interviewer and interviewee (Alvesson, 2002). The role of the interviewer in a post-modernist position is creating the discourse based on the questions that they ask, and therefore they must recognise their own role in the social construct of the transcript and analysis post interview (Scott and Garner, 2012). Equally the interviewee provides responses that could be attributed to their own social construct, thus both the interviewer and interviewees individualistic construct should be noted. As a neo-empiricist with a recognition of contextual and individual realities of social phenomena the approach of singular discourse is appealing to enable the emergence of those personal

experiences, however, the importance to be grounded in a replicable structure enabling secure comparisons of data is recognised too.

3.10.5 Power Disparities

Power disparity in research is variable according to the study and the targeted participants (Va Ta *et al.*, 2013). Power disparity demands researcher consideration in planning interviews to ensure balance enabling a positive experience. French and Raven (1959) discuss sources of power, and for this study there is the power of perceived knowledge (researcher) and power of authority (participant and researcher). Power is given by one party to another. Power is often bestowed upon a researcher due to their position and expected knowledge. This can cause unintentional intimidation for participants, which is variable according to the participant. For this study the engagement of SME owners and managers reduces power disparity to some extent due to their authority. Kuale (2006); Va Ta *et al.* (2013); and Santanen and Saarinen (2013) discuss power differences and influence on research. In this study micro-businesses and those driven by personal interest had a higher power disparity than participants running larger, more commercially driven operations. Nonetheless all participants were of a reasonable level of intellect and showed strong articulation and interest in the study, thereby minimising effects of power disparity. To further address power disparity, I dressed according to the audience. I also used the term 'PhD student' to help ease those who required it. The vocabulary 'student' suggests less power than that of 'researcher' due to linguistic connotations. This combined with the interview structure (section 3.8.4) reduced power disparity and promoted equality in interactions.

3.10.6 Reflexivity, a summary

This section discusses researcher reflexivity but has not sought to define it. Reflexivity could be explained as 'all of the above' but this does not satisfy the need for clarity. Mann (2016) explains the difficulty of definitional boundaries to the term and identifies three factors to contribute towards reflexivity. **1. Response.** The way we respond to individual and collective occurrences in research. For example, the study identified that for several participants 'community' went beyond the locality in which the organisation was situated, and the response was to explore this further. **2. Instinct.** The example of community boundaries felt important and revisiting literature showed that defining community in business and management literature lacked consensus and was described as problematic. This led to wider investigation of literature and participant engagement towards establishing a definition. **3. Reaction.** The reaction to defining community was to explore its meaning with participants in

data collection and in the analysis, therefore adjusting the research design to incorporate this new idea. In summary the reflexivity of a researcher is the ability to reflect, and act upon reflections in the pursuit of improvements to the research process and its deliverables.

3.11 Ethics and Data Management

Ethics and data management is a key factor in research design. Ethical considerations and application can reinforce quality and credibility. Further, it is important for the integrity of the researcher to demonstrate ethical practice. Initially to review the relevance of a study and its worth is important. What is the purpose and desired outcome of research? How will furthering knowledge be of use to the scientific community? Miles and Huberman (2014) discuss the 'worthiness' of a study. This study shows worth in furthering the field of enquiry of SBSR and explores capacity building in communities, business development, and growth of socially entrepreneurial activity in business.

Researchers are in a position of responsibility because they are entrusted with information from third parties (data). To use information in an improper manner would have a negative impact for the researcher and potentially participants. Consequences of poor data management could result in confidential information being shared. Sharing information in a way participants have not agreed to may result in negative reputations or compromising client information. It is therefore useful to engage in a risk assessment and data management plan prior to data collection to ensure appropriate scenario planning.

Risk and ethics must be applied to the researcher too. The risks are comparatively slight in this study where participants are over 18, and of sound mind. Researcher and participant risk require consideration prior to interviews. A risk assessment is shown in appendix 7.8.

GDPR (General Data Protection Regulations) 2018, now the Data Protection Act 2019 in the UK means data management is extremely important when planning the control and use of data in research. The research data adheres to DPA (2019) legislation in the following ways:

1. All participants were of sound body and mind at the time of agreeing to participate.
2. All participants received an information leaflet inviting them to participate.
3. Upon agreement all participants received full information of the study and the use data, and a consent form to sign their agreement to the expectations in the use of data.

The information sheet, leaflet, consent form and data management plan are included in the appendices 7.3, and 7.8 respectively.

The University of Northampton Research Ethics Committee has given full approval for the current study. The ethics approval is outlined in appendix 7.9. Ethics planning includes:

- Use of identification and official paperwork.
- Choice/ Recruitment of Participants.
- Training in research ethics.
- Involvement of participants.
- Rights, safety and wellbeing of participants and the researcher.
- Permissions.
- Suitability of premises for interviews.
- Interviews and recording data.
- Transcribing.
- Survey conduct.
- Data Management and use.

3.11.1 Ethics and People

Research in the social sciences naturally involves interaction with people when conducting primary research. Interviewing and telephone research involves the building of a relationship with an individual, if only for a fleeting moment in time. The qualitative survey involves sharing between researcher and respondent through the giving (or gifting) of information to support the research study. As such, there is a level of both tangible and intangible considerations and responsibilities of the researcher that directly aligns with people involved in a study.

3.12 Chapter Summary

This chapter provides personal insights into the philosophical principles underpinning the study and the motivations that propelled it. These insights provide the beginning of the development of the research paradigm and ultimately inform the design of the study. Writing a research methods chapter seemed a daunting task, and it was. The depth of consideration for each aspect of the research conducted ensured that appropriate, rational decision making applied to every aspect of the study. The importance of research methods must not be misunderstood in ensuring appropriate rigor behind scientific inquiry. The rationale and justification of each decision taken must be robust to ensure that the resultant outcomes of research studies are of a good quality. The chapter comprises the expected explanations and justifications of philosophy, methodology and methods. It presents the blueprint for this doctoral study and highlights some of the learning towards establishing the final design and

execution of the research. Chapter 4 provides the results of stages 1 and 2 of the thematic analysis shown in figures 9 and 10.

4.0 Results Chapter

4.1 Introduction

The results chapter provides selected profiles based on the first stage thematic analysis, post transcription. The profiles are generated from initial coding, notes and observations of the raw data. Cluster maps are used and are referred to in C3.7 with an example presented in figure 9. Cluster mapping is acknowledged by Miles and Huberman (2014) as important to identifying key phrases and instances in data. Cluster maps enable an holistic view of coding in the first instance. The cluster maps provide top level thematic areas to structure the profiles presented in the ensuing chapter.

Each profile is discussed in detail according to participant responses and in alignment with the research aims. A selection of these full accounts is included to provide a representation of the complete sample which can be found in appendix 7.10 Some accounts are rich and vibrant as participants explain a level of engagement with great depth. Others may appear comparatively brief; yet provide necessary insights of intended and un-intended activities that support their community(s) and society.

Following on from the research methods chapter it is worth briefly reiterating the rationale of the sample. SME is a broad term that describes most businesses, and the challenge in examining a field of research that seeks to understand SMEs in any capacity is problematic due to scale. Examining CSR in SMEs (or SBSR) is diverse, and whilst there are some empirical studies based on a high volume of participants, many are case study or interview based and therefore limited in number (Sen and Cowley, 2012; Lee *et al.*, 2012; Lee-Wong and More, 2016). The primary method of data collection is semi-structured interviews, which is an established method for data collection for qualitative abductive studies (Gioia *et al.*, 2012, Miles and Huberman 2014).

The data examines different organisational types including social enterprises, micro business, small and medium business and uses an SBSR lens. The sample is designed to be representative of the current landscape of business size, and to account for differing types of business entity. The value of providing qualitative accounts of these organisations lies in the identification of nuances and commonality within the data corpus, for further exploration.

The sample varies from medium sized limited companies in manufacturing and industry, to micro businesses that are community interest companies. Most are economically self-sufficient, however some describing themselves as social enterprises may also receive grant

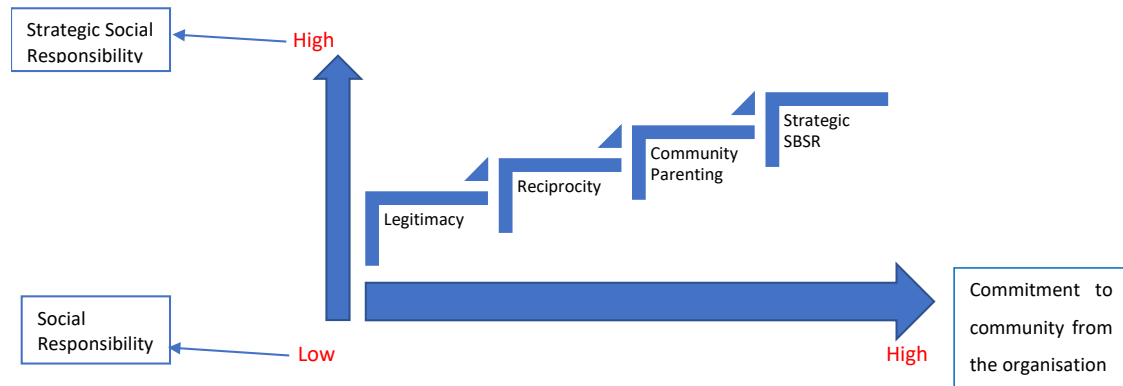
funding and outside investment. The range and scope of industry and structure enables a realistic representation of the challenges in identifying commonality across the spectrum of so-called SME businesses whilst also celebrating their uniqueness when establishing the nature of business - community relationships.

Within the sample and the analysis in chapter 5 it is apparent that relational features between organisations and their community is an important aspect of the findings. A typology representative of relational observations recognises exemplar organisations of each element of the typology within the results chapter to demonstrate its classifications and feeding forwards towards the contributions of the study detailed in C6.

The typology shown in figure 11 shows how the level of commitment that organisations have to their communities ranges from low to high, based on level of intention and actual engagement to support their communities. On the left axis the spectrum of engagement of social responsibility is represented. The typology develops across four stages as the commitment to community and engagement with social responsibility increases. These stages represent the 4 classifications of business – community relationship within the typology.

Stage 1: Legitimacy represents a relatively low level of social responsibility engagement and commitment to the community is likely to present itself as seeking business legitimacy towards establishing a good reputation. **Stage 2: Reciprocity** represents the relationship between a business and its community, showing that as a business becomes more established there is a desire to 'give back' and businesses recognise the value of community support, concurrently their sense of responsibility deepens towards the community, and the actions of social responsibility become more explicit. **Stage 3: Community parenting** represents a transition from the desire to 'give back' to communities towards a developing sense of responsibility to 'look after' communities. As businesses become more established there is a movement towards community parenting, and within social enterprise the purpose of the organisation often aligns at this level when considering the social mission. Finally, is **Stage 4: Strategic SBSR** whereby elements of shared value principles and strategic planning are utilised to embed social responsibility across and within the whole organisation for the greater benefit of the community.

Figure 11- Typology of the Nature of Business - Community Relationships (within small to medium sized organisations)



This study acknowledges that it is problematic to claim consensus on the areas for discussion, however it does identify areas worthy of further investigation, as well as re-affirming some existing research. From each account there is evidence of uniqueness in perspective and outlook alongside commonality in some approaches towards community support and activity. Notably this early stage of analysis highlights that within the sample *all* businesses have a relationship with their *identified* community, and *all* participants provide a positive contribution to those communities in some way – however small.

4.2 Representation of community legitimacy

The three profiles below demonstrate how organisations seek legitimacy from their communities and highlights the nature of socially responsible behaviours within.

4.2.1 Company Profile: Garden Machinery retailer (Ltd)

Representative of Community Legitimacy (low end of seeking legitimacy)

4.2.1.1 Background

This garden machine and tools retailer was established in 1962 and employs 35 people. Based near the town centre of Northampton they target the consumer market specifically. There are two directors. The company turnover is over £5,000,000. The vision of the company is sustainable growth within the retail and internet environment. The customer base is largely regional, and over half of the employees live locally, within the same postal town.

4.2.1.2 Initiatives that could be attributed to CSR

This retailer has provided sponsorship to the professional rugby club locally (Northampton Saints); however, this is not something that they have continued with, nor place importance upon. The participant felt that CSR was not applicable to the business as there is no direct link to community loyalty. This is intertwined with the hope of a potential purchase.

The consumer will want to buy from you as a local retailer, but will still expect to pay the lowest internet price

This statement indicates that the participant feels that there is not a level of loyalty from the consumer when it affects their financial commitment towards local business. The implication is, why should the business show loyalty and investment to the community on this basis? The participant felt that CSR was not applicable to the business.

4.2.1.3 Community

Whilst the business does not support the community, and inference is made explaining why, there was suggestion that time and staff are worthwhile resources for businesses to offer communities. The participant identifies with the balance between community support and business benefit by stating when asked about the extent to which businesses should support their communities:

They should, however I am not sure that supporting the local community will enable a business to grow or maintain profitability.

The responses given suggest that if there was a mutual benefit to the business and the community then it would be a positive thing to engage with, however, in this business this manager does not feel that mutual gain is applicable.

4.2.1.4 Themes Emerging

- CSR not relevant to them
- Dislikes lack of customer loyalty for good service
- Open to the idea of supporting the community but not to the detriment of the business – ideally win-win.

4.2.2 Company Profile: Estate Agents (Ltd) Representative of Community Legitimacy

4.2.2.1 Background

This estate agency firm has several branch offices across the county and for the purposes of the survey the participant has given the context of one, which is situated in a large and popular village. The business was established in 1994 and employs approximately 60 people. It has a turnover of between £1-£5 million. There are six directors, and the focus is on sales of residential properties to the consumer market. Most customers are within the same postal town, as are most employees.

4.2.2.2 Initiatives that could be attributed to CSR

The agency provides sponsorship and giving to local charities aligning with philanthropic level activities described in Carrol's CSR pyramid. The gifting of money and sponsorship for sports kits is largely based on 3rd party requests, and the business accommodates these requests on the basis that:

We wanted to be seen as approachable and supportive to the local community

In terms of understanding and relating CSR to the business the participant closely aligns their perspective to the community suggesting it can be defined as understanding your local area and the responsibility that you (as a business) have to the local area. In terms of CSR applicability towards the business, the participant appears to examine this from the point of business legitimacy, as there is a connection regarding business behaviour, and the impression that they wish to make to the public, in their area of operation.

Being in the public eye and shown to support is invaluable to help our industry be seen as the useful, helpful company we are/ aim to be

They hope as a business to be able to increase the support they give to the community moving forwards.

4.2.2.3 Community

The participant describes the community as a vibrant village and believes that in a village it is essential that businesses support their communities. It is felt that the giving to charitable causes provides the most benefit to beneficiaries, and the gifting to the community is reviewed annually. The rationale of engaging in CSR is clearly aligned with community profile and visibility, and this is highlighted by support for events such as school fairs and the village festival.

4.2.2.4 Themes Emerging

- Business legitimacy through community visibility and support.
- Would like to do more to support the community.
- Knowledge of the community and good relations are part of business success.

4.2.3 Company Profile: Landscaping and garden maintenance business Representative of requiring community legitimacy

4.2.3.1 Background

This business was established in the late 1990's as a partnership offering labour and groundwork services to businesses and domestic clients, and still provides the same services

today. Clients include schools and Parrish Council managed land commercially, and an ongoing domestic client base for revenue too.

The original partnership dissolved following disagreement in 2014 by mutual consent leaving the interviewee as the sole owner. The business employs 2 people currently and uses sub-contractors when required. The owner deliberately keeps the operation small as previous expansion led to increased stress and headaches, therefore the preference is to 'keep it simple'. There is an impression that if it is worthy in terms of time and potential profit then it is worth it. The 'it' is flexible around the context and need for work at the time.

Service provision includes, lawn keeping, landscaping, aggregates, land clearance amongst other related activities.

4.2.3.2 Culture

The owner is primarily focussed on earning money and sustaining a level of business that he is happy with. If there is money to be made that aligns with the core business, he will engage. For example, historically the company would use their vehicles to provide rubbish removal services. This stopped with the introduction of the recycling tariffs that increased costs making the service unworthy and unprofitable. The over-riding sense is that stability is important alongside the need for trust in them as a business due to the type of commercial clients they hold.

4.2.3.3 Corporate Social Responsibility

When asked about CSR the interviewee was unaware of the term and stated it wasn't something he'd investigated. Following an explanation of business in society the claim was...

I don't think it relates to my business at all.

The response was perhaps knee jerk as when examining closely it is apparent that business legitimacy for economic gain is incredibly important for this business in the local community. There is also a sense that that owner is not wholly profit oriented. This emerged when discussing the school contracts for grass maintenance, which are described as...

Not very profitable but enjoyable

If there is a personal reason it seems that gifting. or philanthropy is potentially an option. The interviewee has sponsored a local football team...

Because my son played, but now he doesn't play for the team, so I don't sponsor them

He further states in connection with supporting the community...

That's all we've done

From this it appears that businesses claiming to be solely acting for economic gain may have other motives towards their actions. Fundamentally the honest frankness of the interviewee could be representative of other businesses' who talk about charitable giving that in many cases is connected to personal links and networks such as the sponsorship provision as a result of a familial link.

4.2.3.4 Community

The relationship with local Parish council and schools is very important for this business as the commercial contracts provide opportunity and reach for domestic work too, due to the social networks aligned to both organisations, particularly in the case of schools and parents of pupils. It is therefore in the interest of the business to forge good relations and develop a good reputation commercially, to in turn develop domestic business. This is highlighted when the interviewee talks about trust.

You need DBS clearance in the schoolwork, and to build trust. If a school trusts you around kids, then it's good for your business.

The interviewee defines the community as the local geographic area, which he suggests is a 30-mile radius of town. Legitimacy appears to be developed through the trust of public sector contracts, which brings domestic work into the business as a direct result.

There is no inclination to support the community beyond providing a service for a price.

4.2.3.5 Themes emerging

- No aspiration for business growth (keep it small, simple and stress free)
- Cost/ profit is a factor in all business activities.
- Trust is important. It is mentioned a lot and is relatable to reputation and legitimacy.
- Community is seen solely as the local geographic community.
- Sponsorship due to family connection is the only identifiable activity that could be linked to CSR.

4.3 Representation of Community Reciprocity

The profiles below demonstrate how organisations seek to 'give back' to their communities (as a progression from establishing themselves and achieving legitimacy from the community) and highlights the nature of socially responsible behaviours within.

4.3.1 Company Profile: Leather Consulting/ Sewing Representative of Reciprocity

4.3.1.1 Background

Based in the grounds of a small farm on the edge of a bustling village, two directors run two small businesses from the same location. Partners in life as well as business there is crossover between personnel for the businesses, but not the business purposes. Founded in 2014 the business was originally set up as a project tender freelance operation. She (the first founder) left a demanding full-time role in waste management with aspirations to find a better work-life balance. The reality led to two income streams – one from project tender writing, and the other a former profession and passionate hobby, sewing alterations and commissions. Following her childhood passion of sewing the founder developed a revenue stream that showed slow but continuous growth and led to the business Chameleon Sewing¹.

Once established the founder's partner was in a position where through his professional capacity there could be an opportunity to launch his own consultancy business in leather technology. Utilising his extremely specialist knowledge he built a corporate client base and joined the interviewee, his partner in the business under the name, Authenticate².

Currently the businesses operate financially as one entity, however there are plans to split them into two limited companies. This is largely due to the financial sense of the corporate business needing to become VAT registered, and the negative impact that would have on the sewing business, which is B2C. There are administrative implications for the split too. Currently the interviewee and original founder bridges the two organisations, and some staff have roles across both businesses. As both businesses are developing, there is a need to separate each to avoid administrative and financial confusion as each achieves its own growth and stability. The farm unit will continue to be shared for the foreseeable.

4.3.1.2 Culture

The culture of the organisation is borne from the originating founder's experience and antithesis of corporate mentality surrounding long hours with very little support for families. From the beginning there has been a policy of flexible working and/ or part time hours. On discussing the policy implemented the statement is made:

The business is built that way on purpose – we've seen first-hand what a rigid work schedule does to people. I've watched it break people. I've watched it damage people.

¹ Permission to use company name provided.

² Permission to use company name provided.

Later in the interview the participant emphasises the belief that when considering health and safety, mental health and safety is as important as physical. The rationale of such belief is shown in the statement following:

When you are worried about life, you cannot get your job done productively.

It is not unusual for staff to be sent home to deal with what they need to in their personal lives, and to make up time when convenient. This has enabled and cultivated a close working relationship, respectful of deadline pressure and the need to attend to matters outside the job within the team. There are six employees, set to grow to eight imminently. The divide between the two businesses is unclear in terms of staffing for some roles, which is to be addressed.

4.3.1.3 Initiatives and behaviours that can be attributed to CSR.

4.3.1.3.1 Employees

Work life balance and policy implementation addressing such is standard practice. This is potentially enabled due to the size of the business. The participant has no plans to change such the policy as the business grows and develops, believing such practice as instrumental to the company ethos.

There have been days when we have had kids here in the holiday's playing and drawing at the table. It's not ideal, but everyone pulls together when there is a deadline, and it balances out

Employees can bring their children to work, however it does affect productivity and is a last resort for all staff members including the participant's own child. This highlights the readiness and empathy of the directors when it comes to understanding the tensions that can and do occur with juggling work and home commitments. It is genuinely not a problem in this business, and this has a good effect on the motivation and working environment as shown in section 4.3.1.6.

The business engages with local schools and the University of Northampton to provide work experience and graduate opportunities. Whilst keen to support young talent there have been negative experiences too. The continuation of work experience is a matter for current debate within the business. The provision of work experience aligns with CSR conceptually as the organisation seeks to provide opportunities and training to young people. The founder acknowledges her own experiences stating that

You would just be looking for that one person to give you a chance

Business productivity is affected by work experience placements, and whilst this is accepted for young people that are keen, it is not so welcome for one or two that did not fully engage with the process.

Work experience opportunities are not explicitly discussed in previous studies of CSR in SMEs. The development of the community through training young people is a way this business is supporting local people and skills development. This proactive engagement with education in private business is a new finding also seen in 4.4.3, 4.5.1..

4.3.1.3.2 Clients

In the sewing business clients are business to consumer (B2C) and comprise mostly regular clients and brides. Regular clients seek adjustments as and when required, and there is a longer-term relationship. Brides are an intense short-term relationship and they often come with a bevy of bridesmaids.

Every client is valued with the time and space required for their needs. For brides the Founder notes how the location of the unit provides a level of tranquillity immediately (based in a rural farm setting), and often they participate in wedding planning conversations as the bride and the bridesmaids have an opportune time to discuss details. It becomes a social occasion to some degree, and the staff of the sewing side of the business work hard to relax the bride and instil confidence that dress adjustments can be made successfully. Individual and ad-hoc clients are treated with the same respect. Some who are older and potentially a little isolated visit for conversation primarily, and will receive a cup of tea for their time.

This time and space in a tranquil environment are beyond the basic transactional requirements of merchant and customer that are seen in Tönnies (1887) perspectives of society and trade. The care shown acknowledges the participants views of the importance of mental health and wellbeing towards clients and employees alike. In conjunction with the personal service and relationship building for positive wellbeing in clients and staff alike, there is recognition that the experience of work/ being a consumer should be positive too. There is recognition of this by the delight the founder shows in the pleasure displayed by clients examining the result of the labour of her team. Brides and prom dresses are a particular pleasure as the founder states her views of body image and the role of the media. She is a fan of differing body shapes being dressed flatteringly.

Sewing adjustments for important occasions and everyday wear should result in a positive experience. The participant uses the example of prom dresses to highlight the importance placed on this from her perspective. She explains her views of fashion and the media attempts

to 'dictate' that young women should look a certain way. She takes pride in an approach whereby:

We change things to suit the individual

She describes how she loves the change in a person as they look in the mirror and their body language changes. Clients stand tall and demonstrate more confidence. This is particularly pleasing for young ladies in their prom dresses, as both mother and daughter are happy. She states that

We see it regularly and it is now what I use as my gauge. If somebody is standing tall and confidently, I know the fit is right.

Whilst this may not be an attribute of CSR directly, the motive, intent and emotion show altruism in client satisfaction. All clients, regardless of shape should have the best cut and their time valued.

Shape is important to the founder – the flattery of all body shapes. The pending launch of gym wear is borne from the intent to make exercise fun and comfortable for everybody. The overarching aim is to change the negative perception that many have regarding their body image.

We want to avoid making people feel like they are the least athletic around

Ethically and morally, there is an equitable service level for all clients, that is of a high standard. There is the recognition that this is potentially 'just good business' however the standard exceeds legislative requirements, and the emotion and rationale behind decisions is commendable towards altruistic intent and CSR.

The final point to examine is that the business quietly charges some clients a reduced rate when they know that they may be struggling. The clients are not made aware of this and discretion is key to maintain their pride. This demonstrates philanthropic action discreetly.

[4.3.1.3.3 Philanthropy](#)

The second partner of the business is involved in the rotary club and this decision was born from the fact he...

...Needed to believe there is good in the world – there are still people who do good stuff

This suggests despondency of good work and good people. It is explained that charitable works is something they (2 partners), are keen to expand within the business. They have been involved in ad-hoc fundraisers (for example with the NSPCC) and the interviewees partner has utilised business time to volunteer hours for charities, including supporting the fitting out and decorating of a charitable building. The founder explains how her partner is taking the lead in these activities as it is...

...His passion

For the founder it is a careful balance between finance and cash flow in terms of level of engagement with philanthropic activity, thus linking towards the need for business survival (Jenkins, 2004;2009)

4.3.1.3.4 Environmental

There is evidence of environmental concern throughout the business with recycling processes visible throughout the unit. The company aims to be paperless and seeks processes to reduce energy consumption. Examples include the use of LED light bulbs, recycling bins and guidance notices. The founders partner drives this, and its importance is recognised from her background in waste management. There is a candid observation of the cost savings for a business in energy reduction and waste management initiatives.

4.3.1.4 Corporate Social Responsibility

When asked how she would explain CSR the interviewee said that

In a nutshell? Being a good person

She further notes that she has heard the CSR story from companies in so many ways where there may be a level of lip service and proclaims the benefits for the directors of the business in being able to do things their way.

4.3.1.5 Community

There are two identifiable communities recognised by the Founder. The business clients of the leather consultancy and the customers of the sewing business. The local geographic community is not explicitly identified, yet there is discussion of local community interaction and the observation that employees are local and act as a 'face' of the business locally.

We can bump into clients on the school run. It's almost like we are an old-fashioned business where everyone knew everyone, and service was personal

Local recognition and interaction can build trust through reputation and conversation and this is notable for the sewing business. The reliance of small communities using local services within a village setting can build business legitimacy within that community therefore the business becomes an intrinsic 'member' of the community. This is seen in C2.4.5.

The community identified as sewing customers are sought through social media primarily. This enables engagement and relationship building through personalised marketing. This, combined with the open-door policy for conversation and tea for clients creates an informal almost familial feel. The image is enhanced based on the location backing onto countryside including a brook and wildlife.

The consultancy side of the business connects more to a corporate community. The relationship more professional with these clients whereby the business is there to solve problems. The business network within this industry space (community) is incredibly dispersed geographically. There are localised contacts through education networks, and further afield in the Far East such as Hong Kong and Columbia. This business community is largely developed through face-to-face interaction at conferences and similar, and obtained through past business contacts and the development of professional social media site LinkedIn activity. The relationship holds a different and more purposeful tone towards professionalism when compared to the sewing customers.

4.3.1.6 Themes emerging

From the initial profile review there are observations that follow:

- Owner/Manager beliefs and values are prevalent in the culture & business ethos.
- Doing 'good' and being a 'good' person is important.
- Fairness and equity in work and personal life balance.
- Provision of opportunity is important.
- Health and Wellbeing is aligned with CSR in the view of the participant.
- Mental health is high on the agenda alongside work life balance.
- A calm yet productive environment is achieved with a motivated workforce.
- Business growth is organic and evident.
- Intention for developing philanthropy is visible subject to cash flow.
- Strong evidence of environmental concern.

4.3.1.7 Feelings

4. Definitive view of right and wrong – moral compass is strong.
5. Thankful to be doing something that they believe in and enjoy.

6. Appreciation of the loyalty of clients.
7. Enjoyment of the immediate location.
8. Pleasure from making others' happy through the sewing services.

4.3.2 Company Profile: Ltd home improvement and furniture Representative of movement from Legitimacy seeking to Reciprocity

4.3.2.1 Background

A long-established home improvement business (1959) this company is known within its local area. They offer services of kitchen, bedroom and bathroom design and installation, employing seven people. There are two directors. This is a family business that has a vision of offering excellent customer service. Selling into the consumer market their revenue is predominantly local and regional. Unusually most of the staff are not local although there is no reason given for this.

4.3.2.2 Initiatives that can be attributed to CSR

We sponsor/ support a multitude of events, charities by advertising, donations, sponsorship and we host an annual charity Christmas fayre raising money for a chosen charity each year.

The above quotation demonstrates a range of activities in which the business is involved, that offers a positive contribution to society outside their main business activities. These offerings of support are primarily through 3rd party requests and the business has provided financial support as well as staff time and baking donations. They feel that it makes a positive contribution to the community alongside stating that it raises the business profile. This aligns with the notion of PR attached to CSR.

There is a belief that CSR and sustainability is applicable to the business from the point of it being their moral obligation. The participant further states:

Every business has a social responsibility to the community it trades in and employs people from.

When considering ongoing support for such activities it is clear this is business dependent.

This depends on the trading performance of our company and the general economy.

This supports the notion that SMEs will seek business survival and stability first.

4.3.2.3 Community

The connection and affinity that this business has to the community is clear from their statement regarding social responsibility. The participant describes their local community as friendly and believes it is very important to be involved in some way.

We feel it is important to give something back to the local community and to support those who are less fortunate financially or health wise than ourselves.

The idea that businesses should 'give back' to their community is not uncommon in this study or previous empirical research. It appears to be aligned to the individuals' moral and ethical compass and will be a point for further discussion in the forthcoming chapter.

When examining the idea of the extent to which businesses should support the community the participant feels strongly that this support should be available, as it costs nothing to give time.

4.3.2.4 Themes emerging

- Business survival and stability is priority.
- Important for business involvement in communities.
- Philanthropic activities.

4.3.3 Company Profile: Digital Marketing Services Representative of community reciprocity

4.3.3.1 Background

Founded in 2014 this digital marketing services company offers services including web design, copy writing and content creation for their clients. There is a smaller element of public relations work based on client relations and advice on corporate messaging and brand/reputation development. The founder set up the company when their self-employed contract work grew organically and demand required formalisation of the company. There are five employees with a range of expertise working on a freelance basis. Two are retained due to growing reliance on their services with selected clients. The company is registered as limited.

The public-sector client base is unintentionally a growth area. It is the experience of the founder that by obtaining customers in the public sector there is a propensity for that to build through word of mouth within related public-sector organisations. It became clear that the business is at a critical point in its progression whereby it can sustain itself and remain a micro business or, with development and promotion there is opportunity for stronger growth. Business survival and longevity is still a concern although the founder explains the business is

becoming more stable. The business is profit oriented, however, the participant states they are a:

socially aware business, that best describes us

Whilst socially aware as a business, economic sustainability is crucial to the founder alongside paying a fair living wage to himself and those that work for him:

Our income and to be able to pay the bills is a priority

I have to look after myself first for business longevity

The founder had a successful international sports career, and as an individual is ambitious as well as socially conscious. Discussion aligned to influencing factors towards social awareness and desired action follow.

4.3.3.2 Culture

As a micro business there is closeness between the founder and the freelance team. The structure is flat and there is respect for each person's area of expertise. The founder is keen to promote a family environment with both clients and contractor with whom he works.

4.3.3.3 Initiatives that could be attributed to CSR behaviour.

4.3.3.3.1 Cost pricing for charities

The founder provides cost price services to charitable organisations. It is not something that is promoted outwardly, however it is standard practice. There is level of due diligence undertaken for all clients, and charities are included within this. The expectation is that clients work with the business as partners, and the right to refuse business is an option. The participant states that:

We still do our due diligence, after all there are still good charities and bad charities.

We reserve the right to refuse clients.

Working as partners is essential for the client – business relationship according to the participant. It is this partnership at a strategic level that enables them to succeed in conveying positive messages supportive of the clients' brand, and achieving desired outcomes of any marketing. The motivation to support charities in this way is twofold. Firstly, the founder believes that many charities are:

Ripped off by agencies too often. I have seen public accounts and it is shocking how much is spent.

It is also the wish of the founder to enable charities to spend more money achieving their purpose by charging cost price only – in his words:

(They can)do better stuff. The more I was on my feet and earning an average UK wage it gave me perspective on this. I don't want to make bucket loads..// OJ Simpson never gave back. I want to give back//

We are all part of the same community, aren't we?

Cost price for charities also has a small self-serving purpose in that their revenue enables the business to continue sustainably, even if there is not a direct profit. It builds the client base and therefore the opportunities for further work through enhanced awareness and connections.

4.3.3.3.2 Aspiration to set up a Foundation.

The desire for a foundation is personal and based on...

A cocktail of influences

These include working with the local police and crime service, working with the University locally, personal upbringing and close relationships with people who have first-hand experience of difficult backgrounds. Combined, these influences have led the participant to support locally based social problems such as homelessness and crime (including causes of crime). Possibly the strongest influence is the police work that the business has been engaged with. It has heightened the participant's awareness of the reality of some of the issues in society. He states that sometimes he has heard:

Stories that you can't get out of your head for five days

This work has clearly had an impact on the founder, and he is keen to work on breaking the cycle that some members of society exist in. It is likely that the business will soon have a nominated charity offering their ongoing support beyond cost price services, namely a local homeless charity. There is acknowledgement that this would not be pure altruism as there is a PR opportunity.

There is a self-serving purpose for us

During the 'troubled teen' years the founder identifies how his passion for trampolining gave him focus and direction that supported his decisions to stay away from 'trouble' unlike many friends and peers. The founder is now interested to offer an investment into sports through community outreach. Stating a desire to work with schools towards developing a qualified

coaching infrastructure, it is his view that this could be utilised to widen participation in sports with younger children. Currently the demands of the business do not allow this, yet it is considered that the business will be the facilitator of such a programme as part of its social awareness.

4.3.3.4 Community

Locally born and bred the founder refers to nearby locations from his youth. When reviewing community as a business owner it is considered that the community is the local area in which the business operates. Most clients are county based and he believes that as a business:

We are all part of the community, aren't we?

This aligns with the notion of the corporate citizen and whether business is a member of the society in which it operates. The participant believes that:

It's all of our responsibility to help those in our community

And that...

We can do something, and something is better than nothing

It is evident that this SME is profit oriented and has a commercial purpose with commercial clients, however concurrently the founder has strong social aspirations borne from a fortunate and supportive upbringing that is not blinkered to social problems within the community. These factors combined put this business in a position where its commercial profitability moving forwards appears likely to be utilised to support good works for betterment of social problems within the local community.

4.3.3.5 Themes emerging

- Owner/Managers social construct & experiences as a motivating factor towards social action.
- Philanthropy as a way of 'giving back to the community'.
- Sense of belonging as a business in the community and society in which it inhabits.
- Owner/Managers sense of personal belonging to the community.
- Business survival and sustainability first.
- Fairness and what is right ethically and morally – as an agency offering cost price to charities.

4.3.3.6 Feelings

- Young people need and deserve support.

- Lucky to have support consistently (in his life)

4.3.4 Company profile: Dance and Performing Arts Company Representative of Reciprocity with elements of Community Parenting

4.3.4.1 Background

This dance and performing arts school, established by four close friends in 2008 is borne from a shared history in the business. The history of the business partners is relevant as it becomes apparent the social connection between them extends to family too, with shared holidays and close friendships over time. It is of note that each partner works in a full-time occupation alongside their business interest.

Timing and a good reputation assisted the schools growth. Two years after it was established another dance school in town closed its doors for good and as a result within two months this business grew from 20 pupils to 100. Today there are around 400 pupils and up to six months waiting list for some classes. The school runs at capacity in its studios. The interview took place with one of the four partners. She believes their growth is largely due to word of mouth.

The business is small, with eight employees and some reliance on volunteering from close family and friends who work regular hours as their lifestyles permit. The dance and performing arts are the business priority; money and business processes are secondary (providing they breakeven). The partner states that all founders have experienced a steep learning curve with regards to running a business, and all agree it is positive that decisions must be made with consideration for all their views. Planning is relatively short term and largely based on performances/lessons/ development of the pupils (one to two years ahead) rather than business growth and development.

4.3.4.2 Culture

The enthusiasm and passion for the business and performance is evident as the partner immediately shows.

We are so lucky...//we are fortunate to have this opportunity..., we love it so much.

The conversation turns to the clients. In this business the pupils and the parents/ guardians are both clients – one paying for the service, the other experiencing it through the classes they are enrolled onto. The importance of both is clear, and reasons for fast growth are also explained with statements such as:

We want to pay back to everyone that comes through the door, and we genuinely care about every child.

Examples of such care are shown with the introduction of free WiFi, café facilities and a large seating area for pupils and parents to socialise/ work outside classes.

We want this to be for families.

Every class is led by a qualified dance teacher (not a legal requirement and many competitors run classes with unqualified dance teachers). There are also student teachers for larger classes, or classes with younger children. The participant claims that of 45 dance schools in the area just nine have qualified teachers in every class, partially due to the investment in maintaining qualifications.

The reputation is known in the town and provides the rationale for the founder to surmise that growth is borne from word of mouth primarily.

Most people say they love it.

The quality and experience of teaching is part of the fabric of the organisation, and decisions such as restricting class sizes enabling a positive experience is part of quality management. Decision making between four partners is identified as positive as a form of governance and democracy in business development. This is representative of the close-knit relationship that the founders have, which is akin to a family-run business. The partner believes her upbringing was very good, and she would like the same for pupils at the dance school. It is her belief that by providing a place that is warm and welcoming for children and young adults to 'be themselves' it can help some pupils, who inevitably go through difficult times as they grow up.

The most important thing is for them to be confident and to be comfortable in themselves. // To really dance you've got to lose all your inhibitions.

The rationale of this business is one of passion for dance and an altruism to want to be a haven for children growing up. The participant sees the business as a lifestyle choice, stating that passion drives the team. That is passion for the students, and for their own professional responsibility towards client development. Whilst running a dance school has been a steep learning curve it is one, they feel incredibly lucky to be on.

4.3.4.2.1 Demographic of clients

Decision making within the school is informed partially by the demographic of clients. Every child is important, and the partners seek inclusivity. The socio-demographic backgrounds of pupils are diverse, from affluent to low-income backgrounds. Examples of consideration for diverse economic backgrounds include a range of payment schemes to enable discounts on multiple classes, pay as you go classes and occasionally small bursaries or late payment acceptance. The partner believes that traditional termly fee payments can exclude pupils whose parents may struggle with lump sum payments. Price monitoring is important to minimise costs in all areas.

One example includes uniform choice.

We chose the stretchiest lycra for our uniform so that it would grow as pupils do – sometimes they can get 2-3 years growth from it.

Many shows are not costumed, but use uniform, or if they are costumed, costumes often come from everyday clothing (e.g. old dresses in Annie, or denim shorts and gingham shirts for a country song). Juniors and seniors are invited to engage in one large (more expensive) event each year. This enables staged payments to maximise participation for children's inclusion.

We are conscious of people's finances and not limiting opportunities for kids.

The culture of 'doing what is right for the students' is embedded in the fibre of the business. This is demonstrable through the teaching:

We teach the technical side of dance to avoid injury.

There is a 'pupil's first' ethos and the partner explains how the school aspires to instil confidence, motivation and teamwork in young people. They seek to offer a supportive environment in which to achieve this. The partner explains her views on the challenges of teenagers especially in terms of social media and socialising, believing they struggle to communicate and lack confidence. The selection of uniform also considers all body shapes and types to build confidence too.

4.3.4.3 Initiatives that could be attributed to socially responsible behaviours

This section explains how the dance school engages with unconsciously that add value to the clients of the organisation. Their initiatives are summarised as follows:

- Payment options to suit different budgets.

- Consideration of uniform to minimise costs & maximise body confidence in its design.
- Consideration of shows/ events to minimise costs without compromising the experience of dancers.
- Rigidity in regulations such as all classes are led by a qualified dance teacher.
- Desire to be welcoming to whole families and providing resources (WiFi, café etc.).
- Working towards and ensuring development of an enabling and supportive environment in a highly competitive industry.

4.3.4.4 CSR programme development

The participant is unfamiliar with CSR and doesn't recognise that many activities the business engages with are attributable to behaviour that could be ascribed to CSR.

I guess it's, ooh ooh, corporate – I suppose it's how our impact is on our customers yeah, students maybe?

And on ethics and responsibility

I do hope our older students are role models to our younger students and hopefully that's made them – you know, not nicer, but better people

Whilst CSR is not on the agenda for the business as part of their strategic development within the business, the culture and activities lend themselves towards actions that are very positive, for the customers at least.

4.3.4.5 Community

For this business there are two self-defined communities. One being the dance school and its engaged members (staff, volunteers, pupils, pupils' families), and the other being the locality in which they are situated.

4.3.4.5.1 The school community

The utilisation of family as volunteers endorses the participants perspective that the business is more of a 'lifestyle' than a business and that those directly connected to the school are classified as...

being part of the unit family.

This is representative of the culture discussed and when examining the notion of community, the participant likens the school as,

almost like a community centre.

Descriptions of enjoyment in watching the pupils of the school grow up and how the pupils look out for each other are peppered in many responses to interview questions and the following statement summarises this well,

they (students) build their own little communities

4.3.4.5.2 Geographic community (locality)

The school occupies a warehouse unit on a small industrial park near the town centre. Alongside their business is a range of companies that offer services and products from waste management and recycling, to meat wholesale, to fabric warehousing and other lifestyle businesses such as a gymnastics club and climbing centre. The park is small but vibrant and lively with a diverse range of industry represented within it. To the surround of this is a residential area comprising of a large quantity of social and council housing as well as some private estates.

4.3.4.5.3 Business Community

There is a community between businesses based on the industrial park. Parking is an issue. Neighbourly relations led to the school offering daytime parking to businesses in exchange for patience with heavy traffic flow at peak time for classes (evening and Saturdays). This informal relationship enables positive co-habitation of businesses. Further, the adjoining unit has a parking agreement whereby they utilise spaces of the school during weekday, daytime hours, in exchange for a reduction in the shared gas bill.

Some units provide incentives to act as merchants to the school, and there is almost a bartering system in place too. One example is meat provision from a wholesaler supplying the café at the dance school for a discounted rate, in exchange for free bacon sandwiches on a Saturday morning. Finally, the fabric warehouse offers a discount for exclusivity in the provision of material for dance skirts.

4.3.4.5.4 Society and communities at large

The residential area outside the industrial park attracts a certain proportion of pupils due to proximity. Outside of this there is little engagement with this community. Philanthropic activities take place based on personal connections with pupils that have a wider benefit to society. For example, one pupil has Retinitis Pigmentosa (RP), which leads to blindness. The school has offered support to this pupil in different ways to raise funds (dress in pink for £1 on a Saturday) and to raise awareness (whole classes were conducted for short sessions blindfolded). This provides an education to pupils beyond the remit of the dance school and helps selected charities. Other charitable works are at both local (The Cube – a centre for

autistic young adults), and national (Cynthia spencer) levels, and always have a connection to somebody within the community of the school itself.

4.3.4.6 CSR Behaviour and activity

Whilst business language is not commonplace in describing many activities of this SME there exists a strong propensity to conduct themselves in ways that can be deemed as socially responsible.

These can be described as financial, social and environmental. The level of embedded-ness of such initiatives and behaviours are representative of the attitudes and beliefs of the owners' and their personal construct. The business could be likened to social enterprise in that whilst there is not an explicit social mission, the purpose of the business is not driven by profit. It is driven by the love and passion of dance and all that it provides to the owners. This passion is explained clearly by the participant in the following quote,

We just love dance and we really want to teach it to everybody, and we just believe that the world is a better place if everyone can dance really, and that's why we started it.

The level of emotion and strength of feeling behind this is echoed in the following quotation,

There's not a day that I have been, and I haven't laughed or cried or just had a moment with a child, just seeing them do something or develop, or you know, watching them grow.

4.3.4.7 Themes Summary

- Consideration of clients in terms of inclusivity is paramount.
 - Wellbeing of pupils
 - Affordability
- Passion for dance drives the business.
- Instinctively 'do good business'.
- Sense, and identification of participation in community(s) is multi-layered.
 - Within the school – clients
 - Immediate Surround – industrial park neighbours
 - Local area
- Philanthropic activities connected to the clients of the business.

4.4 Representation of Community Parenting

The profiles below demonstrate how organisations progress from 'giving back' to communities towards feeling a growing sense of responsibility. The nature of community parenting is explored in detail in chapter 5 where the data recognises the responsibilities felt by organisations akin to some parental responsibilities (for example the desire to look after communities). The sample is representative of social enterprise organisations and profit oriented business as from this study social enterprise organisations appear to fall into this classification and it is therefore noteworthy for consideration.

4.4.1 Company profile: Distribution and Warehousing (CIC) Representative of Community Parenting (from a self-identified social enterprise)

4.4.1.1 Background

Relaxed in slippers and an easy chair in the open plan canteen the founder of this CIC speaks animatedly about his aspirations to build a business providing societal support. Having achieved some seniority and a position of comfort financially the founder sought to act upon the belief that all businesses should have a positive impact on society beyond economic factors. The business model for this CIC was developed to incorporate social benefit and economic sustainability.

Following two years of trial and error a logistics-based organisation was established, aligning with a core industry in the local economy. Turnover was restricted to £250,000 enabling control of testing methods of operation that could be easily tweaked therefore establishing what worked well.

The business describes itself as a social enterprise and is legally registered as a community interest company (CIC). It trades as a distribution and shipping centre for several furniture businesses. The question that the founder originally posed was:

I can create a business. How do I make it of benefit to the community?

The solution is in the business model. Employing approximately 35 permanent staff the organisation supplements this with temporary workers (up to 12). The temporary workers are ex-offenders on a three-month reintegration programme that provides work and training in the logistics industry. The programme then uses relations with other logistics and distribution warehouses in the local geographic area to help place the temporary workers (ex-offenders) into permanent employment, thus reducing the risk of reoffending.

The notion of community is interwoven into the fabric of this organisation and this is apparent from its inception where a disused warehouse was bargained for and negotiated almost rent

free. Furthering local relations has led to additional investment and the organisation is now economically sustainable with high success rates on the reintegration programme too.

4.4.1.2 Culture

It is apparent that the nature of this business differs from mainstream profit-oriented businesses who typically shy away from embracing ex-offenders into employment. The employees are driven by the social vocation of the business and by the founder's admission they will temper his ambition with realism on occasion when needed. A friendly and familial atmosphere exists among permanent staff and a level of respect is clear with temporary staff for what is being offered and what is needed to achieve. Leadership is aspirational and at the heart of business values the founder states:

Do Business. Do good. Make money to reinvest.

4.4.1.3 Initiatives and nature of this Social Enterprise

The ex-offenders programme teaches delegates hard and soft skills including acquiring a forklift truck licence, the physical expectations day to day in warehousing, work ethics and principles of being part of a working team. By the end of the training programme participants are 'work ready' for a permanent post, which they are supported in achieving. This initiative is the heart of the business and the founder is knowledgeable and passionate about the benefit to individuals and society at large when pursuing successful reintegration.

The success rate of securing permanent employment thereby supporting prevention of further offences is over 70%. This is extremely high for a rehabilitation programme and is locally respected. The cost per trainee is approximately £1200 incorporated as a business operational cost. The cost of permanent staff to train the temporary staff is approximately £80,000 per annum. This is funded through the business itself, some private investment and charitable giving.

Outside the programme the organisation invites related stakeholders onto the premises seeking to increase engagement including the police and prison service, who respect and recognise the achievements.

The staff food service facilities are under the provision of another social enterprise that works to re-skill and reintegrate homeless individuals into society. This shows local connectivity and support for another socially driven business.

4.4.1.4 Barriers to achieving.

Perhaps surprising is the need for the organisation to minimise the promotion of the reintegration programme to prospective clients. It is seen as a negative aspect by some organisations who seek trust in their contract. Whilst not a secret, such discrimination shown by some, of employing ex-offenders has led to the loss of potential contracts.

being social has cost business

...and therefore, it is not something that is openly shared or promoted. There are negative connotations of being 'social' too and clients seek a 'real' commercial entity. Further is a client perception that social equates to expensive with lower efficiency when compared to mainstream profit-oriented businesses. This is in direct contrast to mainstream businesses that 'do CSR', which is applauded by stakeholders, as companies are perceived to be supporting the society in which they operate. It poses the question, where is the tipping point in terms of legitimising businesses through social endeavours and it becoming a negative attribute of the firm?

4.4.1.5 Social Economy

The social economy is raised by the founder as something he is passionate about. The approach towards social impact and change by the social economy needs to be more commercial according to him. The perception, he muses, is that the social economy is not enterprising and that too many social businesses rely upon grants and charitable investment rather than seeking economic sustainability. This is something that the founder strongly believes requires training and skills building in other social businesses to see his vision of all businesses being socially minded, or social enterprises within 50 years.

4.4.1.6 Community

The purpose of this organisation is to serve the community in a socially beneficial way. The founder is earnest, stating that if this business was not a logistics company it would be another business type entirely, set up according to local employment opportunities of the area. The founder carefully considers what a community is.

The founder explains what, to them a community is not; it is not small organisations claiming to be the voice of the community, it is not a club. Community is explained as a feeling. It is people interacting in a local area. There is possibility that a community is not always positive towards society. The example given to explain what does not make a community it the suggest of robbery:

is collective breaking and entering a community?

The above shows the negative effects some communities may have. There is a perception that the community has a responsibility towards its members who may have erred, and that this responsibility is largely not met. He refers to the system currently in place for many ex-offenders and critiques society for the approaches taken, stating that our communities see such individuals as “lost causes” and that his business is designed to give an opportunity to those that communities generally avoid dealing with.

The participant recognises multiple communities, explained in section 4.12.6.1, and 4.12.6.2

4.4.1.6.1 The local community

The rationale of business is to serve the geographical community at county level. This is identified by:

The business was... *created to improve the local community.*

Impact measures are taken at county level. The engagement with police, ex-offenders, prison probation officers is tantamount to reinforcing locality of the community. Further to this is the statement:

.. back into work means they are back into the community.

The founder appears to use the word community where others may elect to use society, which is more impersonal.

4.4.1.6.2 The business community

The founder appears to be well connected in terms of his business network locally and within the industry. The utilisation of this is apparent in the example of securing the first industrial unit to set the business in. It is also clear that the passion for business is something the participant seeks to instil into the wider business community to embrace the socio-economic blend. Arguably this aligns well with shared-value concepts advocated by Porter and Kramer (2006), and there is evidence of the use of social capital.

4.4.1.7 Corporate Social Responsibility

There is a perception that CSR is notional, and PR led when conducted by large corporates. Being a social business first makes the participant believe that they are socially responsible. What is not clear is any initiative and endeavour outside the social mission. Examples may include recycling, waste reduction of packaging, a carbon reduction programme due to the nature of the business. It is therefore an assumption that the company meets legal requirements in terms of regulations surrounding such areas. The business has a narrow focus

towards the programme of rehabilitation of its temporary workers. Beyond this agenda there is little time within the interview to delve into other socially related practices.

4.4.1.8 Themes emerging:

- A clear strategy from inception to growth and development of the business.
- The business exists solely as a vehicle to improve society and the community in which it operates.
- The notion of community is misunderstood according to the founder.
- Fairness and opportunity are key to improve society at the level of the individual.
- There are negative connotations surrounding a business describing itself as a 'social business' suggesting some tipping point where social initiatives are no longer attractive to stakeholders (the point at which there is a perceived cost to efficiency of monetary value?).
- All businesses have a responsibility to society.
- Community is a feeling.
- Social Capital is utilised through contacts.
- Individual personality as a driver for social change.
- Outputs are tangible – in this case a reduction in re-offending and an increase in gainful employment of ex-offenders.

4.4.1.9 Feelings

- The business is a legacy as no children of own.
- Passionate about what is right and wrong in society.
- Passionate about second chances.

4.4.2 Company Profile – Clothes shop with young person development programme Representative of Community Parenting (from a self-identified social enterprise)

4.4.2.1 Background

The founder of this Community Interest Company (CIC) began her journey with a desire to help young people achieve sustainable employment. Working with nine individuals initially the founder was shocked at the despondency seen in each towards their future. The company sustains itself through retail sales of clothing and footwear whilst providing training interventions for young people who use the shop as a vehicle for experience towards attaining employability skills. After placing seven of the original nine individuals the company has helped over 250 young people gain employment within its first five years trading.

These are entry level jobs// at London living wage// retail on Oxford Street// they will gradually learn// there is some form of progression

Self-described as a social enterprise the company uses its profits and assets towards public good – namely the intervention workshops for NEETs (not in education, employment or training). The company sustains itself through retail sales, local authority support, private firms and grants.

The intervention provided is a training and personal development programme treating individuals as such to promote trust, responsibility and self-belief alongside core employability skills. Part of the programme is to entrust participants with roles in the shops (currently two in London and on online sales platform), thus building skills and supporting the revenue stream to enable economic sustainability.

Having relocated from Bedford to Westminster and then Hackney the business founder feels ideally placed with public sector support and recognition of the value of the work conducted. The allegiance with the council is important for reduced business rates and space, supporting the economic success by enabling greater sums to be invested in the young people it helps.

4.4.2.2 Culture

There is a positive vibe in the shop from staff and the current workshop cohort. Through the observations of an intervention workshop it was noted the engagement levels were strong overall, and the skills of the trainer supported the participation of those more reticent in a relatable way. It was clear from the cohort there were issues of confidence, self-worth and bad influences complimenting past mistakes. The workshops operate in a way that the young people listened to the trainer and had a strong level of respect. The trainer valued every contribution, and made each person feel that they could look for a better life where they developed self-esteem alongside employability skills. It was enlightening to see the work in progress and was demonstrable of the ethos for change in the programme.

The intention is to create an environment that shows young people they are trusted and valued. This is clear in physical aspects of the training as well as building the motivation and self-belief in participants. For example, participants at the shop are trained on the till immediately showing they are trusted with money.

The inclusive environment is partially that which contributes to the overall success of the programme according to the founder.

After the first 2 or 3 sessions they're shocked because 1, they're enjoying it, 2 their confidence is growing

4.4.2.3 Initiatives & Nature of this Social Enterprise

4.4.2.3.1 Retail outlets and online sales

The outlets stock urban and popular sportswear, including brands from Vans and New Balance, Dickies and Sprayground. Support is proffered to London Fashion College where talented designers showcase their collections for sale in the shop as a career launching platform. There is social value added through this initiative beyond that of the NEETS for whom the CIC is targeting by giving space and exposure free of charge. It adds to the edgy and current branding of the shop too.

4.4.2.3.2 Social Mission

We support unemployed young people facing multiple disadvantages and barriers in order for them to secure sustainable employment in an industry they care about

<https://circlecollective.org/pages/the-circle-story> Accessed 26/06/19

Most participants on the training programme have experienced a range of back to work interventions and are sceptical of the process. This programme is unique in its success rate of 76% contracted employment at a living wage upon completion. Experience is given, thus removing one barrier, and the personal development and skills trained in are directed towards everyone's needs. Combined this provides NEETs with the confidence and ability to gain employment successfully.

4.4.2.3.3 Successes

The CIC has received the Hackney Award for the Prevention of Homelessness. One participant secured an apprenticeship with the Ministry of Justice. Alumni of the programme are personally affected, and many return to visit the shops regularly, introducing the founder to families. The gratitude is clear by the on-going contact as well as the number of presents received!

People stick wives in front of me, or babies in my arms

The 'alumni' of the programme do get promoted and often work locally. These individuals now seek their own staff from course completers of the programme, which is an area that the founder is keen to formalise and promote.

We had someone (from the programme now promoted) come in from Shake Shack, she came to us to see if there's any young people that were looking for jobs

4.4.2.3.4 Challenges and Opportunities

Sustaining the business is an on-going challenge. The shop relies on revenue, grants and investment that the founder campaigns tirelessly to secure.

I'm trying to get more corporate support

The volume of NEETS is both a challenge, and an opportunity. The current organisational structure is limited based on size and economic sustainability. Economic sustainability could support scalability, which is the ambition of the founder. It is only through scale that the volume of NEETS supported can grow. Revenue has new challenges as the DWP (Department of Work and Pensions) cannot utilise the company for courses due to the prohibition of using CICs or charitable organisation for work-based learning programmes. Opportunities for growth include formalising relations with alumni to build employment opportunities and the expansion of courses into new areas such as women's prisons is under exploration. There is also an aspiration to build marketing efforts to increase sales revenues and therefore improving the economic position.

4.4.2.4 Community links

4.4.2.4.1 Geographic Community

The locality of both shops is demographically deprived. The participants are representative of the areas of London in which the CIC is located, and usually inhabit some of the most impoverished areas. Participants often arrive having a range of socio-economic challenges and a lack of engagement with education. Some are or have been involved with criminal activity. There is a lack of personal skills and confidence to gainfully achieve employment and the programme explores communities and daily life for each participant to enable positive self-management and decision making. This has helped alumni break away from gangs and crime in the past.

4.4.2.4.2 Business Community

The store in which the interview took place is in a small shopping centre. The centre is a community as business outlets interact and work as a team to promote the success of the governance and sales within the centre. Business legitimacy has been obtained for the CIC by successfully placing staff in the other units and this has assisted the success rate as the founder jokes – they have almost become an employment agency for the centre.

I can just feed people straight through to the retailers

Business networking has organically developed as a result of alumni placements and promotions, which has supported the ongoing employment of successful participants as those alumni experience promotions to supervisory and management roles.

4.4.2.5 Themes emerging

- The social mission is the purpose of the business. Economic sustainability supports the social mission and is an on-going challenge.
- High success rate of programme and passion of founder towards each individual participant.
- Ethos of fairness and opportunity for all.
- Community is multi-level and primarily centered on the participants and alumni of the programme.
- Location of business has been important to its success due to localised key stakeholders.
- Results driven by the duality of economic sustainability and positive social outcomes.
- Culture of fairness, trust and opportunity.

4.4.2.6 Feelings

- Shock at the despondency of young people.
- Almost maternal towards course participants.
- Passionate about giving opportunities and chances to all.
- Pride at the level of success in terms of sustained employment.
- Frustration at barriers of funding and need for finance to execute all plans.

4.4.3 Smallman Construction Ltd: Case Study³

Representative of a for-profit organisation engaged in Community Parenting

4.4.3.1 Introduction

Smallman Construction Ltd is a family run construction firm. Initially the Managing Director worked with his father providing shop-fitting services. The son, who is Managing Director acquired Smallman Construction Ltd in 2007. Three of his children have active full-time roles as Project Manager, Architect and Business Development Manager. One of the descendants of Smallman is also employed as a full time Project Manager. The Managing Directors father originated from North Teeside and grew up in frugal times with very little. Having grown up relatively impoverished he has shown empathy and support for charitable causes over the

³ Permission given to use company name.

years as his success grew. The philanthropical stance he took has been instilled into the family and the business ethos since.

This is evident in the behaviours and actions of Smallman Construction Ltd today. The case study charts the path of Danielle, the daughter of the current Managing Director in her role as Marketing Development Manager and the works that she has been engaged with both within, and supplementary to her role. The case study considers the business environment and support for Danielle to engage with the work that she does and the ethics that are embedded in this family firm.

4.4.3.2 Background

The company Smallman Construction has a diverse portfolio of building works in terms of client types and industry. There is an historical revenue source from the prison industry that is thriving as they work on the maintenance and development of Her Majesty's Prisons, and there are several commercial projects that are geographically spread, although concentrated primarily in the county in which they operate. Some work is conducted for consumers although this is usually at the higher end of home-based projects, such as self-builds.

The business is thriving and relatively stable in terms of revenues and regularity of income. There are approximately ten office staff, and six full time construction workers. Other employment is on a sub-contractual basis typical of the industry. Contract workers are often used regularly and are engaged according to the skills each individual project demands. There are marketing challenges surrounding the diversity of the company portfolio offered making it difficult to demonstrate the breadth and scale of the services offered.

Danielle has engaged with strong levels of business networking, within her marketing role. It could be described as networking with a conscience as she identifies networking opportunities that enable a positive impact to the community geographically. For example, Danielle joined an organisation 'Women in Philanthropy', initially as a member and with the dual purpose of broadening her network of contacts as well as being involved in an organisation that sought to support businesses with aspirations to be socially and ethically positive in their endeavours. Aligned with the marketing efforts of the business Danielle also identifies that engaging in networking is important and so ensures the company attends larger business events such as charity galas. The smaller events appear to be Danielle's preference as they are more about the support offered than the event itself.

Smallman have also offered their own events and local sponsorships where the the dual effect of support and promotion enables the elevation of their local profile, aligning with the notion

of legitimacy in small businesses and provides support to local organisations. Historically there is a leaning towards support for sports and this is on-going today as the company has held a fundraising rugby day and sponsored football teams. Other events include an afternoon tea and Christmas party for a chosen charity.

The chosen charity in this instance is one of a few that have been identified to receive support through the Smallman Foundation. The foundation was set up to enable the business to separate its pure philanthropic endeavours from the commercial arm and is managed by Danielle and her sister. They undertook a strategic process of selection of charity visiting a few of them personally, which is on account of their desire to be supporting partners of the charity – not just to give money. The focus of their search was support for young people and they now provide ongoing support to children who are excluded from mainstream schools, children and the families of children with severe disabilities and children with learning difficulties.

The focus on partnership and support is not glib for the foundation. Danielle feels extremely fortunate to be able to volunteer at the charities of the foundation and has been instrumental in organising events and arranging building works via the business at cost or free of charge. The relationship is a true partnership where business is providing to its community to make a real difference.

It is of note that alongside the admirable feats of philanthropic activities there is still a tangible link towards the marketing of the company as the foundation and its work features on the company website and it is the belief of the company that highlighting such work helps to improve the reputation of the construction industry. Further it is the belief that the inclusion of the logo for each charity on the company website will help to raise the profile of those charities.

Whilst the foundation is designed to separate the operational element of support it could be argued that the marketing and branding of the company are intrinsically linked to their philanthropic works.

Danielle discusses the community relational aspect with candour stating,

We are a business at the end of the day.

In describing the community links there is a clear connecting of personal and business networks that could be identified as development and use of social capital. One example is that a key supplier is an old friend of Danielle's father. Danielle acknowledges that within the county personal networks are extremely important and attributes this in part to the history

of the county and local pride although this is not the word used. Employment is local for the permanent staff and some local personal links are used for contract workers too.

4.4.3.3 Personal Profile

The interviewee, Danielle is a trained primary school teacher who practised for a number of years before joining the family business. Her love for children has extended in the development of the Smallman foundation through the selection of and partnering with charitable organisations. Having met Danielle on a series of occasions it is clear that her enthusiasm and passion for the causes she works with and for are a driving motivator. She is clear that her opportunities are exceptional and her appreciation of this is demonstrated in much of what she says.

Danielle's quotations regarding her philanthropic works:

On Volunteering:

eager to be involved

I'm keen and very lucky.

I've grown up in Leicester and it's nice to help with that history and heritage.

It's not just about money, donating money; it's about forming those relationships.

On Community:

Good to give back to the local area and see the difference you've made.

Operating in the county gives to an area where you know there is a need (Local knowledge).

local businesses have a responsibility to help – with the cuts – and the charities – it's been really eye-opening meeting them.

there is a responsibility to give back as well.

She also explains that charity is used to act as a business networking vehicle within the county, and at a charitable event it was stated that Leicestershire is the most philanthropic county in the UK – although this cannot be taken as fact it highlights the importance that the county places on supporting its community.

When discussing corporate social responsibility Danielle has some awareness of the concept, however, does not relate CSR to her own organisation. She explains that her partner had a

target number of hours for volunteering as part of his company's CSR initiative which is for another organisation.

I've not got a huge understanding.

There is also a lack of definition of CSR in other areas of the business and legal compliance appears to be the standard when considering areas such as waste management and materials sensitive to the environment. The primary focus of CSR activity is around community support for young people and sports with the dual benefit of it being intrinsically connected to the business networking culture of the county.

Table 9 -The Range of CSR Activities Smallman are Engaged with

Activity	Detail	Beneficiary
Sponsorship of sports	Grassroots sports sponsorship is in recognition of Danielle's grandfather who supported the boxing in Newcastle and locally	Local sports clubs including football, rugby and boxing
Volunteering	Danielle, and her sister volunteer for charities within their foundation and support specific activities and events	Named charities of the foundation
Foundation	A group of charities receive funding from Danielle's father through the business annually in support of their efforts. Danielle selects and works closely with these charities	Local named charities – primarily for children
Member of the Committee WiP	Danielle is an active member of Women in Philanthropy. She promotes and engages with business networks seeking to support their communities	The committee itself and those helped by the committee
Cost price builds	Some commercial work is priced at cost to enable affordability for charities and good works	Selected clients
Community outreach	Danielle's family look at other community outreach, for example the holiday caravan her father purchased for families where a child is terminally ill.	Local families in hardship

4.4.3.4 Summary

The discovery of Smallman as a result of two interviews and a business lunch has provided insights to the organisation over a period of 18 months. The upbringing of this family, and Danielle, combined with the history of Smallman, other businesses and associated philanthropic activities have contributed greatly towards today's foundation, philanthropy and sponsorship-based activities. It also explains the freedom that Danielle, and others have in order to engage in such activities. This freedom has promoted the high level of enthusiasm of individuals to be channelled effectively towards making a difference to the community in which the business operates. Something that is highly valued, not just by the company, but also seemingly by business networks across the county.

There is a triangulation of factors that appear to motivate this company with their philanthropic endeavours. It cannot be ignored that there is a marketing opportunity that is being utilised through business networking and online promotion. It is by choice that the lead person for the foundation fulfils a marketing role, thus it is appropriate to consider that one aspect of a positive outcome for philanthropy for this business is an extension of business networks, and positive reputation within their community through the promotion of good works?

4.4.3.4.1 Regarding marketing budget

I'd rather spend (it) on charity than putting an ad in a magazine.

Additionally, is the individual leading the way. Danielle's personal interest in children has led to the support of children's charities and her father's interest in sports development has led to several initiatives in local sport including sponsorship. The level of enthusiasm presented by Danielle is admirable and her motivation is borne from this. It is arguably the upbringing of the family and the contribution this has on her social construct that has developed such enthusiasm and the ethical principles surrounding 'good' philanthropy as being something beyond financial gifting.

Finally, is the community in which the business operates. It is clear from the conversations around community and personal networking at a charity lunch that philanthropy is embedded in business networks locally and that there is an expectation of giving in times where it is not always commonplace. The culture of the county in which the business operates acknowledges favour towards those that give, which can in turn help to support business legitimacy (note the example of the company seeking to improve the reputation of the construction industry through their philanthropy.)

These three factors combined provide a unique (to this study) case whereby philanthropy is embedded in employees, business networks and the broader community.

The relation to CSR beyond philanthropy is not clear except to observe that it is not a focus, and there is a lack of awareness of CSR and strategising for positive CSR outcomes. Thus, any CSR activity observed is ad-hoc and unrecognised.

4.4.4 Company Profile: Communications Solutions Ltd Company Tipping point towards Strategic SBSR from Community Parenting

4.4.4.1 Background

This business provides solutions for mobile and data communication infrastructure. With approximately 15 staff the business is expanding and roles and departments becoming defined. The business offers business to business sales and servicing to SMEs predominantly, and operate on a regional basis geographically. Through bespoke tariffs and service agreements obtained through the suppliers and operators the business has a good reputation for quality and service. The market is crowded and accreditations to legitimately operate can be costly. Employee retention is very important due to their accreditations and its connection to legitimacy among business clients and prospective clients.

4.4.4.2 Culture

The two directors interviewed have strong social and environmental values that are aligned to business decision making and personal satisfaction. There is a reciprocal commercial expectation to some social endeavours, which is highlighted in the following sections on CSR (section 4.5.3). One director is an active member of the Chamber of Commerce locally, and the other has very strong views on environmental sustainability and recycling old mobile phones. The growth of the business has led to aspirations to become more 'corporate' in terms of defining roles, and the way they approach socially responsible activity, for which there is strategic planning to formalise the approaches at the time of interview. This leads to a culture of business growth, professionalism and a desire to be a 'good' business.

4.4.4.3 Initiatives that can be attributed to CSR

Having experienced organic development of CSR relatable initiatives such as charitable support for a colleague, to more structured and varied activities the business is set to plan their CSR strategy as part of their overall growth and development. Below is a summary outlining the core areas of engagement:

4.4.4.3.1 Social and Community Support

The provision of free handsets and telephone contracts to charities has been an initiative that aligns well to the business resources and expertise. This demonstrates little input for a great return from those charities engaging. There appears to be some charities that may not need support as the refusal of a basic handset was experienced in preference of investing in high spec smart phones. Whether this is based on a lack of need or social expectations of these charities is unclear. Nonetheless this is an efficient way of utilising existing business resources and skills to offer value to local organisations relying on beneficiaries. This can be classified as a philanthropic activity.

The business has also provided phones and communication services at cost to professional sports clubs locally. The town Cricket and Rugby teams provide a free advert in the grounds as a thank you. This is, according to the Managing Director.

Win, win for us as it gives us visibility in the community

This highlights the commercial mindset of the offer. There is recognition of the need to identify social and community support through tenders, especially in the public sector. This could be attributed to the Social Value Act (2012), whereby public service tenders must include an element of assessment based on social impact. Typically, there is a clause whereby 5% of a contract award must be visibly invested in the community. Also, within tender briefs the business is seeing requests for volunteering hours or acceptance of pupils onto work experience schemes. The Managing Director states that:

You have to be prepared to give back to the community. This does give us some publicity and it's a nice thing to do.

Again, there is an awareness of both commercial and social benefits.

4.4.4.3.2 Philanthropy and charitable giving

Philanthropy and charitable donations outside the communications and handset support is largely instinctive and connected to staff. It's personal. Ad-hoc support and gifting of money has been provided when staff members have raised money for personal causes. This evolved over time and whilst there is still ad-hoc giving, the business now has a nominated charity of the year whom they support.

This year it is a local homeless charity specialising in reintegration to society. Support given to date includes the provision of communications installations in a new building. Again, this shows alignment of resources and expertise of the business. The Managing Directors role in the Chamber of Commerce has facilitated charitable support amongst its members, suggesting a blurring of lines between the business philanthropy and individual values and activities.

4.4.4.3.3 Environmental Sustainability

The Technical Director has strong views on the use and disposal of mobile phone handsets. He ensures that the sales team have training encouraging the long-term use of handsets, and recycling handsets at the end of a contract. He acts as a broker between the business customers and the mobile phone manufacturers, helping manufacturers regain handsets, therefore passing control of recycling back up the supply-chain. Further connections with recycle companies enables handsets to be refurbished for use and sale overseas. They are donated to good causes (one example is the Ebola crisis) or placed with the correct business to ensure they are stripped to their component parts for reuse and recycling.

This instinctive behaviour can be attributed to the values of the Technical Director and demonstrates a natural affinity towards circular economy thinking. This concept has naturally fed the culture and behaviour of the staff around him through processes and training.

The working culture of clients is also discussed in terms of environmental sustainability. The business encourages the use of technology within their client base to enable working from home, conference calls (both reducing CO2 emissions), use of email instead of printing, and redemption of old electronic equipment for handsets, (in alignment with the WEEE (2013) directive.)

Environmental concern is addressed at multiple levels and although processes have naturally evolved there is no current strategy set out. This is an area of examination as the business seeks to formalise its strategies.

4.4.4.3.4 Stakeholder Management

The ethics and values of the business (driven from the top down) are apparent when considering stakeholders. There is an ethos of offering the right advice, which isn't always the most profitable for the company. They refuse to be swayed by supplier incentives and state that transparency to their customers regarding the best communication provision is far more important. The notion of fair business is repeated when discussing how customers are advised, and how they, as an independent are often 'courted' by competitive providers. The

relationship with network providers is carefully managed to enable the best interests of customers to be met. It is recognised that most landlines are still provided by BT (99% is cited in the interview) demonstrating the strength of supply from BT and the need for positive relations.

4.4.4.3.5 Community

The Business identifies as a local company believing in actively participating in the local geographic community. The MD grew up locally and has a great affinity for the place he has known his whole life. Now that he runs a successful business he takes pleasure in helping:

I am proud to be a part of this county and I love this county. If I can help out I will.

The reference to membership of the Chamber of Commerce arises several times in the interview, demonstrating the importance he places on his role as alliance partner. He states that:

It helps to be part of that community

The need to be in a business network is reinforced by the MD's membership of the Federation of Small Businesses (FSB), Northampton Business Club and the Business and Management Institute. Whilst there is some discussion around the business benefits of these networks, the focus is on the charitable support given, although that could be attributed to the focus of the study. There is a clear element of social capital aggregation through business alliances and acquaintances.

It certainly helps to be seen

The support given to the community is personal:

We raised funds for [a] primary school for one of our staff using the business to help us do that with a sponsored walk. There was a child who was ill and sadly died.

The support given to the community is also aligned with business benefits in a conscious manner:

Sometimes it's about being seen to be doing it.

There is a combination of motivations for engagement in CSR activity supporting the local community. The examples reiterate once more the combination of social and commercial

benefits to organisations. Section 4.7.3.6 discusses the current position and desire to be more 'strategic' in the approach to CSR.

4.4.4.3.6 Developments for the business

The participants identified the volume and scale of their existing social and environmental activities by engaging with the current study. The desire to build a clear CSR strategy was timely to the study and there is positive rhetoric towards achieving this. The participants aspire to:

Changes in the right direction.

CSR reporting is identified as important as they are keen to understand what they do, and to what effect. Another area to develop includes apprenticeships and work experience opportunities to enable skills development within the industry, whilst supporting community development through education.

The MD reiterates his passion for the local area by his desire to reinstate the signage as you enter the county with the signage 'Rose of the Shires'.

I have no idea why they would take that away.

The combination of aspirational values to support the community, commercial recognition of the benefits of this and the values towards being environmentally sensitive provides a good foundation towards solid CSR strategic planning.

4.4.4.4 Themes emerging

- Fair and ethical business practice.
- Training and development of personnel (motivating and for accreditations).
- Charitable giving – give back to the community.
- Sponsorship – see above.
- Personal connections and business (social) networking is evidently important both to raise the profile of the business, and in terms of engagement with charitable works.
- Commercial benefits of charitable giving are noted without guile and are clearly visible.
- Business Support aligns with the nature and purpose of the business.
- Social Capital is important for the profile of the company.
- Environmental sustainability is important and underpins customer advice.
- Customer focused business who are businesses within the local area.
- Community – defined as the local geographic area *and* the business community.

4.4.4.5 Feelings

- Pride in county is evident.
- Environmental concerns are hugely important.
- Giving back to the community is important.

4.5 Representation of Strategic Small Business Social Responsibility (SBSR)

The profile below demonstrates how an organisation can progress towards strategic SBSR whilst retaining traits of community parenting and reciprocity, thus the organisation progresses from the sense of responsibility towards the community and towards an approach that is planned and in alignment with both community and business progression – such as in Porter and Kramer’s (2006; 2011) Corporate Shared Value (CSV) work.

4.5.1 Company profile: German manufacturer of electronic components

Represents how reciprocity has led to parenting attributes alongside strategic SBSR

4.5.1.1 Background

A limited company founded by a German family in Escal Camp, which is an old refugee camp in a rural area. Post war development of businesses in this area led local community development. The original family still own the business and are part of the fabric of the historical community development. The company culture identifies with the local geographic community as well as society at large.

The UK office is established on a large business park and employs approximately 100 people. The UK site hosts a production arm and a sales arm (who purchase from the production arm as part of the business model). The company is thriving, and the manager states that:

despite BREXIT, we have been really lucky to do well

This level of success is attributed to exchange rates, investment from the rail industry, internal restructuring and additional marketing efforts according to the interviewee. This showed early in the interview that the organisation has a stronger propensity towards strategic thinking than some other participants due to the analysis and recognition of corporate success factors. The interview is conducted with the UK Marketing Manager.

4.5.1.2 Culture

The ethos of a company family extends to employees from induction and is evident in the daily working lives of employees. There is a range of training games, family-oriented events, an internal magazine and the presence of the family brand on all products instilling a sense of pride in the employees of the business and what it stands for.

Now in its third generation of management the family arguably act as ambassadors for community support. For example, they are active in engaging local schools for STEM events and advocating women in engineering. There is evidence that staff is supported throughout the business with their own endeavours too. Most recently a UK initiative to provide staff with time out for volunteering has been approved and is in the process of implementation. There is a sense of giving back that is identified by the interviewee.

4.5.1.3 UK Initiatives external to German operations

4.5.1.3.1 Charity support

The company supports MacMillan's coffee morning annually with match-funding money raised by staff, as part of the national MacMillan coffee morning event. More recently conversations are taking place to determine whether the company will have a preferred charity of the year, or charities. This is aligned with the upcoming volunteering initiative.

4.5.1.3.2 Volunteering initiatives

It has been approved to allow every member of staff one day of leave to participate in volunteering programmes. It is expected staff can select a range of volunteering tasks and charities.

The purpose is three-fold. Firstly, it enables staff the time to engage with volunteering when they may not be able to outside work hours. This supports those that experience time-poverty. Secondly there is an opportunity for team bonding throughout the business as people work together who may not normally interact, thus reinforcing unity and a positive culture. Thirdly there is an expectation that media opportunities can be utilised from volunteering programmes reinforcing brand reputation.

The cost of the initiative is approximately 100 days of work productivity plus administration and organisational costs. It is noted that of the three identified benefits two are commercially driven.

4.5.1.3.3 Work experience & placements

The organisation values the development of young people and has a keen interest in education. They embrace work experience of any kind and have local and international placement opportunities, particularly with German students visiting the UK. This has a time and resource cost as the student/ pupil requires guidance and support through their time on placement. It is illustrative of altruism alongside a desire to develop young people into the industry.

4.5.1.4 CSR Programme Development

The interviewee is tasked with the development and design of a CSR programme. This is to combine the volunteering, philanthropy and work placement and training opportunities.

Points to note from the planning follow:

- Target charities will be identified to support
- There will be a “marketing story” aligned to CSR activities
- Impact measurement is a current consideration (how to)
- Staff involvement in charitable works is important
- Staff events and social opportunities is important

The purpose of developing a formal CSR programme is to identify much of the work that the company does to support good works and consider why. The question the interviewee asks is

How can we give back in a way?

Equally the commercial benefit of providing a media outlet is acknowledged in the development of the plan above.

4.5.1.5 Community behaviour

From the outset it is apparent that the organisation engages with community. There are three community groups with which the business identifies. Employees and the workplace community, both in-house and across geographic sites; the local business community, and society on a broader level. Each is examined in the context of the above.

4.5.1.5.1 Employee community

From induction the company seeks to embrace individual employees into the family ‘fold’ encouraging Gemeinschaft characteristics (Tönnies 1887). This may be expected in smaller family run firms yes has been maintained in this organisation alongside strong growth. When businesses grow, they risk the loss of closeness and can become rather impersonal. The business is at the large end of SME by turnover and employee numbers however it is apparent that value is placed on staff ‘belongingness’ through the execution of internal events encouraging social interactions (pizza parties for example), and a sense of wellbeing through engaging in philanthropy (MacMillan for example). Combined these activities enable staff to know one another on a personal and professional level, which can generate a stronger propensity to work together in a positive and productive manner.

4.5.1.5.2 Business community

The interaction and involvement of senior management with the local business park demonstrate a positive engagement effort towards the business community within the

immediate vicinity. This could be explained within Gilchrist's (2008) supposition that for communities to form there needs to be multiple factors drawing the actors within the community together. In this case commonality of the geographic area and business park crime led to the development of a community group of businesses to promote positive development on the business park in which they operate.

4.5.1.5.3 Society and communities 'at large'

The focus on philanthropy within the company is demonstrative of an SME with a desire to support 'causes' deemed of value. The notion of 'giving back' is identified as important in the interview alongside the marketing and PR value of visible support for charity. The company is typical of other SMEs engaging in charity whereby it is owner/manager driven and largely based on personal connection with charities selected. This is evolving as the business seeks to be strategic in charitable giving under the development of a formalised CSR program. Nominating annual charities to support is typical of larger organisations and is a pattern that is starting to emerge in some SMEs interviewed (although not for micro businesses in this study).

4.5.1.6 CSR Behaviour and activity

Activities and behaviours of the business align with research emerging from other authors' (Madden *et al.*, 2006, Jenkins, 2004; 2009) in that philanthropy is usually linked to personal connections and engagement is largely based on instinct rather than any formal structure and planning. There is some disconnect between identified CSR activities and the core business. With the production of connectors it was observed that little attention was placed upon product development to minimise environmental impact. Conversely the promotion of women in STEM subjects is close to the company's heart driven from the top down by the founding family.

Many activities are supporting the company culture of being a positive work environment. Within the company the range of events aimed at engaging staff and promoting their happiness within the firm is commendable, however the lack of connection between CSR and business productivity, seen in some other examples could be a missed opportunity of cost efficiency by using their existing resources and expertise to support CSR initiatives.

The purpose of involvement in the local business community could be described as self-interest as the local business community formed a committee as a result of high crime rate with break-ins, joyriding and other social issues. Many of these problems are eradicated now due to ongoing actions from the committee and local council, and today the committee

emphasis is aimed at ongoing improvements to the working lives of all of those on the park. The business park shows a unique inter-company relationship compared to other interviewees experiences in a business park environment. For example, when several units were without water due to maintenance there was provision of portable WC facilities, however those units were offered use of facilities in neighbouring businesses for comfort. Similar sharing is experienced regularly within the area such as parking on event days.

The interviewee explains CSR as the 'giving back' element of business, and it is recognised that this has a commercial benefit too.

4.5.1.7 Themes emerging

- Philanthropic activity.
- Industry skills development promoting innovation in the field of electronics.
- Social benefit through work experience for individuals participating and their personal social networks.
- Social benefit through charitable support, both directly to the recipients and indirectly – the recipients extended network.
- Geographic community – sense of belonging - through local recruitment strategy providing economic wealth to the employees, employees' personal networks and the community in which they habit.
- Social benefit through crime reduction initiatives.

4.5.1.8 Feelings

- Happy in the company.
- Motivated to work hard.
- Motivated to do the right thing and develop CSR.
- Need to formalise CSR more.
- Volunteering.
- Connection made between philanthropy and PR.
- Give back to the community.
- Support for the less fortunate.

4.6 Chapter Summary

This chapter has drawn together the individual profiles of a range of participants categorised using the typology of the nature of business- community relations providing a representative sample of each classification. The remaining profiles are situated in Appendix 7.10. Some profiles provide a rich view of the support that communities are quietly receiving from a

plethora of avenues. Philanthropy and giving is possibly the most explicit, and is often aligned with the need for legitimacy, or the desire to reciprocate within the lower levels of community responsibility in the typology. There are strong nuances of sub-conscious, altruistic and enlightened thinking in actions taking place almost unwittingly. This is seen in the sewing company case with the cup of tea for the customer who is lonely, or the shoulder to cry on in the dance school which has been a haven for a pupil. For those that articulate such action it is apparent that the desire to 'give back' (reciprocity) and/or 'look after' (community parenting) represented communities for these organisations is important. It is also demonstrated how cost savings for targeted clients and the belief that organisations who are charitable and creating a positive effect on their communities should not be paying any more than necessary, thus promoting a more equitable and fair society (Community Parenting). When SBSR is embedded into all elements of business planning and development the beginning of formalising social responsibility occurs with Strategic SBSR. Collectively these actions are represented in the typology developed and established from the data as shown in Chapters 5 and 6.

This chapter presents the results of the data collection following the generation of cluster maps for each organisation. It represents a summary of stages one and two of analysis as shown in chapter 3, figures 9 and 10. Appendices 7.6 and 7.7 contains examples of cluster mapping from the transcriptions, and a selection of transcriptions for reference and confirmation of the methods followed. This chapter demonstrates holistic thematic areas, and individual company results. Chapter 5 addresses stages three and four of the analysis, also shown chapter 3 figure 7. Combined, there is transparency in the analytical process to present the stages that the analysis has undertaken. This transparency supports credibility and replicability of the current study.

5.0 Findings and Analysis

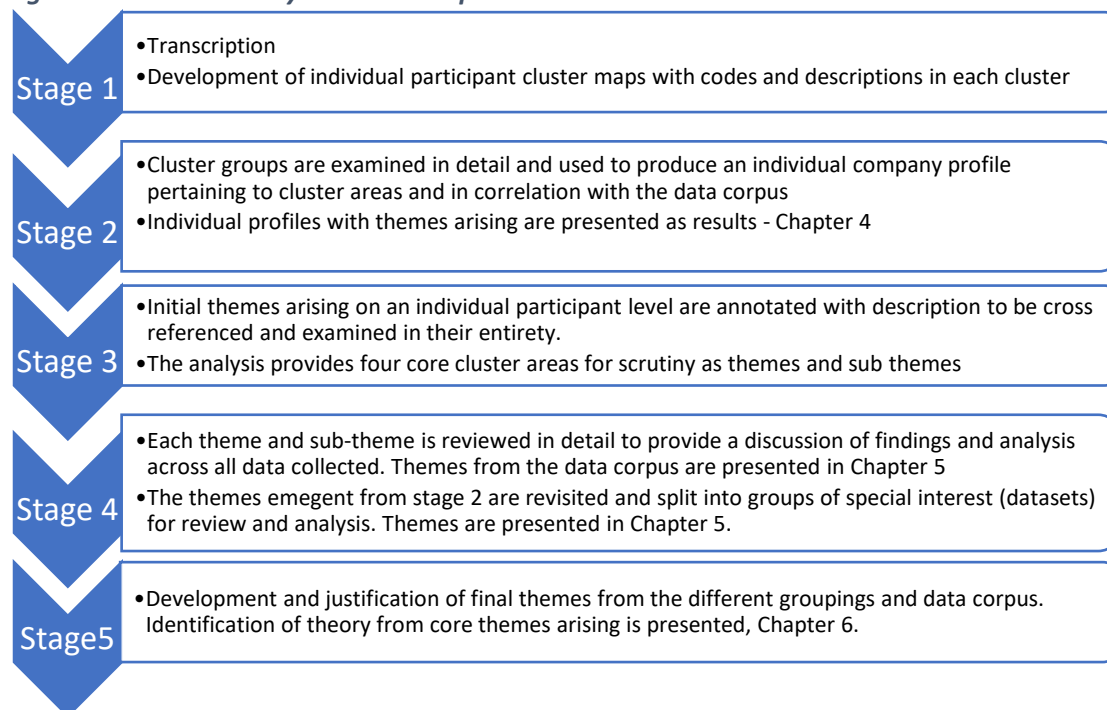
5.1 Introduction

The research study utilises qualitative data collection and thematic analysis as discussed in chapter 3. Chapter 4 presents the findings at the second stage of thematic analysis, and the ensuing chapter develops this through sense-making of emergent themes, further analysis and discussion. Resultant themes and their interpretation are presented showing the alignment with, and extension of theory, as well as opportunities for further research.

The company profiles developed in chapter 4 were generated to interpret and analyse meaning from the results of the raw data, following first order coding and cluster mapping of points of interest in each participant (Gioia *et al.*, 2012). The analytical process included a range of thematic analysis tools and techniques appropriate to the data corpus (Boyatzis, 1998) and the researcher's position. Initially the interviews were transcribed manually. This is recognised as a strong technique to enable the researcher to get closer to the data (Bailey, 2008). The process of transcription provides an early opportunity to make notes from the data that may be enlightening and interesting for later review (Boyatzis, 1998). During the interviews and early review of data, reflective analysis is being applied (Mann, 2016) further reinforcing the advantage of engaging in transcription as a researcher taking the opportunity to make early coding decisions.

A range of tools utilised in thematic analysis such as initial coding, clustering and inductive interpretation are applied, drawing largely upon works of Boyatzis (1998), Miles and Huberman (2014), and Gioia *et al.*, (2012). The diagram below is situated in the research methods chapter (3) and is presented as a recap of the analytical process of the data corpus.

Figure 7 Thematic Analysis - Data Corpus



From the transcriptions manual coding using thematic analysis was applied using cluster mapping techniques to establish first order coding (Gioia *et al.*, 2012), as outlined in C3.9. This enabled the identification of points of interest within the data, and the beginnings of recognising any inter-relativity between different initial codes from different participants. The holistic themes emerging through code clustering in the mapping process enabled the generation of first order codes and tentative thematic areas that spanned the data corpus. This facilitated the generation of company profiles in chapter 4 by presenting the second order coding with the initial themes forming the structure for each profile. These company profiles are representations of second order coding, namely researcher centric terms and interpretations from the raw data, as described by Gioia *et al.*, (2012).

The first part of the findings and discussion in this chapter are representative of the analysis at stage 3, which examines the data corpus using the resultant profiles in stage 2. There are four core areas that are scrutinised for their interpretive value towards the aims of the study:

1. What is community from the participants perspective? Section 5.3.
2. Social Responsibility (SR) engagement activity. Section 5.4.
3. Attitudes and beliefs. Section 5.5.
4. Theoretical alignment and development. Section 5.6.

Each area is further examined in data sets based on geographic location, type of organisation (social enterprise or a for profit SME) and size of organisation. These are discussed in section 5.7.

In stage 4 of the analytical process deeper analysis of the data and data sets from stages 1-3 identify emergent themes, in accordance with the aims of the study. This has been done through the concept mapping profiles within chapter 4 (Conceicao *et al.*, 2017). Chapter 4 is representative of stages 1, 2 and in part 3. Chapter 5 extracts and develops stage 3 and generates stage 4 themes.

5.2 Data Analysis & Theme Identification

The discussion and analysis in this section aligns with the emergent themes identified within the data, and provides insights according to new concepts and knowledge, as well as reinforcing and challenging some of the literature discussed in chapter 2. Beginning with the notion of community and its importance from the perspective of participants, the analysis moves onto discuss definitional parameters of community. The line of inquiry regarding community identification and definition is of notable interest building upon C2.4.4 which examines the definitional boundaries and attributes of community. Each participant self-defined what community meant to them in the context of their business and the level of importance they placed upon the community(s) they identified with.

Following exploration of communities from the participants' perspectives is a discussion regarding the evidence of socially responsible activity and engagement as described in the data aligning with the first aim of the study. Concurrently social behaviours are observed in the businesses approaches to communities, including analysis of different data sets constructed to address each of the aims of the study. Attitudes and beliefs are observed in terms of motives and aspirations for community engagement. Underpinning these sections is a narrative surrounding perspective of community and business in society historically and up to the present day to contextualise findings and seeking to provide reasoning of those findings.

5.3 What is community? Businesses' perspectives

The question of community and community relations is one that will be expanded upon extensively in this chapter. The purpose of the study initially was to discuss how community may influence on SBSR. C2.4.4 addresses definitional work from social enterprise and social sciences research recognising post-place communities (Bradshaw, 2008) and the common bond underpinning community ties (Bhattacharyya, 2004) for example. Within social

enterprise literature community organisations stem from mutuals and cooperatives historically (Ridley-Duff and Bull, 2019; Spear *et al.*, 2017). Definitional boundaries of community are open to subjective interpretation (Di Maddaloni and Davis, 2018; Crane and Ruebottom, 2011; Atkinson and Cope, 1997; Skerrat and Steiner, 2013; Hillery 1955) The idea of community appears to be a combination of feelings, and commonality among a group (McMillan, (1996); Gilchrist, 2008) rather than a location (Bradshaw, 2008). After the first interviews it was apparent that community is far more complex than a postcode from participants identification of ‘community’, and from the emerging data it was clear that there was an opportunity to contribute towards the definitional conversation in organisational research to establish ‘what is community?’ in the context of SME participants demonstrating alignment and nuances of existing work in this area.

The themes arising from the dataset are divided into two main categories when examining what a community is according to the participants. The first being the physical identification of communities and the second the emotional feeling of a community. The table below highlights the second stage coding themes that establish these broader categories.

Table 10- Community Defined

Theme 1: Tangible Identification of Community	Theme 2: Emotional/ Intangible Community Identification
Community is geographic (Traditional)	Community is a feeling (Common bond)
Community is the organisation (Common bond)	Sense of belonging (Common bond)
Community is the business/ industry network (non-place community – Bradshaw, 2008)	Multi-layered and fluid (Non-place community, Bradshaw, 2008)
	Sense of pride

The themes identified are indicative of the whole dataset. Few participants explained community as solely the geographic area in which they inhabit as a business. Participants named multiple groups and have different emotions attached to the term community. The categories and themes are a culmination of those labels and emotions identified in the early stages of analysis. There is recognition of overlap between different identifiable community

groupings. The connection with each grouping can be indicative of usage and engagement of social capital or stakeholder relations. The overlap and integration of emotion and feeling with different community groups intensifies the level of complexity in mapping out exactly who a community is from a business's perspective and the emotional attachments that align towards communities for businesses in (as the current research examines) SMEs.

Works by authors including Di Maddaloni and Davis (2018); Ruebottom (2011); Hillery (1955); Atkinson and Cope (1997); Davis (2018) acknowledge the lack of definitional consensus of 'community' within business management research. Bradshaw (2008) recognises traditional communities based on geography, as well as non-place communities, and the belonging of individuals to multiple communities. Based on the data in this study the multiplicity of community belonging translates from an individual to an organisational perspective. Putman (2000) discusses community bonding and the sense of belonging it gives as a source of social capital whereby trust is developed, aligning with the work of Munoz *et al.*, (2015) who identified the need for social capital and trust in developing community organisations in a rural area. Weber's (1922) works *Wirtschaft und Gesellschaft – Economy and Society* (developed from Tönnies 1887 and cited in Sadri and Vidich 1994) examines relationship development based on rational will (relations are developed with purpose towards trade and capitalism) and human will (an emotional and social relational development). Weber examines both matters concurrently, and the rules and norms by which they coexist. The proposition is that accepting their coexistence enables social capital to build based on personal and professional interaction. Social capital building is observed in participants who identify 'business communities'

It's a lot of guys that work for us that I've played rugby with or who I know through the rugby club

I have sponsored a football team before// when my son used to play

Rational will in a business network arguably does not operate in the purist form. The cliché 'people buy people' has its origins bound in the notion of natural will and arguably the irrationality of human emotion (Tönnies, 1887). Conversely human emotion is identified positively when discussing community within the data. This aligns with the ethics of care principles of Spence (2016) whereby there is a desire to 'look after' the community. Perhaps the best example combining both could be described as McMillan's (1996) elements creating a sense of community as the four elements combine the feelings of community members,

alongside positions based on trust and giving the opportunity to develop an economy of trade to the mutual satisfaction of trader, and community customers.

Examples arising for the current research include pride in the county and wanting the county to do well,

This business was created to improve the community.

I am proud of the Northamptonshire Rose and I want to help our county.

I definitely think it (running the business) has helped us to learn more about the community. We are all from the rural side.

Most prevalent of all in terms of frequency of observation is the sense of wanting to 'give back' to the community, which is discussed in some detail when examining the attitudes and beliefs in engaging with communities (section 5.4.3).

5.4 Social Responsibility engagement activity

SBSR engagement is reasonably well documented, although it is worthy of exploration to reinforce or refute the existing research based on this study as much of the exultant literature is qualitative and limited in number and context (Soundararajan *et al.*, 2018). This section considers the ways in which businesses are engaging with (primarily) community based socially responsible activities, the reasons behind such engagement, levels of awareness and the attitudes beliefs and values of businesses. Finally, it considers the conditions and context that exists for socially responsible engagement of businesses with their local communities. The analysis addresses aim 1 of the study, which examines the nature of SBSR.

5.4.1 Philanthropic Activity

The most prevalent activity identified is philanthropy. Most of the organisations involved with the study had, or do offer philanthropic support. This engagement is demonstrated in a range of guises including charitable gifting, sponsoring sports team kits for community teams, fundraising endeavours, philanthropic networking events, and the development of charitable foundations. When examining a breakdown of these different modes of philanthropic delivery to communities the time and resource engagement levels vary, as do the motivations and influences behind these activities.

Table 11 - Types of Philanthropy

Type of philanthropy	Motivating factors
Charitable Gifting	Personal Connections to charity within employees/employers. Altruism to 'give back' to communities
Local team sponsorship	Personal Connections, PR and promotional recognition as a business benefit
Philanthropic networking events	Altruism and desire to give to the community combined with business networking opportunities
Charitable Foundations	Altruism, desire to contribute to communities and those less fortunate. Personal affiliation.

The analysis of philanthropy in this study sheds light on the forms it takes and motivational factors. Excepting team sponsorship (which is arguably not philanthropy in the purist sense), altruism is prevalent, as is community contribution. Team sponsorship and philanthropic networking are identified as the activities that appear to have a strategic motivation to benefit the business directly through reputational and promotional activity in terms of brand recognition, visibility through networking and media opportunity.

From the literature review research focused on SME philanthropy underlines the owner/manager's personality as a motivating factor towards such gifting. The data suggests that an affinity to the community is intrinsically linked to such gifting in SMEs. The owner/managers have control of the engagement and extent of such activities based on the data in this study, therefore reinforcing the existing literature regarding the course of motivation.

(Philanthropy in the county) gives to an area where you know there is a need.

It's a good charity and I've happily jumped out of a plane for them.

Reported discussions include the careful selection of local charities showing an affinity to the geography in which the business operates, or personal ties where there may be connections to a charity due to links to beneficiaries of those charities. On one occasion there is evidence of both, as a local organisation sought to gift a local charity through sponsorship due to personal links within the staff team. The relationship between the business and its community

whereby philanthropic activity ensues appears to be predominantly underpinned with a moral sense of what is right. This could be attributed to Carnegie (1889) writing *The Gospel of Wealth*, where discussions surrounding the need to provide philanthropic contributions to society by businesspeople is a moral duty. This certainly aligns to the beliefs outlined in section 5.3 regarding the community that businesses identify with and section 5.5.3, which details the attitudes and beliefs surrounding altruism and the need to 'give back' to the communities that the business serves. Philanthropy therefore has a bi-directional benefit that is intrinsically linked to the wellbeing of a business in terms of its altruistic gains for people involved, and the business reputational gains by being morally 'good'. Concurrently gains are made towards the wellbeing of the community through the philanthropic act(s) themselves, although the extent and how is not explicitly clear due to the variants in contribution in profit-oriented SMEs. See section 5.6.2 for more detail.

Theme: Philanthropic strength is evident in Community Engagement.

Additionally: Multiple types of philanthropy are evident within SMEs.

5.4.2 Embedded socially responsible activity

When examining social enterprises (SE) there is an expectation that the core focus is creating a positive social impact in line with the organisations mission (Haugh, 2012). This is shown in the dataset of SEs for this study. What is not always recognised within SE literature is that the socially responsible endeavours of the SE may be limited to the social mission, whereas the breadth of SBSR is wider (Section 5.7.1). This study demonstrates that in some cases SEs may not have environmental sustainability, general community wellbeing, nor employees as a priority. The apparent blinkered focus on the social mission can become the demise of a broader examination of social responsibility according to its definition to examine sustainability in its entirety. Conversely one SE focussed on a broad range of socially responsible endeavours that complimented the commercial aspect of its operations.

It's training they (NEET workshop delegates) all seem to thoroughly enjoy because it's a cool shop with loud music.

Some commercially focussed profit-oriented SMEs showed varying levels of embeddedness of social responsibility in their daily business activities. Examples included businesses highlighting the nature of their core business as socially responsible (wellbeing clinic, life coaching and career development).

I'm a social entrepreneur and I can help people.

What we do is good for wellbeing.

It is the core of our business.

These connections between business purpose and social responsibility that owners and managers identify with are akin to the driving motivation of social enterprise, although the businesses may not identify themselves as such. Business owners in such cases felt passionate about what they do and a key motivator is to help people with a specific need.

I was able to travel the world working in an industry I loved and I hope that by offering a small donation to children to help with their training costs, they too can go on to enjoy and be passionate about dance.

In these examples a positive social impact is arguably a result of engaging with commercial endeavours concurrently for clients.

Within commercial organisations there is some evidence of strategic alignment of social responsibility activity and business resource availability. An example of this is the communications company who provides free handsets to charitable organisations for helpline staff to pick up calls remotely (on call) without charges. The resource of the handsets and lines is one that the organisation has easy and low-cost access too. The expertise required to set up remote call centre helplines using the handsets is within the business capabilities and is provided installed without charge for engineers' time. The benefit to the charitable organisations is two-fold. They have increased efficiency with remote call facilities and benefit from a large cost-saving. The communications company felt that this was an area they could easily provide tangible benefits for little input, therefore maximising the benefit to society per £pound spent (in time and resources). Other similar examples include the property development company that has offered services free of charge to community-based projects using their staff and surplus materials where possible, and the dancewear shop offering free dancewear as part of a bursary award for selected dance schools.

I wanted to be able to offer people opportunities to achieve in performance the way I did.

The notion of embedding socially responsible activity into the core business operations has shown to be of high value in terms of social outcomes and to have relatively low input by utilising existing resources and capabilities efficiently maximising the outcomes per unit cost spent, (Porter and Kramer (2006) shared value concept for example). Some of the largest barriers to SBSR is time, money and resource (Garay and Font, 2012). The examination of

strategic social responsibility has shown itself within the data to alleviate the pressure on these barriers, most particularly resources and money. This is a potential area for further exploration and development. It could create a greater level of benefit for the community in terms of money spent and impact achieved, compared with many philanthropic activities where there is usually a lack of visibility surrounding the true benefits of gifting in this way. For SMEs who aspire to 'do good' but do not know how such an option may facilitate this efficiently.

Table 12 - Types of Embeddedness

Resultant types of embeddedness
Type 1. The business is identified by the owner/manager as socially responsible in its nature.
Type 2. The core mission is to generate a positive social impact.
Type 3. The utilisation of existing resources and expertise can provide a positive social outcome. (Strategic SBSR)

Theme: Embedding social action into the organisation for impact/ positive effect on a community is identified by three approaches

These approaches can be mapped to Spear *et al.*, (2017) examination of social enterprise whereby it is acknowledged that for profit social enterprise is under-researched, and that the primary purpose must be for social good which would align with Type 1 participants and potentially type 2 depending on structures.

5.4.3 Volunteering Activity

Volunteering is important in the data towards SBSR. Large corporates are known to have schemes where additional days are gifted for volunteering schemes and staff can select where and what they would like to do (Barclaycard and Experian for example). Volunteer days and volunteering is not exclusive to large corporates who have resources to enable this type of organised scheme. There is evidence of a range of SMEs of differing sizes and backgrounds volunteering in different ways.

We are looking at a formal scheme to allow our staff to volunteer, which will be time on top of their holiday.

I feel so lucky that I can volunteer with my sister. It may be something we should look at to extend it out to staff if they want to.

We have helped to decorate a new centre, (homeless charity) but most of our work is support for the handsets we supply and we have engineers who support the charities that use them.

From the data there is participant value and time value for the beneficiary, and value for the participant enjoying the altruism of volunteering without compromising work/ life balance. Motivating factors for businesses engaged in such schemes include staff wellbeing, reputational benefits to the organisation and community benefit.

Examples of independent volunteering within the data aligned to individuals expertise such as involvement with local business support groups. Knowledge sharing of individual expertise through business groups is disseminated as a social contribution for the benefit of the wider community. Volunteering activity within workplaces is variable. Some organisations have formalised schemes where selected dates and charities are identified and offered to staff; others are informal and based on ad-hoc skills support, or gifting time. Finally, there is alignment with organisational foundations set up and volunteering efforts as part of the offering to foundation beneficiaries.

Volunteering is established in the UK, and high stress events (positive and negative) can lead to an uptick in volunteering as seen in the Second World War, and the 2012 London Olympics (70,000 reported volunteers, Independent (Aug 2012) and most recently the global pandemic has seen volunteering formally through the NHS, and informally via a plethora of social media groups and local community calls for help.

Volunteering is arguably intrinsic to our society and can begin at a young age with organisations such as Brownies, Cubs, Girls and Boys Brigade amongst many others. Time offerings to lend a hand are a cultural trait for many UK citizens as part of their social construct (Brindle, 2015). The data is reflective of this where it shows identifying community needs and volunteering as valuable.

The key factors of volunteering from the data include altruism through social contribution, value to both beneficiaries and those partaking in volunteering activity and the broader community. The effects of volunteering are the opportunity to improve the community

according to effort and expertise, and to enhance the wellbeing of those engaged in volunteering.

Table 13 - Motivational Benefits of Volunteering

Motivating benefits of volunteering explained
1. Improves the wellbeing of employees through altruistic action
2. Adds value to the community through the gift of time and expertise
3. Adds value to those directly and indirectly involved in terms of maintaining and developing the cultural norm of volunteering services where there is a need within society.

Theme: Volunteering is a motivating factor of employment

Theme: Volunteering adds value to the community

5.4.4 Wellbeing in action

The need to focus on wellbeing has never been more recognised. The challenges of juggling multiple roles from parent, to worker, to carer, and more is taking its toll on society. Stress, anxiety and depression are at record levels in terms of diagnosed cases (Miller, 2017). This has been exacerbated through the pandemic and there is an increasing trend of large corporates implementing wellbeing programmes to support staff. How can this translate to SMEs with resource constraints? Wellbeing is recognised predominantly within respondents for whom the purpose of the business is connected to wellbeing. Some respondents are in leisure and health and there was a clear connection in those respondents between SBSR and their core business. Statements such as,

Our core business provides social benefit.

Social responsibility applies because of what we do (Food and wellbeing).

We need more awareness and literacy on mental health to change the culture of the workplace around it (mental health training).

provide a view of the understanding of some SME owner/managers in terms of how social responsibility is defined; namely the nature of the business is socially responsible. This could be likened to the work of Bull and Ridley-Duff (2019). Here social enterprise is categorised into 'type' including those for whom the commercial revenues provide social outcomes themselves. It furthers the evidence of Spear *et al.*, (2017) within these data of for-profit organisations existing in the social enterprise space.

The purity of such organisations as social enterprise is debatable as the intention is different for social enterprise in terms of leading with a social purpose for which revenues support rather than seeking to make revenues from something ascribed to being socially positive. The SME literature regarding CSR appears not to cover this consideration of business purpose and social responsibility, therefore the current study shows a new perspective towards the body of knowledge examining how SME owners/managers view themselves in terms of the effect their businesses have socially.

The second perspective of health and wellbeing is that it is and should be aligned with CSR according to some recipients. This is demonstrative of a view that health and wellbeing is beyond legal remit and requires attention by organisations seeking to be socially responsible. Mental health support and work life balance are interwoven into the theme as the connection between legal requirements (health and safety, employee rights) and moral and ethical perspectives (promotion of wellbeing and work life balance) are seen to be important in terms of ethical practice of businesses.

Table 14 - Wellbeing, Organisational Perspective

Wellbeing is recognised by owner/managers in two ways.
1. The nature of the business provides a wellbeing benefit (to its users)
2. Consideration of wellbeing is ethically right to be socially responsible (to employees)

Theme: Wellbeing in employees and users (of an organisation) is an element of SR

5.4.5 Environment and Sustainability

From the profiles it is apparent that environmental gains are the core business for selected participants and therefore the organisation exists for a social purpose, although the governance and expectation is such that profit will be attained and distributed rather than reinvested. Examples demonstrate this in response to questions around how businesses are serving their communities.

The nature of the business aligns to environmental sustainability and environmental concerns are the core of the business.

For many, consideration of the environment is important although it was unusual to see a specific strategy. Ad-hoc measures are evident such as recycling efforts and the use of low-energy lighting for example. Within the data it appeared that individuals had an awareness of the need for environmental sustainability, but this was not a main concern. Where businesses had a direct benefit to the environment or are potentially detrimental towards the environment there was greater importance placed on environmental concerns. Examples of environmental action includes customer advice on 'green consumption' through to a desire to maintain a good reputation of cleanliness surrounding the immediate physical environment of the organisation. Finally, there is sense of disassociation of responsibility in some organisations whereby it is deemed the responsibility of suppliers or others, for example:

It's a cop out really but they are the bigger company (regarding sustainable supplies and the role of the supplier).

I don't think it (CSR) really relates to my business at all.

I need a waste carriage license// I suppose we are not going above and beyond to be environmentally friendly, but we are doing what we are told to do.

In summary, environmental sustainability is low priority within the current study when compared to socially beneficial endeavours. In total environmental concerns are discussed by four participants. This aligns with the literature where social aspects of SBSR dominate, see C2.5.

Table 15 - Environmental Sustainability

The resultant perspectives of environmental sustainability are:
1. The nature of the business provides environmental sustainability measures
2. Disassociation of responsibility
3. Low level instinctive action based on individual construct

Theme: Environmental Sustainability recognition is variable in SMEs

5.4.6 Skills and Training Development

The implementation of training and skills development is one that featured in several respondents activities and is an area that does not appear to have much coverage within the literature. There are two types of training delivery acknowledged by participants showing a new contribution to SBSR, 1. Staff development and 2. Youth and unemployment

opportunities. Staff development and empowering staff is recognised by some as a motivational tool that can also lead to professional accreditations that provide a benefit to a business's credentials. It is recognised more in small to medium firms where there is a need for staff consideration (due to numbers), and some organisations where certifications may be required to conduct works appropriately. It is recognised as a business need in many respects to support legitimacy building and to efficient operations, yet the motivational benefit provides increased wellbeing amongst staff too.

A stronger alignment towards socially responsible activity can be recognised in the work that is seen in participants to support and develop young people. This is a focus within social enterprise research as noted by Spear *et al.*, (2017), but there is little coverage observed in SBSR. Motivators include to inspire, such as a desire to provide education of recycling processes to school age children and others embedded. Embedded examples include utilisation of work experience students from the local schools, community and specific industry days such as 'women in STEM' for one participant. There is acknowledgement by participants that training enables opportunities of skills building in terms of confidence, business skills, network building and opportunity identification. Combined, these benefits demonstrate a vehicle whereby businesses can support the local community in a tangible way through education at little cost to them. When considering the extent to which participants demonstrated a desire to support their local community these endeavours appear to be a constructive way to offer support meaningfully for little input.

Table 16 - Training and Skills

Training and Skills Development:	Factors
Employee Development	<ol style="list-style-type: none"> 1. Business Need 2. Staff Motivation & Wellbeing 3. Business Legitimacy
Youth/ External Community Development	<ol style="list-style-type: none"> 1. Desire to support community 2. Altruism 3. Future capacity building

Theme: Training and skills development exists in two forms for organisations engaging in programmes of development for SR. 1 Employees and 2. Youth/external community development.

5.4.7 Cost reduction in socially responsible activity

This section is included as it is recognised within the data, albeit in a very small minority of participants. It is deemed of significance as the literature on social responsibility identifies with cost reduction as a business benefit (C2.6.4). For example, the efficient utilisation of energy has environmental and cost benefits. One participant particularly focused on cost benefit to society through a crime reduction initiative within the business (C4.4.1). The owner was passionate about this and truly believed in not only reducing social costs of crime, but improving society too. This conscious thought stream was exceptional in the data. There is some evidence that cost reductions are a benefit in socially responsible activities without conscious recognition of its connection to social responsibility. One such example is cost reduction for clients by ensuring longevity in customer purchases.

We chose the stretchiest lycra for our uniform so that it would grow as pupils do.

Another is the re-use of packaging where possible to support the environment.

From our point of view there is a win in reusing packaging.

Cost efficiency, as part of Elkington's Triple Bottom Line (TBL) theory towards sustainable business, (1991) is well documented, however the SME community seem to have little to no awareness of this at a conscious level, particularly at the micro level.

Cost reduction is therefore observed as important, due to the lack of visibility amongst participants of the ways in socially responsible behaviours can offer cost efficiencies to their organisations too.
--

Theme: Lack of conscious awareness between connection of cost reduction opportunities and SR.

Theme identified by instinctive responses recorded and analysed in the above section, whereby action is demonstrated without clear recognition.

The theme arising in this case can be connected to Aim 2, which examines the effects of social outcomes from the perspective of employers (C3.4).

5.4.8 Summary

Section 5.4 examines the main categories of socially responsible activity within the data. It recognises the nature of socially responsible activity is diverse in terms of breadth of engagement and motivation. This study has achieved a deeper understanding through reinforcing some existing research including the instinctive and often unconscious nature of

SR, and the propensity towards philanthropic, community based social activities Giovanni *et al.*, (2012); Baden *et al.*, (2009). Further insights are developed in this study in areas including the form and motivations of philanthropy. It identifies how, in the context of community, training and development and bursary awards (to name two examples) are used to support communities. This section provides insights to part one of Aim one of this study (to explore the nature of SBSR). Recognising factors identified as characteristics of SR in SMEs (shown in C2.4.2; 2.4.3) and there is new information on the perception that, for some organisations social responsibility is fulfilled by the business purpose aligning with social enterprise and demonstrating a blurring of boundaries between SME and SE. Existing ideas surrounding philanthropy and community support have been presented to provide a granular explanation of the conduct of social responsibility by SMEs.

5.5 Attitudes and Beliefs

The attitudes and beliefs of owner/managers and the role that this has in directing an organisation is examined in some detail within the existing literature. Examples of personality and social construct giving a propensity towards the desire to be socially responsible is recognised and generally accepted (Jenkins, 2009; Fassin *et al.*, 2011). The examination of intangible factors of individual construct and external influences that may propel socially responsible action are discussed. It is acknowledged that the points arising are based on the perspective of the owner/manager and their beliefs towards community contribution as a business, as well as how they envisage this being received by communities. The data revealed that many participants beliefs and values are prevalent in their culture and business. This section provides insights towards addressing aim two seeking to understand the SMEs perspective of the value of social responsibility in terms of effects on the community. It also contributes to aim one by identifying detail of drivers of SBSR.

5.5.1 Ethics and Fairness

The study identifies ethical principles apply to many of the participants spanning three main threads of business ethics, namely virtue ethics, utilitarianism and ethical principles and rights (Des Jardins, 2020; Morrison, 2015). Most prevalent within the data of the current study are virtue ethics, followed by ethical principles and rights and lastly utilitarian values. Developed from Aristotle (384-322BC) virtue ethics is relevant today in the examination of personal goals and accomplishments aligning to virtues and individual morals and values (Morrison, 2015). Qualities attributed towards virtue ethics includes empathy, loyalty, kindness and compassion. There is debate in virtue ethics towards the belief of whether virtuous attributes

are possible to teach or if it must be ones inherent and natural construct (Des Jardins, 2020). To be virtuous, according to Aristotle, is to be intrinsically good, however the subjection of what is 'good' requires examination (Lawrence and Weber, 2020, p.107). Virtue ethics has a place in SBSR.

5.5.1.1 Virtue ethics

Virtuous behaviour and intent is evident in the attitudes and beliefs of participants based on emotive responses affirming community support is important, and some responses where individuals aspire to do more to support communities. It is evident in activities conducted as shown in section 5.4 such as volunteering, philanthropy, establishing foundations and resource contributions. This is shown to varying degrees in specific organisations. For example, one organisation has created a foundation whereby financial, resource and time-based support is offered to a range of charitable institutions. Another organisation contributes comparatively less in the form of prizes for school fetes and similar.

My father set up the foundation to continue what my grandfather started, and he put a sum of money in from the business for me to use, to work with selected charities for the foundation.

We have a raffle that people can enter so all that money will go back to charity.

Both actions expect no direct reward for their endeavours, and both have virtuous giving traits. One will have a stronger effect than the other, yet both are positive actions towards the community. The question for smaller organisations according to Lee *et al.*, (2010) is how to overcome barriers of time, money, skills and planning etc. It is possible that in this case virtue ethics are more prevalent in organisations that have a combination of factors and capabilities that motivate and promote higher levels of social responsibility.

5.5.1.2 Rights and Principles

Ethical principles and rights aligns well to the sense 'fairness' within the data. Principles and rights examine the basis upon which morality and fairness is formed as described by Rawls (1971) who seeks justice and fairness and to pursue the rights of all in society. He believes an individualistic approach has weakness. It also relates to business and the need to make profit fairly and honestly, not at another's expense. This moral grounding is identified across the data in different ways.

The data shows that businesses are instinctively doing 'good' business, as shown in examples highlighted for work-life balance in section 5.5.4. There is also an ethos of fairness and

opportunity for all. Examples supporting this include the dance company that sought the stretchiest fabric for uniform enabling cost efficiency for growing children, alongside a discounted membership scheme and plans for scholarship awards. The motivation is that to reduce costs enables more inclusivity. Such unconscious thought can be viewed as moral judgement of what is right and fair.

Moral judgements and fairness begin at an individual level, and an examination of ethics in business identifies the role that leaders have in determining the values of the organisation in terms of ethos and culture (Ede *et al.*, 2000; Spence and Lorenzo, 2000; Fassin *et al.*, 2015). The data shows a spectrum of fairness and strong ethical principles in the actions and behaviours of the owner/managers. The owner/managers positioning of ethical principles influences the extent to which the organisation engages with ethics in its actions and behaviour.

The rights and principles of stakeholders and the community are visible through the engagement with CSR activity in section 5.4 and in this section, subsections 5.5.2 and 5.2.

5.5.1.3 Utilitarianism ethics

In utilitarian organisations and leadership, decisions are made based on the greatest good for the greatest number in terms of social effects (Des Jardins, 2020; Morrison, 2015). Many organisations in this study are small or micro businesses and the ethical principles applied are from the owner/manager. Leadership morals discussed in the previous section become the cultural barometer of organisations by which decision-making occurs. The consideration of utilitarian reasoning is a relatively formal approach when compared to virtue ethics or rights and principles (Lawrence and Weber, 2020). Utilitarianism is identified in business ethics as the basis of development of large-scale decisions that may lead towards policy and regulatory developments (Des Jardins, 2020). The formal consideration and decision making of utilitarianism is not prevalent within the data.

To summarise, virtue ethics is representative of individuals' personality construct informing decisions made and resultant actions of owner/managers. The sense of fairness and justice in the data is representative of the moral construct and can be applied to business ethics examining rights and principles. There is an expectation that the owner/manager has a strong influence on the conduct of the whole organisation and its culture, particularly due to the close nature of smaller organisations. The consideration of ethics addresses the emergent themes surrounding the values represented in the data and demonstrates the pursuit of a more equitable society.

Theme: Virtuous morality exists as a contributing factor of community engagement for SMEs as a variable according to individual organisations (Supporting an equitable society)

Identification: Traits of virtue in actions, discussion and behaviour. Motivating factors towards SR (section 5.5.2 below) and sense of fairness, and justice

This sub-section provides insights that enable progression in understanding individuals' expectations of social effects that have a dual role as a motivating factor.

Therefore: Expectation of outcome = motivator for action

5.5.2 Motivational drivers of CSR

5.5.2.1 Responsibility

In section 5.5.1 factors aligning with ethics in business practice are evident in many participants. From the data the use of the word responsibility is directly or indirectly referred to frequently when discussing the community. References include the belief that business has a social and financial responsibility towards its communities, and that community support from business is essential for communities to thrive. This is one of the strongest views and when examining Carnegie (1889), it is apparent that the social structure of a community has seen such support from business historically and to date. The body of literature charting social enterprise development and the emergence of SBSR, and its recognition of community demonstrates how such attitudes are entrenched in the UK culturally. Whilst there is a minority of participants declaring prioritisation of community support to a high level, for those that do there is a view that businesses and communities need to work in tandem as a partnership helping one another.

Reputational benefits are widely accepted in research regarding CSR and SBSR engagement, alongside cost reduction, improved employee motivation and potentially increasing sales. The data identifies that whilst this is acknowledged by some SMEs, these may not be motivators for SBSR engagement for many. The emergent perspective of the data suggests that business and its community can and should be interdependent and supportive. There is interdependence but that interdependence is unequal whereby the balance changes as organisations grow (initially an organisation relies on its community for survival and as it becomes established the reciprocal contribution from the organisation to the community grows). This furthers the critique towards the rationale of business engagement with SBSR at a community level. This motivational driver of responsibility is explained as:

Theme: Business and communities can and should be inter-dependently beneficial to one another.

Identification: Businesses and communities are partners; business has a responsibility towards its community. Organisations consider an SBSR and financial responsibility towards communities. Communities utilise the services of business and provide labour.

5.5.2.2. Business Benefits

Within the literature there is a perception that businesses only engage in socially responsible acts to obtain credibility, legitimacy and reputational gains, even within smaller organisations (Wood, 1991). The data within this study supports this to some extent with reasoning applied. For many, these are explained as additional benefits of doing what is right. From the participant profiles there is a level of transparency in terms of recognising and utilising such benefits (especially public relations for reputation gains) as well as a reserved group who were surprised and a little embarrassed when considering the use of their community-based endeavours as a promotional tool.

From the analysis it is recognised therefore that:

The business benefit of charitable giving is noted without guile and has clear visibility among many participants.

The legitimacy and success of small community-based businesses can be reliant upon their reputation and from the data this was a recurring area for discussion in smaller businesses whose client base were within the community they identified with. Legitimacy is discussed further in sections 5.5.2, and 5.6.3. Nonetheless, in terms of attitudes and beliefs it is worthy to acknowledge that business legitimacy and reputational gain are important as a motivational driver towards SBSR based on the current study and the literature shown in C2.6.4.

The final motivational area to consider from the data is the use of personal connections and business-based social networking is identified as an important element of raising the profile of some organisations through engagement with charitable works and volunteerism. The importance of these examples is recognised as being part of a business-based community to enhance the organisation's position in its industry, geographic region and competitors and peers. The charitable focus is commendable, yet the underlying motivation may be blurred between a sense of altruism and being seen at the right places to further organisational success.

Business-based benefits of social responsibility and the true intent of engaging in social activity for the betterment of communities will continue to be critiqued by scholars but the motivation is normally of little consequence to the beneficiaries of socially responsible acts, only that the motivation must continue for the outcomes and effects to reach beneficiaries. It is with this in mind that the narrative surrounding critiquing businesses' motivation for SBSR (C2.6) could and should recognise this consideration.

This poses a question for further investigation. Does it matter why organisations engage with SBSR so long as they do so? The current study does not satisfactorily address this idea and nor did it seek to, however there is opportunity to explore the value of engagement regardless of motive in further studies. Another potential area of exploration may be how motivational factors can be developed to increase the depth and breadth of organisational motivation towards socially responsible activity? The opportunity to leverage motivations for growth and expansion of socially responsible activity is potentially strong and has the opportunity for positive outputs and effects to be developed within SMEs.

The notion that businesses can and should benefit from socially responsible activity alongside the targeted external beneficiaries is seen in theory such as corporate shared value (CSV) from Porter and Kramer (2006). CSV examines strategic planning and development of embedded CSR for business and social gain in a language suggesting an audience of large corporates. A more informal targeted guidance framework would potentially be more suited to an SME audience.

Section 5.5.2 examines two motivational factors that are attributed to the attitudes and beliefs identified in the data. It does not include an examination of those that have a lack of motivation, and this should not be ignored. For some there is a perspective that to abide by the law is enough. Finally, there is opportunity to explore external motivating factors in more detail, and some coverage of specific cases is explained in section 5.5.5.

5.5.3 Altruism

Altruistic behaviours are seen throughout the data to varying degrees. Overwhelmingly the data suggests that giving back to the community is not just a pleasant act for businesses that may provide reputational benefit, rather it is a duty and responsibility that should be an important priority. There is tension between aspirations of SMEs and limited resources, and for many there is a desire to 'do more'. Notable barriers identified are the need for business survival, time, money and other resources (Lee *et al.*, 2010). The aspiration to support

communities becomes possible if such barriers are removed. The following factors enablers for altruistic action:

Table 17 - Enablers of Altruistic Intention

1.	Stability in the organisation
2.	Time
3.	Resources
4.	Virtuous leaders
5.	A motivational driver

Table 17 recognises virtuous attributes in leaders. These enablers (table 17 point 4, and 5), alongside C2.4.4 and points 1-3, table 17 show how intent may become action towards community support. Enablers for altruistic intent align with aim 3; point 3, C3.4.3, which seeks to identify the drivers of socially responsible activity relating to community.

Theme: Altruistic intent of individuals is reliant upon enablers so that intention translates to action.

5.5.4 Work/Life Balance

Work/life balance has been widely covered in the media in recent years, most particularly considering changing working patterns because of the pandemic. The extent of anytime, anywhere connectivity has resulted in an available 24/7 working culture for many. Levels of stress and burn out are at a previously unseen high and have a resultant negative effect on productivity in the workplace with stress named the number one cause of absence from work according to Miller (2017). Work/life balance is mentioned in some micro and small business participants demonstrating a greater awareness of such issues than existing literature may presume. One organisation seeks to hire employees with young children, and the director has an ethos that work should fit in with life. The ethos arises from previous work experiences and has served the business well through loyalty in employees as a response to flexibility for caring responsibilities.

We've seen first-hand what a rigid work schedule does to people. I've watched it break people. I've watched it damage people.

There is a clear sense of responsibility to look after staff and treat them well based on the participant's responses. The extent of employee and contractor support was surprising given that for many SMEs key resource constraints are often time and money. This shows a great level of value is placed upon each member of staff for many SMEs within the data. Conversely social enterprises rely heavily on volunteering and the goodwill of those around them as they usually operate with even tighter resource constraints and therefore the luxury of supporting workers in the same way may not be available.

The extent that work-life balance is addressed is variable. For some, this was not a consideration. Larger profit-oriented organisations appear to acknowledge it less within this study. What is encouraging is the level of priority given to the subject area in its various guises. This is therefore identified as a theme, shown below:

Theme: Work-life balance among employees is important to SME owner/managers.

Identification: Time, flexibility and money invested in ensuring staff are valued.

This again aligns to aim 3, where the nature of responsibility is identified and in the detail there is evidence of the inputs (commitment to flexible working being key).

5.5.5 Intangible factors for social activity in business

Culture in SMEs is connected to the owner/managers of the organisation. It is documented that the construct of owners/managers in terms of personality and personal history are contributing factors towards the propensity of SBSR engagement (C2.6.1). If there is engagement at a managerial level it filters across the organisation for many as staff are led by following examples within the leadership team. There is also evidence of personal connections as a factor for individual engagement, for example fund-raising for personally relatable charities. There is little to no evidence of how the external environment may bear a direct influence on the social responsibility of an organisation by connecting in some way with the managerial levels.

There is limited information on how externalities may influence SBSR yet there is a concentration of social enterprises in socially deprived areas (SEUK 2019). There is also a significantly higher proportion of social enterprises that are led by minority groups (SEUK 2019) demographically. This could be aligned to market forces. Where there is a demand for social enhancement that is not met through societal institutes such as councils and healthcare systems this demand is identified and fulfilled in many cases by businesses, social enterprises or charitable organisations. The rise of social enterprise coinciding with the decline of public

funding is partially attributed to the need to meet demand (Pearce, 2003; Arthur *et al.*, 2003; Spear *et al.*, 2017) and in the case where political rhetoric and funding supports social enterprise (Teasdale *et al.*, 2012) this can only serve to contribute towards such a rise, and potentially an effort to move social services into private organisations, or social businesses as defined by Spear *et al.*, (2017).

Social entrepreneurs identify a social need and under the social business model will develop an organisation whose purpose it is to meet that need. Whilst for profit SMEs are not driven by a social purpose there may be opportunities for them to examine social enterprise and adopt best practice towards hybridity in the pursuit of social development alongside economic growth. Social enterprise research examines hybridity recognising commercial practices from entrepreneurship supporting economic development and sustainability. (Huybrechts and Nicholls, 2012; Srisuphaolarn, 2013; Doherty *et al.*, 2014) It is proposed that hybridity can and should, potentially operate in the reverse too. Rather than seeking to mimic CSR in large corporations SMEs can seek to learn how social enterprise structures and business modelling facilitates their pursuit of social good. The current study does not focus on this directly and it is an area that is worthy of further examination What is realised in this study is that several responses state the beliefs, desire and values of wanting to do more.

Businesses have a duty to support people and communities.

We need to give back to our communities.

To be in business you can't just take all the time, you need to give back, especially in a community.

And uncertainty surrounding how and who to help,

We need to develop a more strategic approach to CSR.

Most of our support is prize giving, or if someone writes to us and asks.

The data highlights altruistic intent to do the right thing and be a good person, aligning with virtue ethics. In many cases the enablers noted in table 17 are not wholly accessible, which can prevent SR action. There is correlation between personalities as a driver for social change alongside the social construct and education (Jenkins, 2006; 2009, Ede *et al.*, 2000; Fassin *et al.*, 2011). Individual aspirations to give back personal construct and identification of need are potentially a combination of motivating factors towards social action that requires further

evidence to consider on a wider scale to establish the relationship between these connections and the notion of demand within the community for support.

Theme: Giving back to the community is important, yet undefined. This can be explained as reciprocity

When examining the metadata there is no clear pattern confirming whether deprivation or affluence influences SR. Organisations in affluent areas are as likely as those situated in deprived areas to engage in community-based works. Table 18 below illustrates each participants deprivation rating based on the Index of multiple deprivation (IMD, 2019) against those explicitly stating a desire to support their community. The IMD draws data from the Office of National Statistics to highlight the relative wealth of geographic areas by postcode. It uses a combination of factors such as education, employment, benefit claimants, crimes rates, and the number of children in relative poverty claiming free school meals. An area with a rating of 1 is in extreme poverty, up to 9 showing great affluence. The use of the indices illustrates the point that deprivation within the postal code area of the business does not have a direct bearing in this study on the desire to support the community. The sample data in this study is indicative only. For further investigation of the notion of deprivation having any influence on SR – particularly community-based SR - there needs to a larger sample. This is something that can be considered outside the remit of this study.

Table 18 - IMD (2019) by Participant, Includes Aspiration to Support Community

Organisation description	IMD (2019) location decile	Community Support
Food and wellbeing Service	9 th	Neutral
Wellbeing and lifestyle coaching	8 th	Yes
Digital Marketing Services Ltd (Social Enterprise)	2 nd	Yes
Employment Service for NEETs of all ages (Social Enterprise)	2 nd	Yes
Catering, Education and Therapy	8 th	Yes
Network selling health and beauty products	6 th	Neutral
Landscaping and Gardening	6 th	No
Sexual Health service (online) Social Enterprise	7 th	Yes
Gambling Addiction support and training (Social Enterprise)	9 th	Neutral
Mental Health Consultants and Trainers	3 rd	Yes

Health and beauty spa retreat	9 th	Yes
Independent gaming retailer	4 th	Yes
Refurbishment of classic scooters for resale	Unavailable data	Yes
Event and Venue planning services	3 rd	Neutral
High-end garden equipment retailer	3 rd	Neutral
Property development and maintenance 1	9 th	Neutral
Clothing retailer (social enterprise)	3 rd	Yes
Sewing company and leather industry consultant	9 th	Yes
Dance and Performing arts school	4 th	Yes
Kitchen and bathroom design and installation	3 rd	Yes
Dancewear and ladies formal/ wedding retailer	2 nd	Yes
Plastic recycling co	7 th	Neutral
Property development and maintenance 2	5 th	Yes
Telecommunications and Broadband services	7 th	Yes
Logistics and distribution warehouse	7 th	Yes
Train refurbishment co	7 th	Neutral
Estate Agency	7 th	Yes
Professional Football club	6 th	Yes
Manufacturer of electronic connectors and software	7 th	Yes

Theme: Personality, social construct, experience and values influence a culture of social responsibility in organisations

Theme: Giving back to the community is important, yet geographic community affluence appears not to have an influence on this

5.5.6 Stakeholder theory

Stakeholder theory is well documented in the context of CSR and the debate for SBSR continues this alongside social capital theory. (C2.12; 2.13) According to stakeholder theory community can be explained as a stakeholder with a vested interest in the success of its businesses and for businesses to have a vested interest in the success of its communities. The data collected demonstrates that community is worthy of attention, support and for

organisations to have a relationship with. These attitudes support the perspective of CSR stakeholder theory that community is a stakeholder of the 'firm'. At the level of SMEs however the relationship is more personal and there is a sense of belonging felt, followed by the altruistic sense of responsibility and 'caring' in a more personal way than larger organisations.

We have a responsibility to our community.

It helps to be part of that community.

The level of management and monitoring, (as shown in Mendelow's Matrix 1991), between business and communities is therefore worthy of consideration. The data in this study shows that different communities (participant defined) are recognised, and that organisations have links that are shown as a variety of relationship types. Identifiable relational factors can be shown as:

Table 19 - Factors of business and Community Relations

Community – Business Relational Identification	
1.	Responsibility of business towards communities (looking after - parenting)
2.	Giving back to communities (who provide custom a(Reciprocity)
3.	Communication can legitimise businesses particularly through social activities (Legitimacy)
4.	Business – Communities are identified as a partnership (Mutual? Requires equality of exchange)
5.	Consideration and inclusivity are important between businesses and communities (Sense of belonging)
6.	Communities as a networking opportunity

Examples of statements made include:

I want to give back.

We want to be seen as approachable and supportive to the local community.

We see the community as being far outreaching.

We try to find a common denominator (working with businesses for community support).

These factors combined are important towards the discussion of how SMEs define communities and are utilised to contribute towards the discussion of 'who is the community' from a management research perspective. The work of Spence (2016) in reframing Carrolls pyramid adopts a different perspective of recognising community relations and considers the unidirectional connection from business to community in terms of social responsibility. It is important to observe the nuances in the statements made surrounding giving back whereby the relationship is one of reciprocity and exchange of (mostly) intangible assets (legitimacy for the business and development for communities).

The notion of shareholders versus stakeholders as a CSR-based discussion of tensions in views is different to that of corporates. Shareholders within SMEs are more likely to be through limited partnership agreements, family run businesses and co-operative arrangements. The tensions therefore are more personal. There is a tendency to look after family first, which is recognised in Spence *et al.*, (2018) when examining SME hybridity. Such personal connections alters the dynamics of relationships between shareholders and stakeholders in these circumstances. Decisions to engage in community-based activity that is not mutually agreeable can lead to unrest, or disadvantage shareholders causing personal tensions as well as professional.

The need to survive and thrive as a business is a basic commercial requirement. To enable a living wage from that business is the same. This can support explanations for businesses that are smaller, have less resources and time struggle to engage with SBSR. The personal connection that exists in many SMEs between shareholders and the organisation itself makes the tension between supporting stakeholder groups such as the community more visible. This visibility is important according to the data in terms of the costs of support versus business efficiency. For some the ability to build legitimacy and reputational gains makes the investment worthy, for others there is a culture of philanthropy through altruism. The important aspect of successful community support appears to be unanimity and support for the organisational endeavours.

5.5.7 CSR for PR

There is a perspective of CSR that it is a public relations opportunity for businesses more than it is an ethical choice (Frankental, 2001). There is evidence that SMEs do publicise their socially responsible activities, and many of those publicising activities believe that to share such information is not a bad thing to do. It is identified in the current research that there is a

business benefit to charitable giving without guile and a clear view of how the business can gain by sharing 'good news' stories.

The data in this study shows varying levels of promotion of the activities that the participants engage in. It is generally acknowledged that it will not harm the business in most cases if good works and philanthropy are part of the marketing message of the organisation. In fact, it can contribute to business legitimacy, reputation building and potentially business networking.

The things that we do tend to help staff morale and they also provide a marketing opportunity.

In some cases, the nature of philanthropic activity or intervention programmes may need to be deliberately hidden, or at least to remain outside the marketing domain of the business.

We give some private support that is not promoted due to the nature of the organisation (women's refuge for example).

The notion that CSR is potentially all about PR (Jahdi and Acikdilli, 2009; Frankental, 2001) has been considered in research. Within this study there is recognition of its benefits, however the benefit of promotion appears to be one of a range of factors that contribute towards business decisions to engage with CSR processes and activities. It could be argued that as SMEs recognise the benefits of PR they are entering a more strategic approach towards SBSR as it becomes a vehicle for their establishment and growth.

5.5.8 Tension in views

The data highlighted that there are two distinct views from participants.

1. CSR and Philanthropic activities are separate and treated as such.
2. CSR should be embedded within an organisation.

On point one there is evidence that for participants community support is philanthropic and discretionary. Charitable donations, foundation support and gifting are typical activities that usually have little or no bearing on the main activities of the business.

We often give prizes to the school raffle, and that helps our name to be known too.

I would like to look at a foundation to support grassroots sports and give the opportunities I had.

Point two considers CSR as part of the business operations and execution. The provision of mobile phones to charity and electronic recycle programme engagement for a

communications company is one example. Another example is the German manufacturer who seeks to provide training and development to young people enabling community education and succession planning for the industry.

Business cost efficiencies in the provision of community support through socially responsible action are observed when compared to giving and gifting (I.e., there is more value added to the community based on the services and expertise). These activities could be ascribed to business following the shared value concept of Porter and Kramer (2006). There is business, and community benefits to be obtained in a resource efficient way whilst also helping society (or the community) in some way.

In consideration of the findings within this section there is a rhetorical question that arises. Does it matter what the rationale for engaging in socially responsible activities is for organisations, so long as they do engage?

The opportunity to become involved in the purity of motives to be 'good' and do 'good' is interesting to encourage momentum, however if motives are for commercial and reputational reasons then does this make the positive outcome less valid?

This observation may provide a platform for further research into motives to leverage ongoing and further support for social responsibility.

5.6 CSR, Stakeholders, and Social Capital?

The data provides evidence that for socially responsible activities there are certain conditions or criteria that exist, creating the environment that prompts action. Section 5.6 explores these and recognises the need for such conditions and how they are recognisable as a driver of socially responsible action.

5.6.1 Social Capital

Social capital and SBSR are discussed in the literature (C2.12) whereby social capital theory is seen as rationale for social responsibility. Social capital theory suggests that capital of 'good favour' may be obtained and built through our social interactions (Jacobs *et al.*, 1961). Business networking is a typical example of efforts to build social capital where likeminded individuals meet for a common purpose. This is arguably contrived, and there is a view from the data that suggests a mix of approaches where the outcome is social capital building. Granovetter (1985) examines four aspects of social capital including localisation, integrity of, synergy between and connectedness. Improved travel and communications since this time has made the relevance of localised networks less important, which is seen in industry such

as rail where nationwide networking is needed to maintain social connections for business purposes.

We have the first Friday club, which is every month in London and people will travel for it.

5.6.1.1 Evidence of Personal Social Networks.

Personal links from the past or those that are known from activities outside the working environment contribute towards personal social networks. These networks have shown themselves to be enablers of commercial activity (supplier relations, customer acquisition and employees are notable in the data) as well as enabling socially responsible activity through collaborative groups to support community needs, such as homelessness and vulnerable children were accounted for in the data. There is evidence of community development built from the use of social capital and personal networks in social enterprise and SMEs such as the rugby club example in connection with the business community.

Personal social networks can contribute towards organisation achievement of goals for social development.

5.6.1.2 Evidence of professional networks

Professional networks are evident in a range of guises in the data. These include recognised institutions such as the Chamber of Commerce for the local area and professional networks developed to promote philanthropic activity as part of business responsibility (includes Women in Philanthropy – Rutland, and specific charitable collaborations). One example is seen in C4.4.3 where CSR related activity is based on philanthropy through business networks.

5.6.1.3 Evidence of organic business activity

This approach is natural and without any form of agenda. It is identifiable where business leaders build positive relations with customers, suppliers and staff in a supporting manner. There is evidence of personal relationships leading to the engagement of philanthropic activity as a way of supporting specific individuals. For example, raising money for a charity where sight is lost in children; the support of cancer charities, and others where employees have had personal experiences of charitable support for people close to them. This leads to the ongoing support based on employee and customer connections. This is evidence of social capital building through positive social interactions and relationship development within the formal structure of the organisation and key stakeholder groups (C2.6.3). This social capital is utilised and demonstrated in a way that offers a positive outcome for the personal relationship and

for the beneficiaries of such efforts. From the data in the current study it is solely philanthropic activity that is identified as a result of social capital built, however this does not mean that other forms of socially responsible activity may not be recognised as a result of social capital building.

From these three categories and the conditions under which social capital is built there is evidence to support the need for personal connections through a range of social relationships to develop social capital, and that social capital can be one of a range of drivers towards philanthropic social action.

Referring to section 5.3 it is evident that communities are not just the local vicinity according to the data. For many participants there is recognition and self-identification of multiple communities for the organisation. Community multiplicity is recognised by Spear *et al.*, (2017) and the non-place community is now well documented. The connection between community identification and social capital could be aligned to suggest that an organisation will support the communities it identifies with, has strong social interactions with and wants to help. For example,

The whole company got involved and help to support Fred as he wanted to raise funds to support charity that helped a family, he knew whose child was very sick.*

**Name changed for anonymity*

Theme: Social Capital is a driver for philanthropic activity.

Potential research question for future research:

- Is Social Capital solely aligned to individuals within groups that organisations identify with as their communities?

5.6.2 Impact and effect

Understanding impact and effect of social responsibility is problematic is discussed within the literature (C2.10.2). The ability to measure intangibility and to define uniform boundaries around social endeavours is difficult for corporations with strong resources at their disposal. SMEs have limited resources and money making social impact measurement more challenging. Nonetheless there are varying efforts to seek to identify the effects of socially responsible activity evident in the data. The discussion that follows recognises the effects of socially responsible activity from the perspective of the organisations perspective. It

addresses aim two by observing the social effects and outcome of SR activities with the local communities.

The data shows many participants engaged in philanthropy felt that there is a social benefit through charitable support received by the direct beneficiaries and their extended networks. For example, families attached to the organisations that are in receipt of charitable services. This is where the boundary lies in terms of recognising benefits of action into the wider community according to the data. The literature presents the notion of a ripple effect of social support extending beyond and into society.

Therefore, a 2-stage extension of beneficial effect is recognised by philanthropic organisations

1. Direct Beneficiary - Flow of resources mediated by bridging social capital between business and the intended beneficiary.
2. Beneficiary's extended network of users and families - Secondary flow of resources mediating by bonding Social Capital between beneficiary and family/friends.

One organisation had a reporting system in place to capture data observing impact. This organisation worked on a university research project developing impact data management systems for social impact. The organisation found the level of visibility (for the nature of their business) enabled KPI targets, and data providing justification of funding grant application was available through the system.

.... did the outcomes for us, and I believe we are one of the few that actually kept it up and every year we've learnt a lot.

There is a lack of targeted strategies to achieve outcomes and effects for many socially responsible activities. This is not unexpected based on the literature of SMEs, especially smaller organisations (C2.5). The literature affirms larger SMEs are more strategic in SBSR and SBSR is more formalised, Jenkins (2009). This aligns with the data in this study too. The sample included SMEs wanting be more strategic by embedding SBSR across the whole organisation, and to be focused as to how best the organisation can support social development. This is outlined in the findings and highlights the desirability of organisations to achieve maximum effect for their efforts.

There is a need for employee support that is noted, namely to have a calm and productive work environment there is a need for a motivated workforce and vice versa. This can be explained in the context of SBSR through a range of the findings, including, the team building

activities of the transport firm, the volunteer scheme in progress for the electronics manufacturer and workplace charitable support promoting social gathering. These contribute towards motivation and team cohesion, and this is noted as a positive effect to the workplace community (identified by some participants).

Table 20 - Community Effects of Social Responsibility

The observations of the effects of SR activity for the community are	
1.	2 types of beneficiaries are observed within the boundaries of support having an effect (direct beneficiary or targeted individual(s), and secondary beneficiary, direct connection to the direct beneficiary/ targeted individual(s))
2.	There is little awareness or knowledge of reporting or managing data on the effects of SR activity within the data
3.	Most SMEs within the data like to support activities, but few are strategic in their approach
4.	A calm and productive workplace community motivates a workforce

Theme: SMEs lack awareness of the effects of SBSR action yet like to support SBSR in the belief that it has a positive effect.

5.6.3 Cash Flow and Growth

Smaller organisations have a lower chance of surviving due to lack of capital and resources available. The phrases following are emphatically supporting the prioritisation placed on financial health within the sample.

There are a couple of businesses like that who are key to our success (clients).

In order to stabilise the employment for our employees we're looking at branching into other areas.

Financial stability is crucial for businesses and without this there is a comparative reduction in focus for profit-oriented SMEs towards social responsibility. This section aligns with aim 1 where the nature of SR is observed in the sample. There are different stages of stability represented within the sample and those organisations in a secure financially sustainable position appear to be stronger in SBSR.

We are fortunate to be in this position.

We are in a stronger position and to set up a foundation is something I've thought about for a cocktail of reasons.

Emerging themes:

Survival, Sustainability (financial), stability, self-sufficiency, critical survival, economic success

There is discussion surrounding the growth of businesses and the importance of community in supporting that growth. Community is identified as 'customers' for some participants and there is the geographic community for consideration too. For some organisations there is strong overlap between the two (the estate agents, sewing business and cookery business for example). There is a correlation between good community relations and business growth observed by participants. Community relationship development is sought by participants through the gifting of vouchers to local raffles, raising the profile of the business and gaining business legitimacy within the proximity. The three emergent themes combined show a need for growth from the perspective of both the community and the business. Therefore, it can be said that combined the following applies.

Theme Growth relies on communities and legitimacy from those communities. Communities rely upon growth and goodwill from its organisations.

There are considerations for discussion on this theme such as the possibility of informal mutual connections, levels of interdependence and intrinsic connection between economic and social growth. It should be noted that mutuality relies on an equal balance within the relationship between organisations and the community and there is a lack of evidence to test or explore this for this sample, therefore interdependence is a more appropriate term as it allows flexibility in the potential imbalance of need and giving between the two.

5.6.4 Business Sense

Following on from the previous section there is a relationship between socially responsible activities and business sense that is drawn out in the data, although not explicitly recognised in most cases by participants. Cost reduction schemes such as energy efficiency are often cited as financially and environmentally positive. It has been identified that for legitimacy and relations supporting communities can be positive in several areas. In section 5.5.3 gifting of items, or services as prizes is recognised as positive to the community and to the business, and in section 5.4.1 philanthropic business networks are demonstrably combining business with community support. There are also initiatives such as environmental clean-ups

surrounding business premises that support a positive brand image. Business sense is interwoven into SBSR and is recognised as a positive condition towards socially responsible activity. One organisation explains they are results driven based on the duality of economic sustainability alongside positive social outcomes. This philosophy is one that could be applied effectively across all types of SME if there is intentionality and other SBSR conditions are met to enable it.

Theme: Good business sense facilitates justification of SR activity

5.6.5 Feelings and Emotion

From the recordings a summary of feelings and emotions follows. These observations are included in the final stages of analyses as part of understanding the tone of the transcribed text. Using observation notes and transcriptions the following codes are identified from the emotions of the participants using an iterative process of reviewing, and grouping observations into the themes following (Mann, 2016; Gioia *et al.*, 2012).

Owner/Manager Passion and Excitement:

1. Passion for the business services/ products
2. Passion for the social mission
3. Passion for the organisation to which they belong.
4. Passion for the organisations supported.

Owner/Manager commercial concerns

1. Concern over business sustainability
2. Lack of desire for growth – happy at the present size
3. Excitement at growth opportunities

Owner/Manager SR feelings

1. SR responsibility is with others in the supply-chain
2. SR is a PR tool.
3. SR is important.
4. What is SR? – Confusion

Owner/Manager Community feelings

1. We are a member of the community.
2. We need to support our community.
3. We don't really have much to do with the local area.
4. We rely on the community, so we need to look after it.

The recognition of tone, expression and language can contribute towards understanding attitudes and values. The feelings and emotions of the sample underpin some of the themes within this section. For example, the 'need' to support the community aligns with the desire to 'give back' and places a high level of importance towards community support from participants that suggests there is a desire for reciprocity. There is a case to suggest that where there is intentionality, and if other conditions for SR are met, this develops into SR action. The right support for organisations in this position could become a driver of further community-based SR activity. The combination of the existing work being achieved by participants of the study in community support, and the desire and aspiration for them to support communities, whilst managing constraints is challenging, yet many SMEs have shown an opportunity for education and awareness to support social development in the community, as well as to build capacity with and for SMEs in achieving their goals.

Theme: A sense of belonging and feelings of enthusiasm towards identified communities promotes support for those communities

The following section progresses the holistic outcomes of the data corpus and examines datasets and the nuances of participants within defined dataset groupings.

5.7 Comparing datasets

The range of participants for the study deliberately seeks to be representative of the range of SMEs that typically comprise our economic systems (e.g., more micro and small businesses that medium and from a range of industry's). It also seeks to observe social enterprises, as they are notably different in terms of their purpose. Social enterprise has learnt lessons from commercial SMEs to promote economic sustainability (Doherty *et al.*, 2014). Their inclusion in this study was to identify their behaviours towards CSR relatable activity, and to observe whether lessons could be learnt from social enterprise by commercially focussed business to develop social activity.

This section divides the data into sets by geography, business type, business industry and size to identify comparisons that show different and universal approaches towards the relationship with the community, CSR behaviours, location and social enterprise and commercial businesses.

5.7.1 Social Enterprise and Profit-oriented SMEs

The first datasets to be explored for comparison are social enterprise organisations and profit-oriented SMEs. The datasets are generated based on the participant's self-identification of their business 'type', and the social enterprise organisations comprise differing legal

structures, for example Limited company and Community Interest Company, although they fit with the definition of the private social business model from Defourny and Nyssens (2017) and Spear *et al.*, (2017) and operate with hybridity. No other criteria are applied towards the creation of these two datasets.

When examining how each dataset defines and identifies their communities the following themes emerge.

Table 21 - Community Identification

Profit-oriented SME	Social Enterprise
Employees	Local geography
Business Networks	Beneficiaries (of social endeavours)
Society	Beneficiaries extended markets (e.g. family)
Clients/ customers	Local business network
Local geography	

Perhaps unsurprisingly Local geographic area and business networks feature in both lists. Many social enterprises are formed through the identification and address of local issues that public sector infrastructure is unable to, and so the local geographic area can act as a driver towards the foundation of social enterprises. Further, many smaller profit focussed businesses exist to serve a local clientele. Examples within the dataset include dance classes, gardening and maintenance works, web services and many more. There is therefore a vested interest in the local community for both datasets.

For profit-oriented SMEs to participate in a business network is to raise the profile and legitimacy of the organisation within the descriptive ‘business community’ (Lyon, 1999). It provides opportunities to talk ‘shop’ and build bonds that facilitate social capital development and network structure development. The social enterprise business network benefits are not quite as obvious. Many social enterprises are still reliant on partial or complete investment funding through grants, and financial awards. The business network that is evident in the dataset is often led by participating in groups that enable the application and acquisition of such funding. There are exceptions that operate in a Business to Business (B2B) sales capacity for services provided where the participation and identification of business networks as a

community is comparable to that of profit-based SMEs. For most social enterprises the business community is seen as an opportunity for funding rather than transactional or for knowledge exchange.

Social Enterprise organisations focus closely on the community(s) of their beneficiaries and extended beneficiaries of their social mission. This is not comparable to profit-oriented SMEs and the closest potential comparison would be involvement with beneficiaries of philanthropic activities. This is observed in one participant only. The term 'community' is applied to beneficiaries of social 'good' for two reasons. One is that social enterprises are often formed to address geography-based community issues, therefore the geographic location and beneficiaries become intertwined. The other is that the driving purpose of the organisation is to help others, therefore it is sensible to recognise the individuals and extended groups that are being helped in the manner of a community within their own standing. This draws upon the notion of community identity and support seen in Bessar (2012), where community is close-knit and supportive, and the work of Lawrence (2019) who proposes new 'types' of community exist, alongside Bradshaw (2008) who explores the criteria for the descriptor 'community'

Profit-oriented SMEs have identified employees, society, and clients/customers as community groups. The level of importance of employees and clients/customers to the success of a business is high. It seems logical therefore, that the participants see these as close groups with a common bond that they describe as a community to the business. There is an exchange in these relationships whether transactional in the case of clients/customers, labour/payment based, or on a broader level legitimacy seeking from the broader community with support for the community. There is benefit in these examples to all community groups that is usually tangible and bi-directional, although potentially disproportionate in terms of balance of exchange. Social enterprises identify community groups that are central to their social purpose. There is limited reciprocity in communities for social enterprises, an example is beneficiaries to the organisation directly, and the motive for the social enterprise for such groupings can be likened to the benefit of wellbeing identified through altruistic purpose. For both social enterprise and for-profit SMEs there is identification of common bonds for each community grouping.

5.7.1.1 Stakeholders and Community business

When reviewing the groups that SMEs and social enterprise identify as their communities it is observed that those community groups can also be described as stakeholders of the business

in some cases. Participants do not observe this connection explicitly, but each community has a purpose and connection to the business in the manner observed by stakeholders and vice versa. This sub-section examines the community groups, or stakeholders and the dynamics of the relationship when considering SBSR between those groups.

5.7.1.2 Socially responsible behaviours and action

The datasets are quite different when comparing the socially responsible behaviours that each set engaged with. Tables 22 and 23 summarises the activities of each dataset.

Table 22 - Profit Oriented SMEs Activities and Beneficiaries

Stakeholders	Activity	Output	First Beneficiaries	Line
Employees	Team building/ social initiative	A unified team that works together well	Staff and Employer	
	Flexible working practices	Enables a positive work life balance	Staff and their families. Employers	
	Local recruitment strategy	A workforce that has limited travel time	The staff and the employer if staff are needed quickly. The local economy.	
	Good working environment	Happy staff and employers = productive	Employees, Employers	
	Efforts towards motivation and development	Staff are more skilled and productive	Employees, Employers	
	Positive, supportive culture			
Customers/ clients	Right solutions (not dearest)	Builds reputation and instils customer confidence	Customer, business.	

	Client cost saving initiatives	Improves value for customers	Customer, business
Charities	Philanthropy through donations, volunteering, foundations	Builds reputation and legitimacy Provides support to enable positive social impact	Business, recipients of support and their extended client groups and families
Geographic Community	Engagement through business networks and philanthropic networks	Builds reputation and legitimacy Provides expertise and knowledge to the community	Business, Community at large, Organisations involved with
	Provision of work experience opportunities	Provides opportunities for local young people	Individuals involved primarily
	Educational engagement (e.g. school's visits)	Provides education for local young people	Visitors to the businesses primarily

Table 23 - Social Enterprise Activities and Beneficiaries

Stakeholders	Activity	Output	First Line Beneficiaries
--------------	----------	--------	--------------------------

Beneficiaries of social mission	Fulfilment of social purpose	Social benefit aligned to social mission	Variable according to purpose. Vulnerable and marginalised members of society
Environment	Action for environmental sustainability	Positive gains for climate change	The ecological environment

When comparing the behaviours and activities of the two datasets the variance of activity is far greater in profit-oriented organisations. This demonstrates a wider range of stakeholder groups benefiting from socially responsible activity. Additionally, many of the activities have a reciprocal value to the business itself within profit-oriented firms. The outputs of activities and combined beneficiaries further reinforce the proposition that a joint win is sought by the profit-oriented SMEs in many cases. One example is philanthropic activity where it is openly stated that business connections can and have been forged as a direct result of engagement with philanthropic activity, alongside utilisation of public relations opportunities. This 'willingness' to use SBSR through promotional acts suggests the reticence seen in earlier research of SMEs' and CSR has abated.

The narrow focus of social enterprise organisations by contrast is stark and shows the potential detraction from the broader SBSR agenda that these organisations have in pursuit of their social purpose or mission. There is a single-minded focus that may be a factor towards their overall social development arising from social enterprise based on the data.

Employees feature strongly in socially responsible endeavours for profit-oriented SMEs and this further reinforces the view that duality and interdependence are important. The actions taken showing care for employees beyond legislative requirements are seen to provide a benefit in terms of motivation and productivity. Those same actions support the wellbeing and personal development of employees. The rationale of additional support for employees is strong and demonstrates how investment in this way supports positive outcomes.

The recognition of the need for business legitimacy is highlighted in C2.6.2 and many of the public facing activities that can be attributed towards CSR behaviour are visible and support the reputation and grounding the organisation as a community member. Prime examples include participants engaging in local community groups, whether business institutions such as the chamber of commerce or philanthropic organisations such as the Rotary Club. The

upstanding member of the community (local business owner) sharing expertise and investing time can become a pillar of that community with the business that they are attached to increasing its profile as reputable, trustworthy, and legitimate.

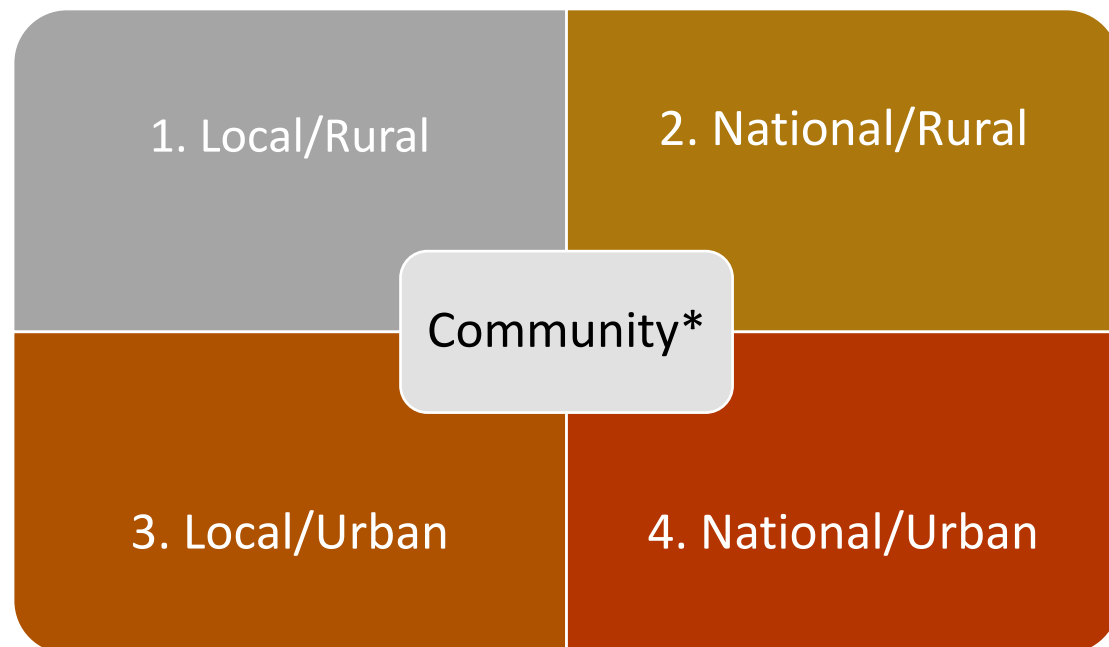
5.7.1.3 Community affiliation

The examination of both datasets provides parallels in the extent to which organisations have an affiliation with their communities. Each dataset has a range of views according to the extent that they identify with the local geographic community, and it appears that the purpose and nature of the organisation has a stronger connection with the relationship held with the local community, as well as the social construct of the owner/manager. There is a sense of belonging identified in both datasets between participants and communities, usually based on personal upbringing within the local area of the owner/manager. There is closer alliance and interaction with the community where businesses are serving that community. Examples include, the estate agents, sewing company, and property development company from the profit-oriented businesses. From social enterprise organisations the training organisation for long term unemployed, and the retail outlet show a strong sense of belonging. The largest difference between social enterprise and for-profit organisations is the breadth of socially responsible activity noted in 5.7.1.2.

5.7.2 Geographic comparisons

The geographic areas of the sample were predominantly Northampton and the surrounding areas. There was a deliberate decision to broaden this to begin to identify early comparatives. Gioia *et al.*, (2012) suggests that in the smallest samples analysis and theory can be developed and so to explore cross geographic comparisons was an opportunity that was taken to add value to the study. The ability to show urban/ rural, local/ national, and affluent/ deprived comparatives was useful in identifying nuances of the external environment in which business operates. Like many areas of review in this study the exploration raises more questions than it perhaps answers, nonetheless the themes arising shed ideas that to date have had little exploration in the literature.

Figure 12 - Data Comparison Matrix by Geographic Area



5.7.2.1 Local – National – Urban – Rural

Figure 12 above shows a matrix developed to categorise themes arising according to each description within the matrix. This is explained in detail within this section.

When examining each combination in close detail there are pre-defined themes identified within the dataset that are prevalent showing some cross over between geographic ‘types’ as well as differences. To categorise the datasets ‘Local’ is determined as within the county of Northamptonshire. ‘Rural’ is determined as a location that is not a town nor a city. ‘National’ is outside Northamptonshire, and ‘Urban’ is a town or city. This is based on postal areas. The question examined in these datasets was:

“Are there differences in the way that community is viewed, and engaged with according to location?”

Box 1: Local and Rural organisations

Organisations that met the criteria for this dataset showed the following emerging themes.

- Multiple communities identified
- Serve the geographic community
- Suggest clients are a community
- Social networks as flow of resources between organisations and beneficiaries
- Close relations and belongingness – organisations with their staff and community (familial)

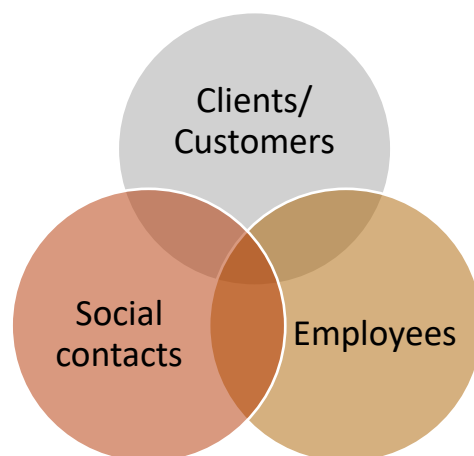
- Strong level of local and national philanthropic activity

The initial data corpus analysis has identified these areas and discussed each at length. To sum-up the organisations that exist within the local/rural sphere the following statements apply.

1. Community is familial and businesses exist to serve their communities in a professional and social capacity.
2. Philanthropy is identified as important in serving the local and national community.

Identifying community as familial is representative of the close connections that organisations have with their staff and clients. The role of the organisation in that community as SBSR develops is one that in a familial capacity would potentially align with parenting based on the gifting, support, and desire to help communities. The descriptions underlying the sense of belongingness and explanations that staff and clients are integral to the community as well as social networks can be represented as follows:

Figure 13-Relationship Between Local and Rural Organisations and Stakeholders



The roles of individuals in these community groupings are interchangeable. One example to illustrate this point is that for the sewing company, their clients and their employees are also the parents in the playground at the school which their child attends. This demonstrates a coming together of individuals for a range of purposes regarding both the organisation and the owners place in society. A venn diagram is therefore appropriate to demonstrate these interchangeable roles within local and rural community-based organisations.

Box 2: National and Rural organisations

Organisations that met the criteria for this dataset showed the following emerging patterns:

- Business survival first, then support for the community

- Supporting local economies is important
- Recruiting locally is a way to support local economies
- Communities need business support.
- Philanthropy is the most common form of support

The commonality between this dataset and Box 1 is that both examine rural locations. This dataset looks at organisations outside Northamptonshire. There is commonality in the recognition of need to support communities and that philanthropy is the most common form of support given. The emphasis for this dataset leans towards the economic role of businesses with the need for business survival and local recruitment to support local economy. The dataset is small, and further examination of rural organisations in their entirety may demonstrate that at a national level all the emergent themes for boxes 1 and 2 are relevant to one another. Based on the analysis of this study and the methods employed the themes emerging can be summarised as:

1. Philanthropy is identified as important
2. Communities need business support

The first theme aligns with the dataset comprising box 1. The second theme is drawn from the emergent themes as representing both economic and other socially oriented support. The narrative observed around the need to support communities economically first and the requirement to be economically stable as an organisation is important to acknowledge. It is the need for business survival that has prompted many social enterprise organisations to seek their own commercial income. Once an organisation is economically stable it can consciously observe where and how additional support can be provided. In both box 1 and box 2 datasets philanthropy is the primary level of support. This could be attributed to need identification with local requirements, although national philanthropy is observed in box 1. It could also be acclaimed as reward to the community, aligning with further discussion on giving back to the community and the idea of wanting to reciprocate community support towards the organisation.

Box 3: Local and Urban organisations

Organisations that met the criteria for this dataset showed the following emerging patterns,

- Multiple community groups.
 - Local Businesses in geographic vicinity – e.g. industrial parks/ high street
 - Geographic residential community
 - Public sector links

- Business networks based on industry
- Belief that business has a responsibility towards community and a desire to 'give back'.
- Recruiting and developing links with education locally is important.
- A sense of belonging exists in local owner/managers.
- Philanthropy is conducted locally and nationally as a primary SR activity.
- Community groups exist to the social benefit of the local area from profit-oriented and social enterprise organisations.

Where box 1 showed three community groups and highlighted overlap between these community identification within local and urban areas adds further community groups increasing the complexity of such mapping. Social networks, employees and clients are emerging themes in terms of community identification across the data corpus. For the local and urban section of the geographic matrix the identification of community groupings extends further.

Figure 14-Community Groupings Across all of Dataset

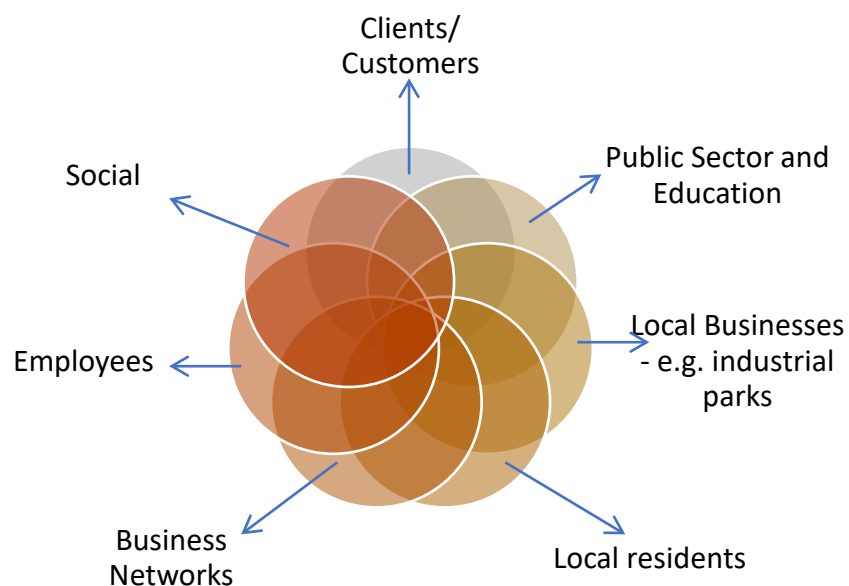
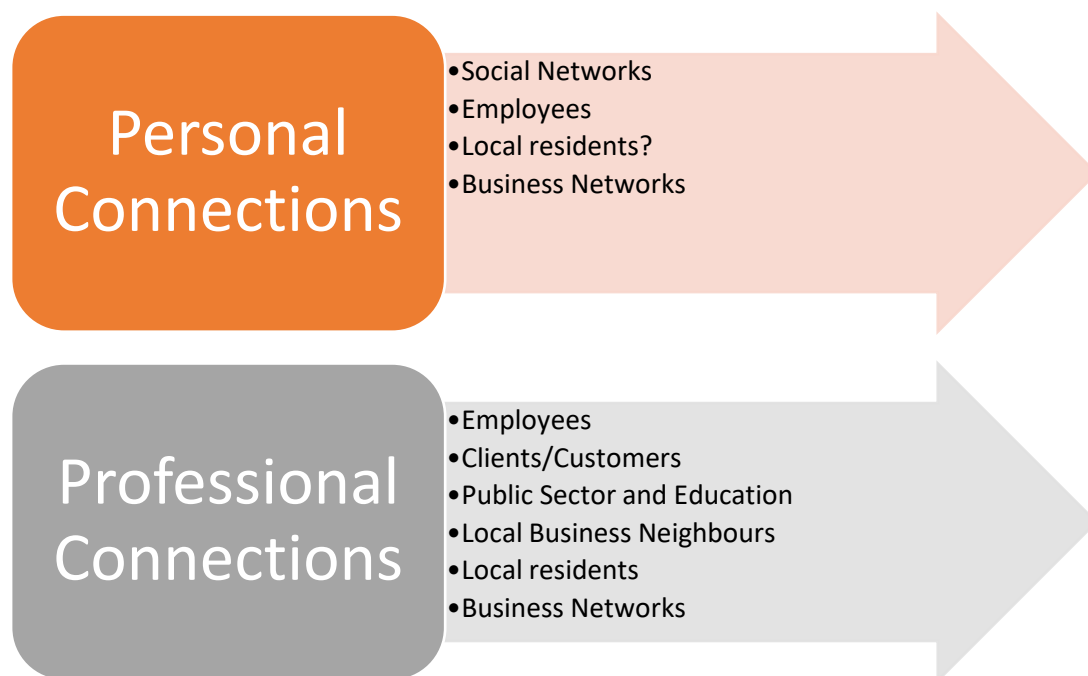


Figure 14 shows identification of community groupings is more varied when examining organisations in urban locations within Northamptonshire. This is possibly indicative of being in a built-up area with stronger road links and accessibility to additional community groups. The difference in the identification of community groupings is worthy of further exploration as it contributes towards what community means to SMEs contextually, and demonstrates how smaller firms engage with community. Such insights have the potential to identify how

engagement can be improved for social development (examples may include efficient resource allocation to maximise social change or knowledge transfer through groupings such as business networks etc.).

Figure 15 shows a continuation of figure 14. Both assume there may be overlap within and between each of the community groupings identified. Whilst there is some evidence of this in both groupings, it is not consistent across the data for urban postal codes. Therefore, the classifications recognised within the data of community groupings to which SMEs belong can be reframed as follows:

Figure 15- Identified Community Groups from Local Urban Responses



It is noted that the community groups identified can also be described as stakeholders. This could be significant when considering the relationship between SBSR and stakeholder theory. This notion is developed further in C6.4.

The other emerging themes surrounding belongingness, responsibility for businesses to 'give back' and the importance of developing links with education can be amalgamated into one theme.

Theme: Community Parenting

The use of the term 'parenting' is an acknowledgement of the sense of responsibility and the personal affiliation that respondents have expressed in the data. The notion to 'give back' suggests the community has given to the organisation. Arguably local clients have done so by

giving those organisations their custom, yet the custom is transactional – in exchange for goods or services – therefore both parties are ‘equal’. Yet the organisations still want to ‘give back’, in thanks for custom? This is a likely point, yet customers show loyalty in thanks for good quality service and products. This could lead to a question over whether organisations feel they have a role whereby they need to look after their communities. Laudel (2019) examines the idea of care giving, and combined care giving, a sense of responsibility and a desire to look after communities can all be attributed to parental sentiment.

To be a responsible business is arguably intrinsically linked to showing responsibility towards the community. If an organisation identifies a community to whom they belong, then there is a sense of responsibility towards that community in that an organisation needs to participate in looking after their community. To look after the community in such a manner almost assumes a parental role, and the affiliation that some respondents have with the public sector suggests that involvement with policy development, employment development and knowledge transfer provided pro-bono are demonstrable of this too.

The theme arising surrounding local and national philanthropic activity is reflective of that seen in box 1 whereby philanthropy is the strongest of socially responsible behaviour seen and this appears to have little connection with the vicinity and location of businesses, rather it is much more personal.

The community groupings identified are seen in different organisational types. One example is those respondents located on industrial and business parks. There is a relationship between different organisations that co-exist in these spaces. There are formal and informal connections between such organisations. Informal examples include the use of one another’s services or goods at reduced rates, and sharing resources as needs arise (e.g., parking/facilities during office works etc.) Formal examples include the development of a business park committee to campaign against social issues and crime on the park, and to develop the standard of the park in terms of facilities and services for residents. The formal structure has resulted in cooperation with police and council services to reduce local crime and to improve the range of eateries available.

The idea of business and industrial parks coming together across different organisational types and industries with only their location as a common factor relates back to Gilchrist’s (2009) view of community. Gilchrist (2009) suggests that communities exist because they have a reason to exist. It could be that there is common interest, experiences or locations. It can be a combination of these areas. In the case of residents of formal business structures, it appears

that the formal and informal development of relationships lends itself to the development of a community based on location and a desire to reside in a 'good' location. This aligns with the work of Bradshaw (2008) who recognises that community does not need to centre on place, however place still matters and that belonging to multiple communities is likely based on interest, locality and other factors.

Theme: Community exists based on common factors of interest for SMEs (whether location, experience, desire for change etc).

Box 4: National and Urban organisations

Organisations that met the criteria for this dataset showed the following emerging patterns:

- Organisations did not explicitly identify with local geographic area as a community group.
- Client networks are recognised as a community.
- Local support and giving back to the community are important.
- To serve the local community first is important.

The range of responses that are emergent in this grouping are slightly contradictory. Whilst the local area was not recognised as a community there is a clear affinity shown towards it shown in the desire to provide local support and to serve the local community.

The dataset in this part of the matrix showed a diverse range of businesses based on their organisational structure, which may have affected some of the comments. The organisations that were small and geographically dispersed had a low level of affinity to their community, yet those that were larger, and those that existed in few or just one location outside Northamptonshire showed a stronger connection to the community and the extent to which there were observations towards a level of responsibility. Once again, the option of 'giving back to the community' was observable, although more diluted in the volume and strength of aspiration.

Theme: Affiliation with local communities is personal according to the owner/managers.

To summarise the matrix analysis, it is notable that there are commonalities throughout all datasets. These include the recognition of multiple community groupings, use of philanthropy as a primary activity towards SR behaviours, the sense of responsibility and the desire to 'give back' to communities. Equally, there are several nuances according to each dataset, which are the familial sense of community shown in local and rural organisations when compared to urban locations. This can be compared to the idea of community parenting where

organisations take on a slightly higher hierarchical role to the 'community member' identified in urban organisations (raising the question of community parenting and the importance of locality). Another nuance is community groupings in urban businesses appear to extend wider (geographically) than within the rural datasets. Finally, there is the recognition that for some organisations the community may not include the local geographic area as highlighted in dataset four (national and urban). This is not clear in terms of the extent to which these data are representative due to differing views within the dataset. Further studies would need to test these ideas. There is a clear theme surrounding the need for businesses to support and give back to the communities with whom they identify across all datasets.

The geographic comparison has been useful to identify where location is not of importance and that the data is solid regardless of location, as well as potential nuances that can be explored further to understand the extent to which such nuances may affect the way in which businesses are engaged with their identified communities.

5.7.2.2 Affluence and Poverty

Research shows social enterprise organisations are largely concentrated in areas where needs are greatest (SEUK, 2019). The deprivation indices (ONS, 2020) are relevant to identify the extent of affluence or poverty in each postcode area to explore potential differences between these extremes. The data is split into two sets showing a comparison of organisations located in areas of affluence and poverty based on the indices and observational notes of each organisation's physical surroundings.

At the beginning of the study there was intention to observe the effect of affluence and poverty in the external surrounds of an organisation as one element of aim 3. When examining the extent of socially responsible activity there seemed little correlation between the indices of deprivation and the organisation itself. Stronger links were found if there was an affinity to the geographic area on a personal or commercial level. This finding is by no means conclusive given the sample size, however, it is indicative of a difference between social enterprise and commercially profit driven businesses (where social enterprises are concentrated in areas of deprivation).

Participants working in areas of deprivation or having a past life with poverty within it has highlighted a sense of gratitude and a desire to give a hand up to those in need. This blend of internal and external experiences has shown a range of organisational types to be strong-minded in the need for community support. This is repeated in the data in different ways and examples include,

My grandfather grew up in a poor street in Newcastle (Profit-oriented SME).

I have no children and I want to leave a legacy towards helping those rise up that I didn't have (Social Enterprise).

The apathy of young people made me want to help them break the cycle (Social Enterprise).

I stayed out of trouble in my teenage years because of trampolining. I want to give back to young people to help them have a focus like I did with my parent's support. (Profit-oriented SME).

There are personal stories within the data and there are two factors that appear to drive action based on these examples.

Emergent theme: External Need (Pull factor) and, Internal lived experiences and altruism (Push factor)

The pull of external need could potentially be the rationale for a stronger concentration in areas of deprivation and poverty of social enterprise, although for those organisations situated in affluent areas there is a theme that, for many in the dataset community support is needed, therefore it is given. The way in it is given is often unguided and based on responding to demand through requests. Where the theme emerging in affluent areas is that community support is needed, this changes slightly in areas of deprivation to show that community support is valued. This echoes the voice of beneficiaries of that support and the change in use of language is subtle yet telling.

When examining affluence and poverty there are subtle differences discussed, which is summarised as follows in Table 24:

Table 24 - Data Comparison and the Effects of Affluence

Affluent areas	Deprived areas	Comments
Community support is needed	Community support is valued	The words needed and valued suggest 'giver' and 'receiver'. Subtle language difference that shows some significance in the way that community is viewed

Flexible working practices & local recruitment are important	Businesses are the hub of the community and should 'give back'	In affluent areas the focus of support is inward looking towards business benefit (and local economic support) whereas in more deprived areas the use of the word 'hub' and to 'give back' suggests a closer relationship with all members of a community
Clients are important	Populations are diverse and there is a stronger concentration of SE's	Again, the connection for businesses in areas of affluence are connected to the economic sustainability of the business whereas in deprived areas there appears to be stronger propensity for socially focused businesses based on the concentration of SEs and the support of profit-oriented SMEs

The extent to which the observations seen in this section are conclusive is unclear due to the number of participants. The qualitative data shows detailed exploration into the effects that wealth in a community has towards an organisations propensity to support that community and to what extent. This section has highlighted points that are in the existing literature and has begun to explore external influences towards social responsibility action.

Theme: External pull factors combined with internal push factors lead to socially responsible action

5.7.3 Size of organisation

It is observed in the literature that as SMEs grow their awareness and strategic application of social responsibility also grows. This section observes two factors aligned with the size of the organisation as datasets. Micro and small businesses are grouped as a dataset according to the European Union definition cited in C2.4.1. Medium businesses are a dataset based on the same definition. The factors of analysis in examining organisational size are, the nature of community relations (section 5.7.3.1), and the extent of SBSR planning and execution (section 5.7.3.2). These are selected to align with aims 1 and 3, which seek to delve into the behaviours of SMEs based on external influences and existing awareness and knowledge.

5.7.3.1 Community relations

Within the dataset of Micro and small businesses the following themes are emergent:

- Closeness in a familial manner
- Different community groups identified
- Legitimacy building occurs through community relations
- Good terms are important between the business and its community
- Local recruitment is a common pattern

Within the dataset of medium businesses, the following emerges:

- Relations are strong within mid-sized SEs (public sector, business, and personal community connections)
- There is level of detachment from direct community relations at an individual level
- The propensity to give back and support is stronger as organisations grow

The examination of these datasets in tandem highlights clear differences in the extent of personal involvement and reliance upon the local community. The personal nature of exchanges between the public members of the community and the organisations highlights the familiarity and closeness of many smaller organisations compared to a more detached contact seen by mid-sized firms. As organisations grow it could be that their reliance on the immediate community is diluted to some extent as clients and potential employees are further afield and legitimacy is established. This is not representative of the extent to which larger organisations support the community. It is demonstrable of the disconnection that can slowly occur due to growth seen within organisations. Based on the data growth equates to an inability to have close personal connectivity to its community as an equal familiar participant of that community, which is seen in micro and small businesses. The community relationship arguable evolves as businesses develop and grow. This is observed by the strength of intentionality to give back to, and support communities. It is reflective of a view where the organisation elevates hierarchically within a community through its 'power' to 'help'.

The notion that there is a power structure in a community, where organisations grow to such a size, that they may be 'looked up to', is one that can be aligned to community parenting discussed in section 5.7.2.1. At the micro and small stage of business development organisations seek survival through economic sustainability. Part of business survival is achieving a level of legitimacy, which is arguably 'gifted' by the community based on reputation and standing of the organisation. If legitimacy is gifted and acts as a lever for

business growth, then this could contribute towards the desirability to 'give back' to the community, namely reciprocating their legitimacy.. This is supported by the emergent themes identified above within this section.

Theme: Organisational growth relies on communities and legitimacy from those communities for the organisation. Communities rely upon growth and goodwill from its organisations for support.

5.7.3.2 Extent of SBSR planning and execution

Within the dataset of micro and small businesses the following themes are emergent:

- SBSR is often instinctive
- Respondents seek to 'do what's right'
- Fairness and trust
- Individuals are at the centre of intentionality for SBSR
- Philanthropy and environmental SBSR are prevalent
- SBSR terminology is not recognised by most
- Social endeavours are balanced with economic need

Within the dataset of medium businesses, the following emerges:

- There is usually a strategy/ plan for SBSR activity
 - Manufacturer – volunteer scheme, philanthropy, STEM support etc.
 - Property Dev – Foundation for charities set up, volunteering, engaging in charitable groups
 - Sports club – defined strategy, budget, and planning
 - Communication co – growing business seeking to define strategy and development of SBSR at time of interview.

The micro and small businesses are true to the literature in terms of the extent of knowledge, strategy building, and development of SR related activity (Jenkins,2004; Baden *et al.*, 2009). The moral compass of the individuals involved has a strong influence on intentionality and action towards socially responsible activity. Comparatively mid-sized organisations have a stronger awareness and strategy for approaching SR, which is demonstrated by selected examples highlighted.

The notable factor in examining the planning and execution of SR is that whilst it is not planned in many of the respondent's data, it is executed. Every single respondent had a least one

activity that could be related to social responsibility. The significance of this is that it suggests,

- All businesses are socially responsible to varying degrees.
- Most businesses are fair and want to do what is right.
- Many businesses want to do more but are limited due to time/ knowledge/ resources.
- Philanthropy is the most common form of community support.

When examining these factors together from the discussion section there is a need to support smaller organisations in their efficiency of socially responsible activity. There are limiting barriers to those companies that they do not know are there in some cases (knowledge), and with the right support smaller organisations can do much more.

The push factors are identified as intentionality, fairness, and legitimacy building – the desire to do what is right, and often to do more. The external pull factors identified include the affluence of an area and the communities that organisations identify with. A pull factor could be education and awareness. If it is possible to demonstrably show how to be efficient and resourceful in supporting communities as an education and promotion piece to smaller organisations it may support further development of SR activity in a more knowledgeable and cost and resource efficient way. Based on the data all businesses make a positive social contribution towards the community in at least one way beyond economic contribution. Many businesses could do more with the right education and planning.

Theme: Larger SMEs are more formal in their SBSR strategising and execution.

Theme: Intentionality to be socially responsible and develop SBSR is evident in almost all participants.

Theme: All businesses contribute positively to communities beyond solely economic contribution through employment.

5.8 Chapter Summary

Stages 1-4 of the analysis explained in figures 8 and 9 has shown 31 themes arising. Stage 5 of the analytical process outlined in figure 9 draws the data together into themes aligned with each aim of the study. It also presents new findings and insights into the nature and behaviour surrounding the relationship between SMEs and their communities, as well as who those communities are and the arising outcomes and effects of these relationships.

Table 25 - Summary of Aims, Themes and Contributions

Theme	Aim	Contribution
Tangible Identification of Community	New	Developing community debate from the perspective of SMEs and business and management literature to compliment the narrative of social enterprise and other fields defining community
Emotional/Intangible Community Identification	New	Recognition of emotional ties to communities are needed as part of the framing of community for SBSR literature
Philanthropic strength evidenced in community engagement	1 & 2	Reinforces philanthropy as SR activity in SME as a core activity
Multiple types of philanthropy occur in SMEs	1	Extends knowledge of understanding philanthropic activity in SMEs
Volunteering is a motivating factor for employment	1	Reinforces volunteering as a motivator within a new context
Volunteering adds value to the community	2	Reinforces the value of volunteering in a new context
Wellbeing in employees and users is an element of SR	1	Extends knowledge examining SR with employees and customers/clients in the context of wellbeing
Environmental Sustainability recognition is variable in SMEs	1 & 2	Reinforces existing research
Training and skills development exist in two forms for organisations engaging in programmes of development for SR:	1 & 2	Extends knowledge surrounding training and development as SR practice in the context of employees and community development

Employees, and youth/external community development		
Lack of conscious awareness between connection of cost reduction activities and SR	1 & 2	Reinforces and refines focus on research stating SR is instinctive
Virtuous morality exists as a contributing factor of community engagement for SMEs as a variable according to individual organisations	1	Proposes to contextualise rationale of individual managers who engage in SR from an ethics perspective
Business and communities can, and should be beneficial to one another	2 & 3	Provides new evidence to support the notion of a beneficial connection of interdependence between business and its community(s)
Altruistic intent of individuals is reliant upon enablers so that intention translates to action	1 & 2	Recognises the importance of a range of tangible and intangible factors required to enable SR action
Work-life balance among employees is important to SME owners/managers	1 & 2	Identifies trend of what employers seek to provide to employees
Personality, social construct, experience and values affect a culture of social responsibility in organisations	1 & 2	Confirms the research and provides a new context
Giving back to the community is important, yet geographic community wealth appears not to have an influence on this.	1 & 2	Early indication that physical geography and surrounding demographics may not have an influence on SR activity in the way that it does for social enterprise What is important is the narrative of 'giving back' that proposes a level of reciprocity from the organisation towards the community

Social Capital is a driver for philanthropic activity	2	Extends discussion surrounding social capital and SR in SMEs refocusing towards philanthropy I the context of the sample
SMEs lack awareness of the effects of SR action, yet like to support SR in knowledge it has a positive effect	2	Believing actions have a positive effect is enough for SMEs when understanding how their SR efforts have 'performed'.
Growth relies on communities and legitimacy from those communities. Communities rely upon growth and goodwill from its organisations	2	Deeper perspective of the inter-relationship of business and its community(s) The importance of legitimacy is strongly recognised in the analysis
Good business sense facilitates justification of SR activity	1 & 2	Engagement in SR is also born of commercial decisions – reinforced by this study
A sense of belonging and feelings of enthusiasm towards identified communities promotes support for those communities	1 & 3	Attachment and detachment personally with the community had a direct bearing of the extent of involvement and support towards those communities
Community Parenting as a concept	2 & 3	Those with attachment wanted to 'look after' their community, this showed a level of responsibility and caring beyond reciprocity and the emotional bond is stronger for the organisation 'community parenting'
Community exists based on common factors of interest (whether location, experiences, desire for change etc.)	New	Extension of the debate on framing community from the perspective of business and management within SMEs

Affiliation with local communities is personal according to the owner/manager	1	Confirmation of existing research in a new context
Giving back to the community is important, yet undefined	3	Repetition of giving back was worthy of note alone – requires further investigation
External pull factors combined with internal push factors lead to socially responsible action	3	Contributes to discussion of external motivating factors towards SR action
Larger SMEs are more formal in their strategising and execution of SR	1	Reinforces existing research in a new context, recognises the strategic level of SBSR
Organisational embedment of social action for impact is visible	1 & 2	Aligns with CSV values of Porter & Kramer (2009) in a more informal way
Intentionality to be, and develop SR practice is evident in almost all participants	2	There is a strong desire for many participants to be more involved/ do more for their community, this intentionality is an opportunity to build upon SBSR in practice
All businesses contribute positively to communities beyond solely economic contribution through employment	3 & 2	Every participant added value to an identified community in some way.

From this final stage of analysis and application to the original aims and objective there are 6 theories proposed and explained in the final concluding chapter (6). The final chapter discusses these themes and follows stage 5 analysis, explained in figure 7.

6.0 Summary and Conclusions

6.1 Introduction

Within chapter 5 the results and findings provide a diverse and enlightening discussion in the context of developing understanding of SME with their communities. There is a strong consideration of community conceptually, drawing upon what is known and what is discovered within the data to further this debate through a business and management lens.

Within the aims and objectives of the study there has been some adjustment that reflects the data and the extent the data meets the objectives. It was hoped to have a stronger view of geographic context and the resultant efforts towards SBSR when applying demographic variables within a geographic area (aim 3), however this was not possible when working with a smaller sample. The exploratory results are nonetheless informative towards geographic observations for further review. In the examination of aims 1 and 2 it emerged from this sample that each business contributed to its identified communities beyond an economic contribution. The contributions made by organisations for their communities and the nature in which they occur is explored thoroughly in chapter 5. Drawing upon some of the key finding surrounding these data a typology is developed to present classifications of SBSR engagement and the representation of the organisational characteristics aligned to each in terms of attributes and behaviours towards SBSR. Further discovery examines the depth and breadth of socially responsible activity shown by profit-oriented SMEs and social enterprises, providing further insights towards the nature of community relations for these organisations. The following table realigns the key themes against the original aims of the study.

Table 26 - Emergent Themes by Aim of Study

Aim 1	Aim 2	Aim 3
Multiple types of philanthropy for legitimacy or to reciprocate (give back)	Philanthropic strength in community engagement for legitimacy or to reciprocate (give back)	Businesses and communities can, and should be beneficial to one another
Philanthropic strength in community engagement for legitimacy or to reciprocate (give back)	Organisational embedment of social action for impact showing strategic SBSR	Giving back to the community is important but undefined, the term 'reciprocity' formalises this intent

Organisational embedment of social action for impact strategic SBSR	Wellbeing as an element of SBSR – internal SBSR	Growth and legitimacy for businesses relies on communities, and communities rely upon growth and goodwill from its businesses
Volunteering as a motivational factor for staff – internal and external SBSR	Training and skills development – employees – internal SBSR	Community parenting as a concept recognising the care giving and responsibility adopted by organisations towards communities
Environmental sustainability has variable recognition in SMEs	Training and skills development – youth/ external as a form of community parenting or strategic SBSR based on intention	External need (pull) and Internal experiences (push) factors = SR
Training and skills development – employees – internal SBSR	Lack of conscious connectivity between cost reduction and CSR, lack of strategic SBSR	All businesses contribute positively towards the local community above and beyond economic contribution
Training and skills development – youth/ external as a form of community parenting or strategic SBSR based on intention	Businesses and communities can, and should be beneficial to one another	Good business sense facilitates justification of SR activity
Lack of conscious connectivity between cost reduction and CSR, lack of strategic SBSR	Altruistic intent of individuals is reliant upon enablers so that intention translates to action	

Virtuous morality exists as a factor of community engagement	Work-life balance is important to SME owner/managers	
Altruistic intent of individuals is reliant upon enablers so that intention translates to action	Personality, social construct, experience and values affect a culture of social responsibility	
Work-life balance is important to SME owner/managers	Giving back to the community is important but undefined, yet appears not to be aligned to geographic area and wealth, showing reciprocity	
Personality, social construct, experience and values affect a culture of social responsibility	Social capital as a driver for philanthropic activity, connects with legitimacy building	
Giving back to the community is important but undefined, yet appears not to be aligned to geographic area and wealth showing reciprocity	Community parenting as a concept	
Community affiliation is personal to the owner/manager	Growth and legitimacy for businesses relies on communities, and communities rely upon growth and goodwill from its businesses	
External need (pull) and Internal experiences (push) factors = SR	All businesses contribute positively towards the local community above and beyond economic contribution	

All businesses contribute positively towards the local community above and beyond economic contribution	Intentionality to be SR and to develop SR in almost all participants	
---	--	--

6.2 Aim 1

Aim 1: To explore the nature of SBSR with a sample of SMEs operating in differing demographic areas (communities)

1. Identify the CSR activity(s) in which SMEs are engaged
2. Identify the inputs (resources and planned activities) of the SME organisations and the outputs (the execution of planned actions)
3. Identify the drivers of CSR activity

6.2.1 SR related activities

Overwhelmingly there are philanthropic values in the majority of the participants. This is discussed in chapter 5.4, where community engagement through philanthropy is strongly identified. This closely aligns to the importance of ‘giving back to the community identified in chapter 5.3 to 5.6 regardless of SME construct and context. Combined, it is with confidence that this study shows that SMEs have the values of wanting to give something to their communities, and for many this is in the form of philanthropic activity.

The first overarching theme is therefore: Giving back to communities through philanthropy or reciprocity

Closer examination of the theme highlights complexity towards philanthropy. The attitudes and beliefs of owner/managers and the economic stability of the organisation means the extent to which SMEs engage in philanthropic activity is hugely variable. Philanthropic activity is an easily accessible option to support communities effectively, especially as public funding continues to be reduced leaving community organisations in greater need than ever of private funding. This is one explanation for the extent to which philanthropy is observed in the study. The use of language and emotive sentiments of giving back provides evidence to suggest organisations have the belief they have gained from their community in some way, and therefore seek to repay this. There is an argument that philanthropy is a form of reciprocity which does not appear in the literature where it is described as emergent at best (Eger, 2017; Gonin, 2015). There is some discussion regarding legitimacy and how SBSR can support

legitimacy building. Legitimacy is arguably gifted by the community to the organisations, and without legitimacy organisations may find economic challenges therefore the reciprocation of legitimacy becomes viable. This would put the proposition forward that legitimacy is sought and reciprocity follows. Legitimacy is sought by businesses from the community (Castello and Lozano, 2004), yet there is potential for illegitimacy too, resultant of negative action (Jamal and Karam, 2018). The connection between legitimacy and philanthropy is not clear in the literature but could also potentially be a motive for philanthropy. Philanthropy can support social capital building towards legitimacy and therefore the nature of philanthropic intentions may differ between organisations.

Figure 16 below shows the conditions supporting the act of philanthropy for the participating SMEs.

Figure 16 - Factors Creating the Conditions of Philanthropic Activity



Other areas of SR that emerged as themes from the data include volunteering, environmental sustainability, skills and training for employees, and separately for young people in the community, and improving or maintaining wellbeing for identified communities.

Literature shows that philanthropy is common for SMEs wanting to engage in socially responsible activity (Campin *et al.*, 2013; Jamali and Karam, 2018), and SBSR is linked to the owner/manager (Jamali and Karam, 2018; Fassin *et al.*, 2011), however there is a lack of understanding of how factors contribute to philanthropic acts definitively. This study demonstrates the specific drivers of the owner/manager around altruism and legitimacy,

alongside the complexity of reciprocity to a community for legitimacy. It does not highlight the potential of a driver of philanthropy to achieve legitimacy clearly in the data, however there is some inference in the analysis to suggest this is worthy of further examination.

6.2.2 Inputs towards SBSR and resultant Outputs

The dominant inputs of resources supporting SBSR identified by the participants include time and money. Some put in resources such as equipment (mobile phone) and others included their expertise. The planned actions for many were to contribute towards charitable endeavours in a positive way. The extent to which inputs varied was evident throughout. As may be expected based on the ethos of the organisations, social enterprises contributed most resources towards their social mission, however the allocation of resource in social enterprise lacked the breadth of activity seen in profit oriented SMEs. Planned actions for SBSR included provision of services (e.g. free installation of phone networks), provision of equipment (phone handsets) and provision of money (sponsorship, charitable gifting, foundations). Volunteering was seen as important for many, whilst others relied on the goodwill of activities such as cake making. One of the main areas in terms of furthering understanding of SR activity was in the guise of training whether for employees or young people/ people externally. Training is not explicitly covered in the literature, yet the data showed it to be important in a number of participants. This showed the desire to expand knowledge and create a situation of succession planning, whether for specific business and operational skills or for broader life skills in communities through work experience and programmes of development. This could be explained as implicit or instinctive SBSR in accordance with Russo and Tenaciti (2008). Such inputs begin to give an indication of the final area of exploration in this aim, namely the drivers of SR.

6.2.3 Drivers of SR activity

It is clear from all data the desire to 'give back' has been a heavily cited motivator for many participants and the discussion in C5.7 contributes towards dissecting what the phrase means in the context of the study. To give back is identified as reciprocity, a pre-cursor towards 'community parenting', and the interdependent support between organisations and communities shows the leading role of organisations in community interactions. Community parenting extends the level of reciprocity by showing a stronger commitment of responsibility and care giving. It is seen in social enterprises and some profit-oriented SMEs. The literature surrounding reciprocity and interdependence is discussed by Miller (2013), and Laudel (2019) assumes the phrase 'care giving', whilst Lahdemiski et al (2019) discusses care provision. This

study develops the idea of business 'care' to show the different stages of development within businesses and the way that such care is proffered.

Other drivers include virtuous morality of participants, the altruistic intent and the social construct of individuals. There is some external influence based upon community needs being met where private enterprise 'gap fills' due to governmental budgetary constraints especially within social enterprise. Social businesses have identified a social need and sought to meet it. Other drivers of SBSR include reaffirmation of the literature surrounding PR, legitimacy, shared value (e.g. sponsorship) and environmental responsibility. Legitimacy is important as organisations seek to 'take' or achieve this from communities and come to rely upon it as Soundararajan *et al* (2018) explains linking legitimacy to business survival.

The size of SMEs is oft cited as a factor to consider in SBSR in terms of their smallness compared to large corporates (Soundarajan *et al.*, 2018, Spence *et al.*, 2018), yet the size of SMEs is too broad to suggest that the needs and capabilities of all SMEs are equal. There is recognition that as SMEs grow SR is likely to be more established (Jenkins, 2009) however the way that business size connects to understanding and engagement of SR connects to this is not examined in detail. This study recognises how the nature of SBSR develops as SMEs develop in terms of both size and maturity. This helps to recognise the tipping points of levels of engagement and capability at different stages of SME growth extending knowledge of the way in which, within SMEs size matters.

6.3 Aim 2

To observe the social effect and outcomes of SBSR activities from the SME participants towards their local communities.

1. Explore from the perspective of SME participants the specific effects of CSR activity on the local community.
2. Identify the internal/ legal structure of the organisations and the comparative level and type of SR activity they are engaged with.

6.3.1 Effects of SR activity

A key variable in addressing this aim relied upon the extent to which participants were aware of social responsibility and what constitutes SBSR. The examination of SMEs differing in size reinforced the literature stating larger organisations present more formalised social responsibility planning and execution, (Soundararajan *et al.*, (2018); Russo and Tenaciti 2008). The formalisation of SR for SMEs is entitled strategic SBSR for clarity and is seen as a pre-

cursor towards CSR as seen in large corporates. This is realised in the present study and the use of data sets showed detailed analysis towards addressing this aim (C5.7.3). Another variable is the organisational type. Whilst social enterprises endeavour to address social issues there is a disjoint between their broader knowledge of social responsibility and the pursuit of a social mission (C5.7.1). The inclusion of social enterprise was in part, to examine whether lessons could be learnt by SMEs from social enterprise achieving good social outcomes and effects. It has shown the often-narrow view that social enterprise has towards societal benefits and responsibility towards communities 'in the round'. These variances are summarised below.

Social enterprise and profit-oriented organisations have a different set of expectations of their socially responsible endeavours. For social enterprise there is a depth of focus that is narrow and in alignment with their social mission, almost to the exclusion of other considerations, including in some cases the development of independent economic sustainability. The expectations of outputs and effects on the community for these organisations is therefore almost exclusively surrounding the core issue that the social mission aims to address. The effects of social interventions are understood to varying degrees by different business owner/managers, but all have a detailed awareness of the problems they are seeking to address whether it is reintegration of ex-offenders into society or reducing risk of transmission of STDs. Less known is the effectiveness of these interventions and although some data can be obtained for measurement, e.g., the award of a job role, others are problematic, e.g., the secondary and tertiary beneficiaries to the one individual placed into a job. Measuring impact and effects is still a challenge (Choi *et al.*, 2020) but social value is recognised in SR and SE actions (Jain *et al.*, 2019). Broader considerations of social responsibility are largely overlooked in terms of strategising, implementing and tracking. There is opportunity for social enterprises to examine the broader environment and opportunity for social development. This would act as an enabler towards the community economy as set out by Arthur *et al.*, (2003) with 5 aspirational areas of development.

Profit oriented SMEs often overlook building social responsibility into strategic planning, implementation and tracking. Evidence from the data shows that they are instinctively involved in a broader range of SR activity than previously recognised, as shown in chapter 5.4. The beneficiaries cover a broader spectrum too, such as work experience for young people, development and team-based cohesiveness as well as loyalty in action for staff, community-based philanthropy and customer support beyond basic transactional expectations. For many SMEs within the study the effects on the community are qualitative and unqualified.

Philanthropy is identified as important in terms of its dominance for SBSR throughout. For most there is a sense of wellbeing through 'giving' yet there is a lack of visibility of how the 'giving' has had an effect. For example, there may be awareness that giving to a particular charity should help the beneficiaries of that charity but to what extent is unclear and unexamined for most. It is deemed enough to know that the organisation is 'helping'. Those participants with foundations or named charities are closer to the effects of their donations, particularly when there is volunteering gifted alongside gifting money. There is a deeper qualitative appreciation of how they are helping, yet there is a lack of quantitative visibility of how each £1 is utilised to maximise efficiency, and Jung and Kim (2015) propose the need for balance between social responsibility, investment and outcomes for the business and communities/ society.

The size of organisation has input to both data sets (SE and SME) in terms of understanding the effects of SR. The larger the organisation, or the greater the business acumen based on commercial backgrounds of the owner/managers, shows a stronger understanding of what effects the resources going into activities has. One example is the named charity of the professional sports organisation whereby they have clear visibility of how their support has contributed to that charitable organisation. They are aware of how many youths they contact through grass roots development initiatives, and they are also very aware of local environment cleanliness in a qualified way. This is recognised as strategic SBSR and is acknowledged in some literature in part (Soundarajan *et al.*, 2018, Jung and Kim, 2015). This study names and extends the concept with its typology of business- community relations in SMEs (figure 11).

This aim does not recognise the effect of social responsibility on businesses directly, however the data presents the expectation that promotion of socially responsible activities among some participants may enable reputational advantages or legitimacy building from their actions, which contests the narrative that SMEs do not wish to publicise their SR activities (Jenkins, 2009; Beauman-Pauly *et al.*, 2013; Fassin, 2008). Conversely it is seen in social enterprise that the social mission may be excluded from public facing information as it can be detrimental to commercial concerns (C4.4.1). This aim has shown that the extent of awareness that is seen in SMEs of all types exists, however this awareness is scale dependent based upon size and type of organisation.

6.4 Aim 3

To analyse the extent to which differing environments affect SME adoption and execution of SBSR.

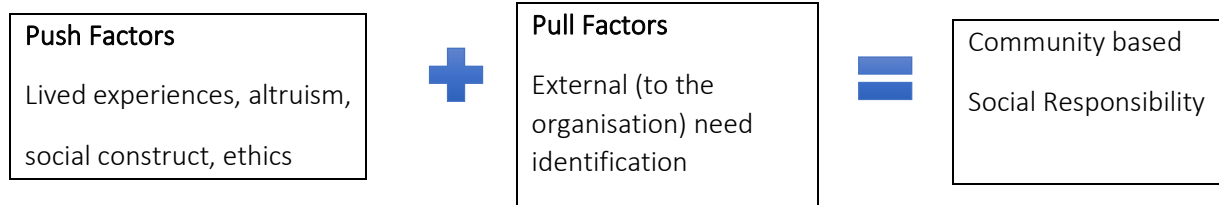
1. Identify the demographic position of partaking companies' locations based on key data such as employment, education levels, and number of benefit claimants.
2. To establish whether trends exist in the engagement and execution of SBSR activity in contrasting demographics in terms of type of activity, resources and time put into the activity, output and effect of activity.

Aim 3 was borne of the observation that social enterprise organisations are concentrated in areas of deprivation (SEUK, 2016). The notion of increased social and community-based support through social enterprises led to the supposition that all organisational types *may* feel an increased obligation to engage with social responsibility, and to provide community support based on location and demographics (the immediate business environment). The nature of the study (qualitative with a sample of 30) set out to see if such a correlation may exist and to detail some of the reasons behind it. For example, do businesses engage on the basis of visible need or is it solely based on internal factors and conditions of individuals and business culture?

6.4.1 Demographic position and trends

The postcodes of the sample were mapped against the indices of deprivation (Office of National Statistics) to identify the extent of affluence or deprivation. This is detailed in C5.7.2. The data is divided into sets of affluence and poverty, and comparisons drawn based on the levels and type of socially responsible activity and intentions within postcode rankings. The discussion in C5.7.2.2 draws out observations including the connectivity to community based on the social construct of owner/managers, and the needs identified within communities. The combination of experiential poverty for some participants alongside need recognition provided an early proposition of push pull factors towards support rather than physical location. The demographics of the area in which businesses operate provided scope towards the type of activities that organisations engaged in and are intertwined with the belief that organisations should 'give back' to their communities (reciprocity).

At a basic level this can be explained as:



Combined the push and pull factors towards community support are strong towards the propensity for organisations to engage in philanthropic and other SBSR based activities and these are recognised in literature reviews to an extent (Soundararajan *et al.*, 2018, Jamal and Karam, 2018). When reviewing other drivers identified in aim one this adds a layer of complexity that provides a stronger context still for the pursuit of social responsibility within community settings where there is need identification. These is the pursuit of business legitimacy, and the desire to ‘give back’. Add to this the concept of community parenting and caring responsibility felt by some, and there is a sense among participants of aspiration to look after the communities in which they operate (or neighbouring communities where needs may be greater in the case of affluent business locations). Chapter 5, table 24 shows nuances between the views and opinions of differing levels of affluence and these are discussed in C5.7.2.. Indications of attitude are apparent in the use of language. Areas of affluence identify themselves as ‘givers’ to the community needs in a neutral way, whereas terms such as ‘community support is valued’ in the deprived areas show the extent of need is more relatable, perhaps as part of the lived experience of those organisations in terms of their own observations.

Previous studies look at comparisons of regional areas globally such as developing and emerging economies (Jamali and Karam, 2018), yet there is little to examine potential differences across different geographic and demographic areas within countries. The research shows how the language of respondents differs according to the location in (5.7.2.2) and how the extent of engagement with SBSR expands in urban as opposed to rural areas (C5.7.2.1). Underpinning this seeds of new discovery is a series of factors that help to define the role of SBSR and community support.

The motivations of affluent and deprived areas towards community support are different based on the findings in C5.7.2, and whilst there is no clear persuasion towards SBSR based on affluence of location the use of lexicon differs, yet the net result of community support is

the same in terms of its existence. Community support and mutuality is recognised in social enterprise literature with the discussion around social economy, mutualism and community economies (Ridley-Duff and Bull, 2019; Arthur *et al.*, 2003), yet there is a lack of research on affluence versus deprivation in terms of how this may affect behaviour towards social responsibility and social action. This study, in part starts to open that conversation.

6.5 Summary of findings

The results of the study have reinforced a great deal of literature that examines CSR in SMEs and the traits and characteristics of social enterprise organisations. It has extended the literature that focuses specifically on community based social responsibility in SMEs through the sample selection, design and analysis of the study. The study is unique by drawing together different ‘types’ of SME, incorporating SEs and using a process of analysis that compared data sets based on geographics and demographic factors, and sought to examine the detail behind the blurring of boundaries between SE in SME in closer detail. New findings are aligned to the combined effect of social capital, stakeholders and the community. The idea that legitimacy is a ‘gift’ from the community to businesses, and by return businesses feel compelled to ‘give back’ has provided narrative to explore the detailed reasoning of some philanthropic action. The visibility of community engagement outside mainstream business conduct is still providing benefit to businesses where social capital is utilised. Finally, the bi-directional relationship between businesses and communities is explored with greater depth than previously and presents new findings in its examination of this relationship.

From the summary of the aims important findings identified include the development of understanding towards community relations, and the understanding of social development when reviewing approaches of profit-oriented SMEs alongside social enterprise. The tables below present affirmation, and extension of existing theory, before moving onto the main contributions from this research.

Table 27 - Results Aligning with Existing Research

Theme	Theme
Philanthropic strength in SME CSR	Affiliation with local communities relies on the owner/managers
Volunteering benefits the community and motivates employees	Larger SMEs are more formal in their approach to CSR
Attention to environmental sustainability is sporadic	Organisational embedment of social action for impact is visible (Aligns with CSV)

Lack of conscious awareness between cost reduction opportunities and CSR	Personality, social construct, experience and values of owners/managers affects culture of CSR
Social Capital as a driver of philanthropy	CSR conduct in the abstract knowledge it is 'good'
Legitimacy and its place in community (legitimacy is extended into the main contributions beyond recognising it is important)	Good business sense in SBSR decisions
A sense of belonging to a community facilitates interaction and support	Participants seek to do more but need support

Table 28 - Results Extending Theory

Theme	Theme
Identification of multiple types of philanthropy	Community Parenting – extends Care Providers – Lahdesmaki <i>et al.</i> , (2019) (conceptually explained and included in the main contributions)
Incorporation of wellbeing of employees into SBSR	External and internal factors combined create push: pull factors towards CSR action
Training and Development for SBSR is structured	Altruistic intention and Enabling factors are required for action
Recognition of virtuous morality in rationale of owner/manager CSR	Investigation of interdependence of Community relations

6.5.1 Extending the debate surrounding community

Whilst there is definitional work surrounding 'community' highlighted in the literature review, primarily from social enterprise research, there is also evidence of uncertainty surrounding this within business and management literature. The data has provided insights to further the debate from the perspective of SMEs and social businesses.

Themes from the data include:

- Community exists based on common factors of interest (whether location, experiences, desire for change etc.).

- Tangible identification of community (Geographic area, internal organisation, Business/ Industry networks).
- Emotional/ Intangible community identification (it's a feeling, gives a sense of belonging and pride, multi-layered and fluid).

These themes combined with the recognition that a community is a homogenous group with a shared interest (Gilchrist 2009) provide the material for a definition in management research for consideration:

A community is a group with whom the organisation has a direct value-add relationship with, and regular interactions occur within and between that group (community). Actors within the organisation experience emotional ties aligned to community group identification

6.5.2 Comparatives of community between social businesses and SMEs

In C5.7.1 Social Enterprise organisations are compared to Profit- oriented SMEs. The social enterprise group comprises limited companies, and community interest companies in terms of legal structure and follow the social business model presented by Spears *et al.*, (2017). The first point to note is the identification of community for social enterprise. The local area is much higher priority, which aligns for many with their social mission. The analysis shows a stronger connection and relationship with communities. For profit SMEs expressing a desire to increase their SBSR a starting point can and should be to actively seek community engagement beyond legitimacy and reciprocity. For social enterprises the framing of community relies upon the beneficiaries of the social mission and those stakeholders that may contribute towards achieving the mission. Legitimacy, social capital, collaboration, and support are all attributes sought by the social enterprise from communities in which they are engaged. The nature of the social enterprise demonstrates social responsibility embedded within although it is recognised that for many, the social activity of the social enterprise has a narrow, but deep focus.

Profit oriented SMEs have a generally more detached connection with communities and for many the relationship is one whereby legitimacy is sought. Beyond these factors such as individuals social construct and business growth and development contribute towards social responsibility development whereby as businesses grow, and 'grow up' so too does the community engagement with socially responsible activities.

A direct comparison between SE and SME has not been seen until now, and this detail from a small sample is worthy of development to truly understand the boundaries of organisational 'type' and where there may be learning achieved in recognising best practice from hybridity between business and social purpose and action. The embeddness of SEs and social pursuits provides a narrative for profit oriented businesses to introduce to practice, and the breadth of SBSR within SME in terms of actions undertaken can help SEs to broaden their good practice beyond the social mission without compromising that purpose.

Actions arising from the research can include business education on community engagement and relationship development where resources and time can be allocated to maximise the benefit for the business and its community.

Contribution #1: The examination of multiple organisational type in the context of community relationships through empirical data has enabled insights to the nuances, particularly between social enterprise and for profit SMEs, of the support and interactions of these relationships in a meaningful way.

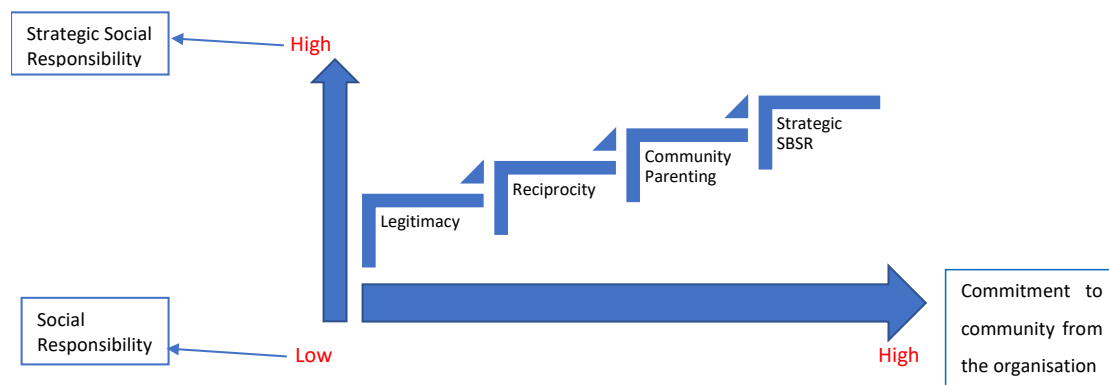
6.5.4 A typology representing SBSR engagement and commitment

It is accepted that social responsibility of business is different for SMEs than corporate organisations and this well established across the field (Soundararajan *et al.*, 2018; Spence *et al.*, 2018). It is also recognised that community is important for SMEs engaging with SBSR and roles are assigned for SMEs such as care giver (Laudel, 2019), care provider (Lahdesmaki *et al.*, 2019; Ruffo *et al.*, 2020), and recognition of these roles could be aligned to ethics of care (Spence, 2016). There is also recognition of interdependence of community in the narrative of the social economy, mutuality and community economy (Ridley-Duff and Bull, 2019; Arthur *et al.*, 2003). There is also recognition of stakeholder salience of community that increases based on proximity of location (Spence, 2016). What is not shown is how the differing sizes within the umbrella of SMEs may have an effect, and how that may connect with ethics of care. Combining these two factors, and drawing upon the range of factors the study highlights as contributing towards community relationship development for social progress (whether SBSR or SE endeavours) enables an evaluation and proposal of the stages of the growth of the business – community relationship highlighting the tipping point from social capital and legitimacy building through to community parenting and eventually a more detached but (hopefully) impactful strategic social responsibility.

The typology developed below is representative of these classifications and reflects the extent of commitment from the organisation towards its community, as well as the extent to which

an organisation is engaged in SBSR. The classifications are primarily representative of SMEs for profit, however there may be scope for development towards the social business model and understanding the levels of engagement towards the social mission of these social enterprises.

Figure 10. Typology of the nature of Business- Community Relationships through an SBSR lens (within SMEs)



Legitimacy has featured in SR literature over time and whilst it is recognised as important and a driver of SR there is a lack of contextualisation of the level of input towards achieving this in terms of community commitment and action. This level of engagement shows a relatively low of commitment where legitimacy seeking is the driver for action. Reciprocity is representative of the organisations that want to ‘give back’ within the data. There is a sense of repayment needed, and broken down this appears to be repayment of legitimacy as businesses become more established, and/or have personal involvement with communities that acts as a driver for reciprocity. The act of reciprocity within SBSR is deemed to represent increased commitment and action from organisations that is likely to go beyond the receipt of intangible needs from the community to the organisation (or its owner/managers).

Community parenting is emergent from the increased sense of responsibility that organisations with a propensity towards SBSR demonstrate as they become more established and experience a level of growth. The sense of caregiving and providing (Laudel, 2019; Lahdesmaki *et al.*, 2019) is important in underpinning this concept, and it is representative of the more proactive actions of SBSR such as pro bono work, community development initiatives, business forum support and education and so on. The actions of social responsibility start to reach a level whereby businesses show greater thought within the organisation towards how their social responsibility acts should be managed and structured.

This leads to strategic SBSR which is described as a precursor to corporate CSR. The more established participants who are experiencing growth and development economically that also have a desire to engage with SBSR are demonstrably and consciously examining the many ad-hoc SBSR related activities they are involved with and working towards formalising these activities into the overall organisational strategy – albeit as an ‘add-on’ to the main business. This move towards planning and building strategies alongside the growing economic success is still representative of SBSR or at least SR in SMEs, however if development is consistent then these organisations will migrate economically to become large corporates and socially see the tipping point towards CSR.

The bottom axis is demonstrable of the extent to which SMEs are committed to their communities and the left axis shows a migration from instinctive/ low level social responsibility towards a much more strategic approach. As the organisation moves from left to right the balance of organisational investment (resources) increases, and so does the level of formality of social responsibility.

Contribution #2. The size of an SME is recognised as important as general acceptance is that as SMEs grow they are more strategic in SR. What has not been uncovered is how this develops from micro-businesses, through to medium sized companies who reach a tipping point from SBSR to strategic CSR. The typology in figure 10 provides a view of 4 stages of progression that SMEs will progress through towards this tipping point. This development in theory provides an opportunity for a more nuanced understanding of the mass body of organisations recognised as SME.

Contribution #3. Community parenting provides a bridge between a desire to ‘give back’, and strategic SBSR. The maturing of the business is reflected in the maturity of its ‘care giving’ as businesses assume the role of community parenting as a way to contribute to communities with the sense of responsibility felt by parents. This stage of growth for SMEs is beyond basic gifting and philanthropy, but is not following a strategic aim and purpose for SBSR activity yet.

6.6 Summary of key contributions

The research question is: What interactions, relationships and contexts are identifiable in businesses within their communities that influence socially responsible activity? (A view of multiple SMEs)

The question and the development of the study responds to several calls for research. The focus on the relational views of SBSR are cited as important for development by Soundararajan *et al.*, (2018) and Jamal and Karam (2018). Within this Jamal and Karam (2018)

seek knowledge of social embeddedness, community expectations and outreach. This is represented in the typology of the nature of business – community relations, and the analysis between organisational types, and geographies also supports this. Soundararajan *et al.*, (2018) and Spence (2016) ask where the tipping point from SBSR to CSR is, and the contributions of this work propose the developmental experience of organisations towards reaching that point. Further the labelling of ‘giving back’ as reciprocity and introducing community parenting has provided a pathway to recognise this development. Spence *et al.*, (2018) discusses the opportunity to examine social enterprise through a CSR lens. This study utilises that opportunity providing empirical data and analysis alongside cross-fertilising theory to provide an innovative approach towards deepening knowledge of community relations. This further responds to the call for new innovations in research studies towards theory development (Soundararajan *et al.*, 2018).

Other calls for research that are partially addressed include: the examination of ownership/ economic development/ industry sector/ management and whether there is a role in SBSR and ethics of care (Spence 2016), whether there are hybrid tensions between economic and social considerations when scaling SBSR to CSR (Soundararajan *et al.*, 2018, Spence 2016), and the nature of business as a promoter of social development spanning SBSR (Soundararajan *et al.*, 2018) and social enterprise (Young and Lecy 2014).

The key contributions that answer calls for further research are named below:

Contribution #1: The examination of multiple organisational type in the context of community relationships through empirical data has enabled insights to the nuances, particularly between social enterprise and for profit SMEs, of the support and interactions of these relationships in a meaningful way.

Contribution #2. The size of an SME is recognised as important as general acceptance is that as SMEs grow they are more strategic in SR. What has not been uncovered is how this develops from micro-businesses, through to medium sized companies who reach a tipping point from SBSR to strategic CSR. The typology in figure 10 provides a view of 4 stages of progression that SMEs will progress through towards this tipping point. This development in theory provides an opportunity for a more nuanced understanding of the mass body of organisations recognised as SME.

Contribution #3. Community parenting provides a bridge between a desire to ‘give back’, and strategic SBSR. The maturing of the business is reflected in the maturity of its ‘care giving’ as

businesses assume the role of community parenting as a way to contribute to communities with the sense of responsibility felt by parents. This stage of growth for SMEs is beyond basic gifting and philanthropy, but is not following a strategic aim and purpose for SBSR activity yet.

6.7 Limitations of study

The study has presented potential avenues of further exploration and development, however there are limitations which need to be addressed.

1. The typology is built from a relatively small sample and can therefore only be used conceptually. There is a need to apply the typology to a broader sample to establish its reliability.
2. The alignment between social enterprise and SBSR could be more developed. There is great opportunity to consider the community economy examining both the role of SME and SE for example. This study provides just a small insight into that due to the exploratory nature and breadth of coverage it sought to investigate.
3. The study is UK based and strongly representative of the county Northamptonshire. Results from other regions, countries and different contextual settings with regards to demographic metadata would test the reliability of all analyses.
4. The diversity of the sample is seen as an advantage in early exploration, however, there may be nuances by replicating the study with more focused samples such as a single industry, or size of organisations. This diversity in the sample may have also been a limitation to the depth that could have been achieved on specific themes arising including the community parenting for example.
5. The selection of a qualitative methodology limits the sample size and means that results are not generalisable. It would be useful to test the findings of the study on a much larger scale in a quantifiable way to work towards this.

6.8 Further research

1. There is a strong opportunity to test the reliability of the typology, and this could be done by mapping it to organisations based on longevity, size, and growth testing its reliability and establishing the economic relationship in terms of concurrent economic and social development.
2. Review and reframe (if required) the typology specifically for social enterprises. The sample showed that most were situated within community parenting. Investigation into whether those organisations meet the prior developmental stages would shed light on the potential use of the typology to span both organisational types,

although it is expected there may be nuances that are peculiar to social enterprises, and potentially types of social enterprise.

3. Further the melding of the two fields to maximise opportunities for cross-pollination. To begin with a detailed review integrating the field development of both into a single paper would enable a holistic view of shared challenges and opportunities, as well as highlight the fundamental differences that are known to date across the fields.

6.9 Impact statement – the development of and use of the findings

The findings have shed light on the nature of SBSR and their relationship with the community. The findings draw together research from the fields of CSR, SBSR, Community, and Social enterprise theory. The cross fertilisation of these areas has provided a diverse set of results that have demonstrated strong alignment with existing research in each field of study, as well as providing new insights. From a reflective perspective the frame of the study has felt dynamic and exciting, yet at times had the potential to become unwieldy. It is with care and consideration that boundaries of the research were set to ensure a rich view of the subject matter.

This study has provided a typology representing situational contexts of SBSR development and community relations based on the sample. It has presented a view of this through the typology, and by drawing out comparators between social enterprise and SBSR theory and empirical data. The study furthers the debate on community, and the interdependence of common bonds between businesses and their community. The detailed understanding of specific activities such as training, and philanthropy can be further developed through individual and focused studies zoning in on those areas for clarification and depth.

The key towards impact is to further the discoveries of this research and translate it into tangible use for SMEs that have repeatedly expressed the desire to 'do more' and help to support this. It is the intention that this research will continue, and on a practical level provide material for development into a workable awareness raising, or consultancy frame to use working alongside SMEs. This research demonstrates the plausibility of melding social enterprise and SBSR research and the opportunities it presents. There is scope for further research examining social businesses and SMEs as detailed in 6.5.1, and the typology provides a conceptual tool for testing and developing further understanding of the relational development of SMEs within SBSR.

7.0 Appendices

7.1 Interview Crib Sheet

Interview – Subject areas and questions:

Company background

What is the background of the business?

- Origins and growth
- Existing size and structure
- Stakeholders
- Future-plans

Community

Who represents the 'community' to the organisation?

How would you describe your relationship with the community?

What considerations are made towards the local community in making business decisions?

Which factors/ groups are taken into consideration in making business decisions?

Why?

Social Responsibility

What is your understanding of the term CSR (Corporate Social Responsibility)?

What activities do you undertake that could be described as socially responsible?

What effect do those activities have on the business?

What is the **effect to the intended recipients? Impact?**

From the activities you are involved in why did you decide to make a commitment to those activities particularly?

Can you describe ways in which the organisation seeks to be a 'responsible' business?

- Legal
- Ethical ACTIONS resulting from....
- Moral

In a high volume of research, it proposes that the owner/manager of SMEs largely dictates the extent to which the organisation involves itself in socially responsible activities, based on their values and beliefs- to what extent would you agree with this? Can you explain why?

7.2 Survey and Survey Responses (sample)

Q1 Name of Business?

Northampton Nutrition Centre

Q2 What year was your company founded?

2014

Q3 How many employees work at your company?

1

Q4 What is your turnover? **£0 - 250,000**

Q5 What is your postcode?

NN1 1RA

Q6 What is the legal structure of your company? (e.g. Ltd, Partnership, CIC etc.)

Ltd

Q7 Number of Directors? (if applicable)

1

Q8 What industry does your company belong to? **Healthcare**

Q9 What is the specific purpose of your company?

Health and Wellness programs

Q10 What is the vision of your company?

To be sustainable whilst providing effective health and wellness programs to businesses.

Q11 Do you sell business to business or business to

consumer?

Business to Business

Q12 Where are most of your customers located? Click all that are appropriate

Regionally, Locally (Same postal town)

Q13 What proportion of your staff live locally (within the

same postal town) approximately?

80-100%

Q14 How would you describe the local community in which you operate?

Challenging

Q15 What activities has the business, and/or its staff been involved in within the last 3 years that support social, environmental or community needs? (e.g. charitable works/ giving/ sponsorships/ educational support etc)

Sponsorships when it has been possible

Q16 How did the business become involved with these activities? (e.g. staff requests, 3rd party organisations approaching you....)

on line requests

Q17 What resources did the company provide? (e.g. staff hours, money, expertise etc.)

expertise

Q18 How important do you feel it is that your company is involved in such activities?

*Level of perceived importance **Quite***

Q19 Why is it important that your company is involved in the activities you have mentioned?

exposure and trying to give back.

Q20 To what extent do you feel businesses should support their local communities?

As much as possible.

Q21 What type of support do you feel should be offered to communities from businesses?

(e.g. time/ money/ people/

access to resources)

as much of the above as is possible.

Q22 What effects do you feel your own activities have had on the intended beneficiaries of these activities?

hard to say

Q23 Would you continue to support these beneficiaries in the future? and Why?

Where possible

Q24 What support do you feel would most benefit the community in which you operate?

(Even if you aren't doing it currently) *education on health and nutrition.*

Q25 What is the potential that you, as a business, may seek to support the community in this area in the future?

Great once the business is able to support itself.

Q26 Corporate Social Responsibility (CSR) and Sustainability are often used in 'Management Speak' – can you possibly have a go at defining these?

no but in most cases it's just lip service with no real backing.

Q27 In what way do you feel that CSR and Sustainability is applicable to your business?

Community health improvement through nutrition education could reduce load on health services and improve community health if only those in power would do more than just talk and actually do something.

Q28 Is this likely to change moving forwards? If so how?

Doubt it

Q29 Would you be willing to participate in an interview to explore further some of the areas covered in this survey (either by telephone or face to face)? If so please can you fill out the section below with your contact name, number, email and position?

Yes. [REDACTED]

Sample 2

Q1 Name of Business?

Recycling Technologies [RT]

Q2 In what year was your company founded?

2011

Q3 How many employees work at your company?

20

Q4 What is your turnover? **£0 -250,000**

Q5 What is your postcode?

SN3 4WA

Q6 What is the legal structure of your company? (e.g. Ltd, Partnership. CIC etc.)

Ltd

Q7 Number of Directors? (if applicable)

5

Q8 What industry does your company belong to? **Technology**

Q9 What is the specific purpose of your company?

To recycle plastic into oil

Q10 What is the vision of your company?

To

Q11 Do you sell business to business or business to consumer?

Business to Consumer

Q12 Where are most of your customers located? Click all that are appropriate

Nationally

Q13 What proportion of your staff live locally (within the same postal town) approximately?

up to 20%

Q14 How would you describe the local community in which you operate?

The local council has been supportive

Q15 What activities has the business, and/or its staff been involved in within the last 3 years that support social, environmental or community needs? (e.g. charitable works/ giving/ sponsorships/ educational support etc)

NA

Q16 How did the business become involved with these activities? (e.g. staff requests, 3rd party organisations approaching you....)

NA

Q17 What resources did the company provide? (e.g. staff hours, money, expertise etc.)

NA

Q18 How important do you feel it is that your company is involved in such activities?

Level of perceived importance **Neutral**

Q19 Why is it important that your company is involved in the activities you have mentioned?

NA

Q20 To what extent do you feel businesses should support their local communities?

It really depends by the nature of the business

Q21 What type of support do you feel should be offered to communities from businesses?

(e.g. time/ money/ people/ access to resources)

NA

Q22 What effects do you feel your own activities have had on the intended beneficiaries of these activities?

NA

Q23 Would you continue to support these beneficiaries in the future? and Why?

NA

Q24 What support do you feel would most benefit the community in which you operate?

(Even if you aren't doing it currently)

Extend the supportive attitude to the citizens rather than limiting it to institutional bodies

Q25 What is the potential that you, as a business, may seek to support the community in this area in the future?

Education to recycling (promoting children visit to the plant and school projects)

Q26 Corporate Social Responsibility (CSR) and Sustainability are often used in 'Management Speak' – can you possibly have a go at defining these?

At RT, we take an innovative approach to applying a technology to solve the global problem of plastic waste sustainably

Q27 In what way do you feel that CSR and Sustainability is applicable to your business?

It is the core of our business

Q28 Is this likely to change moving forwards? If so how?

Yes, however the speed of this change is determined by technology development

Q29 Would you be willing to participate in an interview to explore further some of the areas covered in this survey (either by telephone or face to face)? If so please can you fill out the section below with your contact name, number, email and position?

No

Survey 3

Q1 Name of Business?

A Dancers World

Q2 In what year was your company founded?

2007

Q3 How many employees work at your company?

12

Q4 What is your turnover? **250,000 - 1,000,000**

Q5 What is your postcode?

NN1 4DU

Q6 What is the legal structure of your company? (e.g. Ltd, Partnership, CIC etc.)

Limited Company

Q7 Number of Directors? (if applicable)

1

Q8 What industry does your company belong to? **Consumer**

Q9 What is the specific purpose of your company?

We are a retail shop and sell dance related products

Q10 What is the vision of your company?

We focus on offering quality dance wear fitted by ex-industry professionals and qualified teachers to our direct customers to ensure that

they have the best possible fit to enable their progress in dance. We provide a unique convenient service to our dance teachers where

we can supply quality dance wear to them in a direct delivery service, which is currently growing year on year.

Q11 Do you sell business to business or business to consumer?

Business to Consumer, Business to Business

Q12 Where are most of your customers located? Click all that are appropriate

Regionally, Locally (Same postal town)

Q13 What proportion of your staff live locally (within the same postal town) approximately?

80-100%

Q14 How would you describe the local community in which you operate?

It is a large town with a diverse community.

Q15 What activities has the business, and/or its staff been involved in within the last 3 years that support social, environmental or community needs? (e.g. charitable works/ giving/ sponsorships/ educational support etc)

We provide a bursary award to local dance schools to help enable children to progress further with their dance training. This is usually a charitable donation towards their dance classes.

Q16 How did the business become involved with these activities? (e.g. staff requests, 3rd party organisations approaching you....)

I felt it was something that we could offer to our customers and teachers to thank them for their continued support of the shop and to help students progress further.

Q17 What resources did the company provide? (e.g. staff hours, money, expertise etc.)

Money towards their dance class fees

Q18 How important do you feel it is that your company is involved in such activities?

Level of perceived importance **Very**

Q19 Why is it important that your company is involved in the activities you have mentioned?

I have enjoyed meeting and watching many dancers progress and improve during my 10 years of owning this business and I felt it was something I wanted to provide to help children locally.

Q20 To what extent do you feel businesses should support their local communities?

I feel it is very important to support local communities where ever possible. Whether it be time, funds or both it helps to create a bond with your customers and local communities.

Q21 What type of support do you feel should be offered to communities from businesses? (e.g. time/ money/ people/access to resources)

As much as possible, as it helps to bring communities together and to be able to offer support to those in and around your area is a great way of understanding their needs.

Q22 What effects do you feel your own activities have had on the intended beneficiaries of these activities?

I have been running this bursary for a number of years and many of the children that have received the small funds that I am able to offer have been able to receive more training in an activity that they love. I danced until my mid-twenties and feel that it is very important for children to participate in activities where ever possible, especially doing something they love and are passionate about. Because of my dance training I was able to travel the world working in an industry that I loved, and I hope that by offering a small donation to children to help with their training costs they too can go on to enjoy and be passionate about dance. I still see many of the students that have received the bursary awards we give to different schools and it is great to hear about their success and achievements.

Q23 Would you continue to support these beneficiaries in the future? and Why?

I will continue to offer the bursary awards as I feel that every little helps and longer term I would love to set up a charity that is focused on offering larger awards to help children with the expensive fees of specialist dance schools and colleges. I meet many talented students that

are offered places to study at specialist dance schools and colleges but sadly cannot afford to take the place due to financial restrictions and lack of funding. It is getting harder and harder for these children and families to obtain any form of funding due to government cuts and businesses not having the resources to help.

Q24 What support do you feel would most benefit the community in which you operate? (Even if you aren't doing it currently)

Funding for additional classes for children and schools to help them provide more training to their students. I know many local dance teachers in the Northamptonshire area that work very long hours often unpaid to give the kids they teach extra classes and the best training they can possibly provide. Many of these teachers do this extra work out of love for their profession and their students and for many of them it is their only form of income. Small local funding to help dance groups and schools would really help.

Q25 What is the potential that you, as a business, may seek to support the community in this area in the future?

We will continue to help our local teachers and provide support and advice to them where ever possible. We hope in future to create a charity that could help them further.

Q26 Corporate Social Responsibility (CSR) and Sustainability are often used in 'Management Speak' – can you possibly have a go at defining these?

This isn't a phrase that I have personally come across before but in my understanding I would define it as local businesses having a responsibility to give back to their local communities, this could be time, money or equipment. Whatever they are able to give to help improve life within the surrounding communities.

Q27 In what way do you feel that CSR and Sustainability is applicable to your business?

We can offer advice and help to our local teachers and very often use our links within the industry to help them with support.

Q28 Is this likely to change moving forwards? If so how?

We would like to be able to offer more, being a small business, we are limited financially on what we can offer and would love to be able to offer more to students to nurture their talents. We hope to grow this with starting a charity to enable us to offer more funding.

Q29 Would you be willing to participate in an interview to explore further some of the areas covered in this survey (either by telephone or face to face)? If so please can you fill out the section below with your contact name, number,

email and position?

A solid black rectangular redaction box covering the response area for the survey question.

7.3 Information Sheet and Flyer

Information sheet:

Information Sheet for the study: Exploring Corporate Social Responsibility in Small to Medium sized Enterprises

This research project is being conducted by Louise Atkinson, University of Northampton as part of a PhD study with the working title: "The role of community influences on socially responsible activity within SMEs"

The study has 3 aims as follows:

1. To explore the nature of CSR (Corporate Social Responsibility) activity with a sample of SMEs (Small to Medium sized Enterprises), operating in contrasting demographic environments.
2. To observe the social impact that the CSR activity of SME participants has on their local communities.
3. To analyse the extent to which differing demographic environments affect SME adoption and the execution of CSR programmes.

In addition to contributing to knowledge of SME organisations academically, the study aligns with the European Commission's objective to work with SME organisations on developing CSR business integration. The Northamptonshire area already engages with European funding initiatives to benefit SMEs at a reasonable scale, however much of the support to date has been focussed around innovation and growth, and early/ new business support. By have a comprehensive view of the position our local SME organisations are in with regards to CSR, there is opportunity to seek funding for Northamptonshire to develop CSR education and business guidance with European Support. It is recognised in business, academia and politics that there is evidence that CSR can help businesses to gain a competitive advantage.


The project finally hopes to identify exemplar organisations of 'good' CSR practice that may potentially become case studies for other SME organisations to identify with and replicate within their own organisations. Whilst this is available nationally and internationally the benefit to SMEs to identify with their local area is deemed important.

Your agreement to participate in the pilot study will support the study by assisting the researcher in the development of the main study by giving clear understanding of the quality of data as a direct result of the interview questions. Furthermore, the insights gained from the pilot study will also be an indication of the quality and value of information in terms of achieving the aims set out for the project.

The data and observations collected for this pilot will be used within the published PhD and related publications. The researcher reserves the right to use the data for future research studies where it is deemed relevant and related for analysis and publication.

Thank you for your contribution and support for this research. Louise Atkinson

7.4 Ethics Form (samples)



RESEARCH ETHICS: Consent Form

Project Title:
The role of community influences on socially responsible activity within SMEs


Name, position and contact address of Researcher:
Louise Atkinson, Senior Lecturer, Northampton Business School, University of Northampton, Park Campus, Boughton Green Road, Northampton, NN2 7AL

1. I confirm that I have read and understand the information sheet for the above study and have had the opportunity to ask questions.
2. I understand that participation is voluntary and that I am free to Withdraw at any time, without giving reason.
3. I agree to take part on the above study.
4. I agree to the interview being audio recorded.
5. I agree to the use of anonymised quotes in publications.
6. I agree to the inclusion of researcher observations* in publications.

Antonia Sephton-Pike 20/10/17 [Signature]
 Name of participant Date Signature

Louise Atkinson 20/10/17 [Signature]
 Name of researcher Date Signature

*Observations include the premises; location of premises; individuals on site at the time of visiting



RESEARCH ETHICS: Consent Form

Project Title:
Exploring Corporate Social Responsibility in Small to Medium sized Enterprises

Name, position and contact address of Researcher:
Louise Atkinson, Senior Lecturer, Faculty of Business & Law, University of Northampton, Park Campus, Boughton Green Road, Northampton, NN2 7AL

1. I confirm that I have read and understand the information sheet for the above study and have had the opportunity to ask questions.
2. I understand that participation is voluntary and that I am free to Withdraw at any time, without giving reason.
3. I agree to take part on the above study.
4. I agree to the interview being audio recorded.
5. I agree to the use of anonymised quotes in publications.
6. I agree to the inclusion of researcher observations* in publications.

[Signature] 24/11/17 [Signature]
 Name of participant Date Signature

L. Atkinson 24/11/17 [Signature]
 Name of researcher Date Signature

*Observations include the premises; location of premises; individuals on site at the time of visiting

7.5 Field notes

Example: Professional Football Club: Observation Notes- Volunteering 2/4/16

Every match day at home a team of volunteers support the staff at NTFC for a range of personal reasons and collectively to support their club.

Looking at the bi-directional relationship between a business and its community it is important to see what the community puts into the club and where the resource for this is from.

Structurally the volunteering is organised as follows:

Charlotte- FT Marketing and Events (works under Caroline) coordinates the volunteering

Paul/Adam/Ashley – Paul usually leads the volunteers but is injured, Adam and Ashley assist.

3-5 others – General volunteers

One volunteer is the club mascot. Usually Adam but he was unwell. Adam also commits his time to creating a social media profile for the mascot too.

The rest organise all children's based activities surrounding the match itself. This includes penalty shoot outs for local clubs where there are inter-club competitions, birthday party shoot outs with Clarence, the guard of honour and ball signing etc.

Of those I was able to speak to it is apparent that there is a positive feeling towards children, and/or the community. Once young lady was volunteering who wanted to be a primary school teacher and is currently applying to University, the individual who dressed as the mascot is a senior member of the local police force.

The club also interacts with the community on match day as they have a player in the shop pre-warm up to chat to fans and have pics/ signings etc.

Adam dealt with the guard of honour and organised 3 clubs and a party into position to wave the flags for the players. It was obvious from his smile that the role was something he relished and gained real enjoyment from.

The atmosphere was friendly and happy as the volunteers organised themselves- although a little chaotic as plans were adjusted at the start of the game in terms of where the guard of honour would go and Adam had just returned from holiday so was playing catch up. Lauren had had a late night but was ready to go.

When asked why they volunteer the responses included- it is a family friendly club, and that they enjoy being with the kiddies.



7.6 Transcriptions (sample)

Interview Transcript: Suzy Dark, Unit 17 Dance and performing Arts, 16.07.15

LA: OK so the business started- you would have started it anywhere....

SD: Anywhere, yeah anywhere we could have we would have started it- we were just really, really lucky to have, be given this opportunity, and then hopefully we can pay that back to everybody else that comes through the door really- that's the plan.

LA: So how many years ago was that?

SD: Err, it will be 5 years in November, yes

LA: So how has it grown and developed in those 5 years?

SD: I mean it's grown bigger than we could have ever dreamed. It's grown very very quickly, erm, so we started off- literally with about 20 students? Maybe and then within the first 2 months we probably had over 100 and the classes just grew and grew and yeah we didn't really know- it took us by surprise a bit to be honest you see

LA: Where did they come from?

SD: Do you know we still to this day <don't know> - its very word of mouth, erm we're really lucky, hopefully, really well you bump into people in the street and you talk about what you

are doing, and you say you are Unit 17, and they say oh Unit 17 my god daughter goes there or my niece goes there, and most people say they love it. I don't think they would give you a negative, but I think hopefully when people come in they just feed off of us, hopefully because we love it so much. I just hope that that seems to feed off to other people and we do genuinely care about every child that we have here and progressing them. I think we get that hopefully. And I think it's not just about the dancing side of it I think. I think because, it's because we want this to be for families. Even when we first set it up we didn't it just to be dance school, we wanted it to be (especially as we were given this great sort of facility) we wanted it like to be almost like a community centre. So, we wanted it to be so that the children felt comfortable here and they wanted to hang out here so we had the WiFi put in so they could do their homework between lessons. And not just the children that dance with us but also their extended family. We wanted them to come down. So, we wanted dads to feel comfortable sitting in the dance school, because sometimes that isn't always the case is it? You know mums don't mind taking their kids out dancing but sometimes dads don't feel as comfortable in this environment. But I think because obviously all of our families are involved, you know, our mums and dads are involved, our husbands and our boyfriends are involved in some way and I think that helps bring in every member of the family and I hope that we include them in the whole school rather than it just being about the lessons.

LA: So, I know that some of you- well all of you work as well as doing this, how does that work out?

SD: Yeah, yes <laughs> its hard <laugh>. I think for me personally I've always had a job and taught dance in the evenings, that's what it's just always been and so you manage that. I think what, what makes it that this isn't our income, like none of us are earning from this and we won't for years and years and years, because if you look around at the facilities, you know it cost us hundreds of thousands of pounds to build, so we won't earn money from it, so we are literally doing it because we love it we are here every night, Saturdays, Sundays, and if we are not here we are probably choreographing or we are at our own job, so we are purely here because we love it, and I think hopefully then, you know we are not here to- as long as the building can stay open that's all that matters to us at the moment really. Don't get me wrong in the future it would be amazing if this could be you know all we do but you know it's not now, not for any of us, so, I think it keeps that passion alive because it, you're not doing this to make money- I think that makes a massive difference you know when you are running a business to make money compared to doing it or the love of it. I think that changes how you approach things. I think I personally think. I think we are really lucky we get to do each dance.

I mean I have girls that I have been teaching since they were 3 years old and most love to dance, but you see as soon as you turn it into something that you've got to make money from – it changes you know if they want to go out into the professional world you know it just changes how you feel about it. You know it doesn't become a hobby or a passion any more it becomes your lifestyle, and its and the pressure is put on from it and it I think it changes it. SO I think that has a bit of an impact because it could, it isn't- we all have our jobs, that keeps us going, this is – I <laughs>, I'd pay to come here <laughs>, because it is- there's not one day that I have been here and I haven't laughed or cried or just had a moment with a child, just seeing them do something or develop, or you know watching them grow- you know I can see in them a change you know and like this is you know my school and I get to see that, you know that's pretty incredible, erruuuh yeah that's why we do it, yeah.

LA: That's lovely- its lovely to hear so much passion in there

SD: *Laughs*

LA: And as well, I can see around the studio there are a lot of student teachers that are pupils as well...

SD: Yeah

LA: So, what aspirations do they have as it looks like you are cultivating a while new generation

SD: *interrupts*, Yeah, I mean, that's the dream, I mean the biggest thing with dance is that its technical and you've got to teach them all the techniques to keep them safe, because one they'll obviously get injured if they're not doing it right, and two er to obviously help them, because obviously they're doing exams and things. We want them to pass and get great results. The most important thing is for them to sort of be confident, and to be comfortable in themselves, and also to make good friends and I think you do that best through dance, because to dance, to really be able to dance <emphasised> you've got to be able to lose all your inhibitions and you've got to- you know you're really quite vulnerable really when you're dancing because you're really putting yourself out there you are, and if you can do that with a bunch of people you will become so close, and then you know, you can, there's so much you can get from dancing, not just the skill of dancing, you know you can do all those kind of things it's just as important, but you know you can become someone- and whether you want to be a graphic designer when you're older or you want to be an estate agent or you want to be a doctor it doesn't matter because dance will give you other things you know it will, I'm not talking about being cocky, I'm talking about self-confidence and self-belief, you know and to

motivate yourself and to be able to push yourself, but unit makes it, obviously its teamwork, because some dance schools are festival based, which is all competition based, but we are show based, which means we are always working as a team and I think that again in life is just such an important skill, learning how to socialise, away from social media and stuff, nowadays I think, you know, children really struggle I think to communicate, you know to not just have,....maybe our younger end of the school are much better at it, but our teenage end, you know it's amazing how different they are, you know with their school friends compared to their Unit friends because you don't have that same, you know, maybe bond and the way you kind of have them moments. On a Wednesday night here with our older ones, you know, we are going for it, you know and everybody's behind each other and we had a girl come recently from another school and you know some when we did something everyone clapped her because we were so pleased for and she said "I can't believe how much everyone supports each other- there is no oh she did better", which sometimes you do get in this industry so she just couldn't believe it.

Because we're a team and because there's no, the only thing you've got to be here is your best. That's it, there is no the best. I know you obviously come through the door and there is no clique and there is no- everyone just has to work hard, be their best and be a nice person. It's about being part of the unit family, and that's that's it. And I think- just going on- the four of us because we are, you know, we've run a business for 5 years and we are best friends, that's...and we've genuinely remained best friends because we sit down, and sometimes you have say, I don't really like that- or....but, and I think the children know that as well- the four of us are solid, there's no coming between us you know and we tell each other everything

LA: It's not like you can play them off and....

SD: Yeah <laughs> yeah that's it. We literally are a solid force and that is lucky, I mean – there's Bec and I who are obviously 10 years older than Jessie and Bex, so I think that's nice the kind of generation gap, and obviously Jess and Bex, so we trained them and we took them through their exams as well, so for me and Bec to watch them two, I mean that's just such a joy if I you know, the show we did recently it was their routines for the little ones they had- some of the small ones did stuff they didn't know on stage – but I couldn't have been prouder of them its – so you know that's still going on even in our little team the four of us and then you know to have this and together, we just look at each other sometimes at the end of a show we just stand together and go <face expression- wow> <laughs> we can't believe this is ours you know and we still pinch ourselves pretty much every day you know it is just amazing....<laughs>

LA: I think it's interesting what you said about wanting to make it a community facility and that ties in with where I am thinking, I guess if you could expand on that and say a little more on what...<yeah> you have achieved and what you would like to achieve

SD: I think erm, cos obviously when we first opened and we were obviously, we were all very family cased and we wanted a place very family orientated, and so we still want to expand on that, and so we do some events, obviously involving the family, obviously we done them before in the summer and things like that to try and pull families in obviously, so different little discos and different events like that so it's not just about the dancing side of it, but I suppose, the biggest thing for us is its lovely seeing the families you know, we do love, and we're surprised really that we do get a lot of it you know if we've got mock exams you know and you've still got grandma, grandad, auntie, uncle, everybody, you know we really encourage you, if you've got 20 people to come and watch bring in tow 20 people you know <laughs>

Yeah I suppose- I don't know if this the right thing- bringing families together, bringing everyone together, you know we've got children from all sorts of backgrounds <emphasis on all sorts>, you know all sorts of backgrounds <emphasis again on all sorts>, and seeing them, you see them sometimes chatting to each other about obviously, you know maybe what they have to deal with at home, not necessarily all the time, but where we have children that have obviously come from very privileged backgrounds and children where they haven't, you know and that's one of the biggest things when we first get them to come is that we have a pay as you go system because it just allows, it gives access to everybody, erm I think termly schools, obviously you're cutting off so many children and not giving the opportunity to come here and we all keep our prices as low as we possibly can as long as we can keep the building running that's all that's our concern really, you know and we don't want it to be the price, or the termly fees you know where it excludes children because, you know that's a hell of a lot of money to find in one hit, and obviously if you can just pay as you come a couple of quid- like you know hip hop is only £3 do you know what I mean- hopefully it just broadens, you know who we can sort of touch and who can get involved and you know come here. So that is probably one of our biggest things that we did the pay as you go system, and obviously we are all very lucky to grow up in supportive families and to have siblings, and we know that just because we danced you've still got brothers that play football and yeah, so it's trying to make it acceptable enough that you know they can still do other things. I always that's really important as a child isn't it maybe not just to have one thing that you do all the time – you know it's really important isn't it for them to try everything – see what they love, what they excel at, what's

going to make them grow up and be happy I spose. I don't know if I've really answered your question /.....yeah what do we really want to achieve, I guess that yeah that it's for families- you know really, but for anybody. I just think children learn so much off of each other wherever they come from, whatever they have to ...you know a lot of the children, we've got a lot of them that have been through so much that affect them – obviously break ups at home, and so much more, and they say you know this is their escapism, this is their place where they can come, and they have that time out, and you some have said they wouldn't have got through it without us, and you know they don't even have to talk about it but they just come here and they know they could if they wanted to, but er <they can chill> yeah and our girls- I've seen where they've have rotas you know to look after somebody and they were going to pop round and check on them you know because things are bad, or a bit of bad news at home, you know they're just lovely lovely girls.

LA: So, they just look out for each other...

SD: They just look out for each other and that's what- we had that – and we really want it and that does seem to be happening, you know obviously I always go on and dance study is why we're here but it's not the only reason, and yeah I love seeing that, they build their own little communities, and they don't leave- the beauty is they don't leave anybody out of it- you know if they are in that class or come on the same night- you know everyone's involved and I like that I really like that- everyone feels accepted and it doesn't matter if you haven't managed to wash your hair that day or shaved your armpits <laughs> you know everyone – there is no judgement, everybody is accepted for whoever they are as long as they're nice.// I really do believe that and I – obviously our older ones that we've had since we opened so that's 5 years for some children- they've obviously gone from 10-15, which is a big change, and obviously we've got our real little ones that have gone from 3-8 you know so we are getting so much time in their life you know so it is so lovely to see them grow and for the parents who've said 'oh she went to school and she wouldn't have done that if..' and that is nice, but again I still don't think I've answered your question, but where we would like to go, we'd obviously like to do more community things for our children and hopefully to pull in more children from the community and give them a place to come and feel safe and grow up in, I suppose, yeah.

LA: In terms of future planning, how does that work at the moment? Is it something quite formal and you sit, and you say right where do we want to be in 1 year/ 3years/ 5 years or is it more ad-hoc?

SD: Not really- we plan out the year in terms of events but, erm obviously in the beginning we had to kind of plan like to keep this open how much do we need in terms of people to come through the door, and we're just, we are, now just about doing that now, so that's with regard to numbers we are spot on now, whereas obviously we have had times where obviously we have struggled to reach – and you can see the space it's absolutely massive.

So we have struggled with that, and that's where we put pressure on ourselves but obviously aside from needing to keep the bills paid and the building open we haven't really thought beyond what more can we do for the children, where can we take them next, what is the next opportunity we can give them, you know, that's where we go, that's what we talk about, what is the next step, how can we make it even more exciting, I think some people say sometimes // staff enters room // sometimes we may say we do too much, we have so many things with the exams and the shows and we keep moving all the time, I suppose for us its yeah it's just the next opportunity, no we don't really <plan>, 2016 is planned, and 2017 is going on, but it's mainly events, we don't business plan much, but none of us, none of us really – we are dance teachers, and don't get me wrong we have had massive learning curves, we had a fire inspection last week and obviously we have the kitchen that we have to look after, so we've learnt so much as we've gone along but we really are just dance teachers who somehow ended up running a business <laughing>, now we know all sorts about bins, and all sorts <laughing>

LA: But that is normal I find when you speak to small businesses it tends to be whatever drives them first- then they have to learn all the business side...

SD: Yeah and that has been a shocker, yeah we didn't realise maybe to the extent- as originally we were going to teach in some church rooms, but when someone says to you I'm going to build you state of the arts studios- the first thing you do is go yay <laughs>

LA: And the second thing you do is go argh <laughing>

SD: Yeah and you have to learn about business rates and stuff like that. It has been an eye opener yeah its massive, but again everything is so worth it.

LA: So that's where you and....

SD: Jessie, yeah so Jessie and I...

LA: You are the brains behind it...?

SD: I don't know about brains but we do our best <laughs>, so we do the er yeah, because obviously Rebecca is a deputy head at a primary school, so really she doesn't have a lot of spare time at all, so yeah Jessie and I do our best, and actually now, yeah we're alright at it <laughs>

LA: You know what you are doing? <laughing>

SD: Yeah we do now, until new legislation probably comes in or, that was probably one of our biggest things, and a lot of the schools in Northampton, I think we are at about 45 dance schools in Northampton and only 9 of them have got qualified teachers in them, you know it's a lot of people who can start a dance school, but there aren't many who are qualified, so we are one of the few schools that have got qualified teachers and things like that, and that was one of our biggest things and it is hard as a dance school, we wanted to make sure you had everything you should have in place, so obviously that took, some time. But you wouldn't always do because obviously the outlay is just huge to do it, but that was the one thing we wanted to do everything properly. So yeah obviously we are all qualified and obviously it's nice for us, and it's nice to be qualified, you can give more, there's more things you can offer the children if you've got more qualifications. With our qualifications we have to constantly stay up to date, there's lots of training- you have to go every year-, which is brilliant because it just makes us better – and able to offer more to the children that come here.

Tails off.....

LA: Changing the subject slightly- how do you *get along* with your neighbours around you...?

SD: Not bad actually, we have, we've got the people out the back, which are lovely because we share a lot of meters like the gas meter with them, they're lovely, they're really nice so we share car parking spaces for a bit off the gas bill and stuff like that so they're lovely, erm and so we have people next door- parking! That's the only thing, parking and people obviously are, well get irate about that and err- we don't <laughs>, but yeah so occasionally opposite – he's not so happy with us because we've got so many parking on Saturday when it's very busy, but we've done our best. We've had, before we've had people out monitoring the car park and things like that- in hi-vis jackets at the beginning, because we didn't, and obviously we do go over and now we've done the same thing with them they have a couple of spaces off us in the week as a trade-off for a Saturday when it's a bit, but yeah in general really nice, obviously the meat place across the way give us like 10% off for their meat for our place, and scoobys the dog company their lovely and we do a bit as some of us take our dogs there and stuff so

that's nice and yeah the meat place come over for their bacon butties off of us on a Saturday, because obviously we don't normally allow anybody in that's not to do with dance, obviously just for child protection, but obviously they're allowed to come in at quarter past eleven to pick up a bacon buttie <laughs> erm so yeah- fabric, the fabric place we use for you know some of our skirts, and er if we're ever doing costumes for shows, so we use them, erm I'm trying to think who else we've got, but yeah we, as a general rule, yeah quite a nice little industrial estate really, everyone's nice, yeah really only parking on a Saturday that I would say would cause any sort of....but its normally resolved very quickly and to be fair people do park sometimes, a bit questionably <laughs>, but yeah that's the only, that's the only thing, yeah if we can help each other out we do tend to...so

LA: Which is nice....

SD: Yeah I think so and again it's kind of what we stand for you know, get on with everybody, get on with your neighbours and do your best to make a resolution where there maybe is a bit of a problem so I think the parking is finally simmered- I think they're just used to it now, but we only got a current problem with the bus station moving down the bottom so (this is very boring) so the bus station hasn't got a car park so the bus drivers will park in the road and then it pushes it up, so that is our literally only problem.

LA: OK // So there is you guys running the business – you make the business decisions together – I'm guessing you and Jessie mainly on the financial side?

SD: Yeah but everything goes through everybody, so we would have the knowledge of it, but everything would go through everyone and even if we're discussing things by email the other 2 are always cc'd in so there's nothing that's not- we're all very involved in that sense

LA: With you 4 making decisions whether its next year's show times, whether it's changing class schedules, whether it's something totally wacky and brand new what and who are you thinking about when you make those decisions?

SD: oh err hmmm good question, I suppose- I keep going back to it, but it's just are we offering the best service to everybody that's here, obviously things have had to change, like we have what are called show skills classes and when we first opened we had two – one for little ones and one for older ones and now just like show skills 1 we've got 4 classes, show skills 2 we've got 2 classes and so on and so we've had to kind of everything kind of stems around the children and are they getting the best service that we can offer them, because we have a lot of decisions, obviously the bottom end is where we – that seems to be our niche if you like-

the very bottom ones yeah the little children that have just gone to school, so a lot of decisions have to be made about adding extra classes, when are we comfortable that- what is the biggest class size we can have, that is probably one of our ongoing concerns, and to be consistent. And when can we put that class so it is convenient and still going to offer the best, because obviously after school, for most- younger children they're too tired, they can't do a lesson so it's just not actually convenient for the younger ones, which seems to be the age group we get lots of students coming in at. So I suppose the one that is consistent and ongoing is musical theatre that Emily does that obviously it is a big class but it is one of those classes that peaks and troughs so what happens is we put a new class in and then we end up with 3 children, and obviously the whole resource is just...so we've now just all we've done is put an extra teacher into our one class so we can split that class out and again we're lucky to have that space, so that's really ongoing it's really – because that's the key is always the classes, you know we run all the other things the café you know to make the environment nicer but are our classes as good as they can possibly be and we will always sit with each other and that's one of our big things and just reflect on what we've been offering and it is every child getting the best out of that – not as a whole, but every individual child- is that class best for them and so on and so forth so that's probably ongoing. With regards to big decisions I suppose, yeah we just constantly- we all constantly research and constantly look at what's out there and what can we offer. And is what we're doing (if we had a child here at the school) would we be happy with how the children here are learning and if we're not,, which I wouldn't say, but rarely, because we hope that it is, but its constantly looking at what we're offering is the best the children can get I suppose. Does that answer what you've asked me??

LA: Yeah kind of,

SD: But that's really – the decisions are all made on the children and their progress and we don't want to do too much for them and frighten them and sometimes you know you can do too much and it's too much pressure we don't want them to feel pressure we want them to have enjoyment and you know so it is hitting that happy medium- making sure that they're being pushed and their being developed but without pressure, pressure, because that's one thing we don't want them to feel at all- we want them to want to get better, want to learn, want to improve themselves not to feel pressured into it if that makes sense. So, I suppose all of our decisions are made on you know just making sure they are getting the best that they can get really I suppose...am I?...is that?.....can I do that better is there anything more I could tell you with that?

Obviously we would like to do bigger and wonderful things but obviously a lot of it is based on finances and not just for us but obviously the children you know we're very conscious – like we are desperate to take the children to London next year to perform on one of the west end stages but the biggest thing is (and that's what we're working on tonight at our meeting<staff meeting followed interview>) is how much that will cost each individual child and what if there are siblings you know and things like that you know there's no – not saying there's no gain in it for us, but it is we're very very conscious that you know financially we are always conscious even like the exams that we have and so many people are like 'ooh' and we're like this is what it is we don't get this money- it's going to an exam board you know it's not going and you know we are very very conscious of time scales and so I suppose finances do come into it a lot of the time we don't want anyone to be excluded because parents just can't afford it and we'd hope people would approach us if that was the case but er

LA: Would (and I don't know if it exists already) but would some sort of scholarship or support program help?

SD: I think that is, now that we are more established (I think when we first opened it's hard to approach and go oh we've got some money aside) but I think now we are more established, because our next 5 years we haven't really got a plan, but for the next 5 years it is looking into hopefully maybe using our reputation a bit more to support more children you know- we know there's funding out there <laughs> we just need to find it and again we don't want it for us as a business we want it for the children <laughs> do you know what I mean that's where we want it you know like how can we help the children that want to do 3 classes but their mum can only afford for them to do 1 or if we are going to take them to London but they just can't afford the costumes can we have a pot you know like you said like a scholarship that's our that's our yeah that's where we probably have got a plan. That's one of our plans. Erm so it's kinda try and find some funding but again not for the unit side not for the business side, for our children to put in a pot for them and try and support the ones we you know we've got exam sessions coming up and some of our older girls you know they're £80-£90 pounds for an exam and it's so expensive and you can see they're struggling and unfortunately on the business side of things we're only just scraping through to cover, so we can't just, so we would love if we could find some way of funding and helping and to be honest we have tried a lot of fundraising events in the past that's why we don't do them as much now, we don't really get the support, and we appreciate that that's because people are already struggling week by week to...and...and on the flipside it does seem to be the same people that always support

things and then obviously that's not necessarily – when you got a hundred children it's not fair is it so so yeah yes funding is something that we that is a future plan that we would massively like to try and find for our children, not just when they're here but moving onto dance colleges and all sorts you know for their future as well as so yeah, yeah that is one of our plans actually- I didn't tell you that earlier <laughs>

LA: <laughing> That's interesting... I'm going to ask you some more general questions that will just help me to understand how much awareness there is around some of the things that I'm looking at. So, first of all have you ever heard of the term Corporate Social Responsibility?

SD: no no <laughs>

LA: What would you interpret it to be?

SD: I guess it's how- ooh ooh corporate – I suppose it's how our impact is on our customers yeah students maybe?

LA: There's no right or wrong....

SD: No, I suppose we are corporate are we because we have a business? Does that make us corporate? Yeah- responsible, I suppose we do feel responsible, we are responsible aren't we but for the children as well as the parents, even though the parents aren't ...oh I don't know

LA: Well you think about them with your finance options

SD: Yeah we do, we do think about, and maybe that's because of our parents as well, because we've cost so much for them and they really do help yeah, but yeah no I wouldn't massively know much about it though

LA: It's fine- there is no right or wrong...so within the umbrella of corporate social responsibility there's different areas that are researched such as legal, ethical and moral categories and I am just wondering – you've spoken a bit about business rates and the learning – how confident are you that you're meeting everything you need to legally

SD: <spoken slowly> pretty confident (laughing)

LA: Have you taken advice?

SD: Yes, yes we did when we first opened and we continually do, so that definitely because we are very very lucky so Jessies Dad who built the place- he obviously has his own construction firm as well so we're very lucky that we use a lot of their links with that side of things, but legally yeah I would hope we are completely covered with absolutely everything –

yeah I'd be devastated if we wasn't, but yeah we, yeah we try and make sure we're covered right down to everything. And obviously if we wasn't the first year we were open we had a lot of people down checking the building, checking our business when we very very first opened, and I imagine now we've kind of hit a bit of a milestone that things will start up again. Which we've already said to ourselves, we've said with our fire checks we need to do those again and all those kinds of things so yeah we're keeping it going. We do try our ultimate

LA: And ethical? I get a sense of the ethics and morals around the business in that you want everyone to have accessibility <yes> and morally you want to have every child developed as an individual, but what influence has your morals and ethics had on the business?

SD: err well hopefully, I dunno. I do hope that our older students are role models to our younger students and hopefully that's made them- you know not nicer but better people.

LA: It's quite a responsibility – to be a safe haven for some of the children – not just those that have had problems...

SD: Yeah I mean we would hope, we would hope that, and we try to be the best that we can be so that they can hopefully learn from that as well. I mean, yeah we would never do anything you know with the children that we thought was even remotely- but hopefully we are genuinely genuinely nice people anyway though but we do try our best to always...but every we ask the children we would do ourselves and we try and give them that to look up to I suppose, but yeah we respect the children and we hope that- that's all we need to do here, there's no shouting here- there's no...because respect earns respect and they can see that we respect them and in turn that flips it and, I'm not really answering your question again am I...? But yeah we are very aware that, you know not being so much older – and with Jesse and Bex in particular obviously, but we are very aware that we are you know not necessarily role models but you know our behaviour is so important and how we behave you know is a massive reflection on our children and how they will behave in return and I hope that they can see us...and I've said this to you before but we have had so many children from other places where –I'm not saying they aren't very nice but they believe that to get by in dancing you have to be quite callous and maybe even quite nasty and I think they learn very quickly here that's not how you are and being nice and everyone thrive of others being nice and everyone's so much happier in that environment and it is like it is genuine you know. And I think – we all come from very stable families and I am not saying that that's – but I think it does help we have all been very lucky in our upbringings and I think it's given us that confidence to- you know we

are very loving <laughs> but do you know what I mean- we are not shy to compliment people and I think that's important- I think that people find it hard to say nice things

LA: So, you're trying to set the example

SD: Yeah – it's nice to be nice, I think sometimes people try too hard and on social media- I know it's our top end but some of the stuff they see and it's like you know the way people talk to each other and I just can't believe you know that it happens and I think that people are too busy trying to be cool and something that they are not and I just think it is so important here to know that you- whoever you are is important and you are accepted you don't have to pretend to be something that you are not. I think that's the key and there is just so much now trying to be...trying to be skinny trying to be this- you've gotta wear this you've got to have this. I Appreciate we have a uniform but even with the uniform we've tried to be so conscious of every age shape size you know even with that there's so much that goes into planning even down to things like that you don't think about we spend hours trying to make sure that it is suited to everyone and that it's at a price point that's affordable you know like with our shows we obviously make the show uniform what is the base of their exam uniform and again that's purely financial so that you know everyone's included, once they've got that when they first come that will last them a good 3 years – we've gone for nylon lycra you so it grows with them- you see every decision is you know to make sure that no one is excluded but that's not the question you're asking me right now but as I talk I'm thinking there's more and more things that we do actually- like everything has gone through this sort of thought process actually so

LA: once of the reasons I thought of asking you to do this in the first place was because of your location – you've referred quite a few times to the need not to exclude and to make sure that you are as inclusive as you /interruption/...yes so I wonder if that has influenced some of the mentality around your decisions.....

SD...yeah I think it has – it's probably bad to say but we chose this location because its accessible probably and there's a rule at the association we teach through that we have to be 3 miles away from another BTDA school so yah we probably stumbled across the location but in other ways yeah I definitely think it has helped us to yeah learn more about the community. We're not actually- none of us are from here we are from the rural side of Northamptonshire yeah so I'd say having the business here has definitely opened us up to – and I love that I love that – I love peoples stories I love meeting people and you can learn so much from everybody- you know you can learn from everybody. I think it's good for the children as well as when you

go to school you know the majority are from the same kind of area or background and you've got somewhere like this and they get so much from each other- you know the fusion and we have a good radius where people come from.

#Recording 2a

LA: As you've read this study is for my PhD and I'm looking at Small to medium sized businesses and I'm looking at how they sit within their community and activities that may benefit society around them so in order to get a bit of context perhaps we could understand more how the business started.

SD: Yes, so it grew out of nowhere really, there were 3 of us that taught together, and Jessie obviously started to as well, and we just decided that- there was some teaching that came up in a local village and we were going to set up there. But then we were fortunate that someone would build us our own studio so we kinda took that opportunity and it very quickly grew from there. So were really lucky with the opportunity we were given with this place and really yeah we were just 4 people that wanted to teach dance to anyone and everybody <laughs>all that wanted to come and learn really. That's how it started so yeah within 5 weeks of starting we were saying yeah this is our studio and we were off and running. We just love dance and we really wanted to teach it to everybody, and we just believe the world is a better place if everyone can dance really and that's why we started it

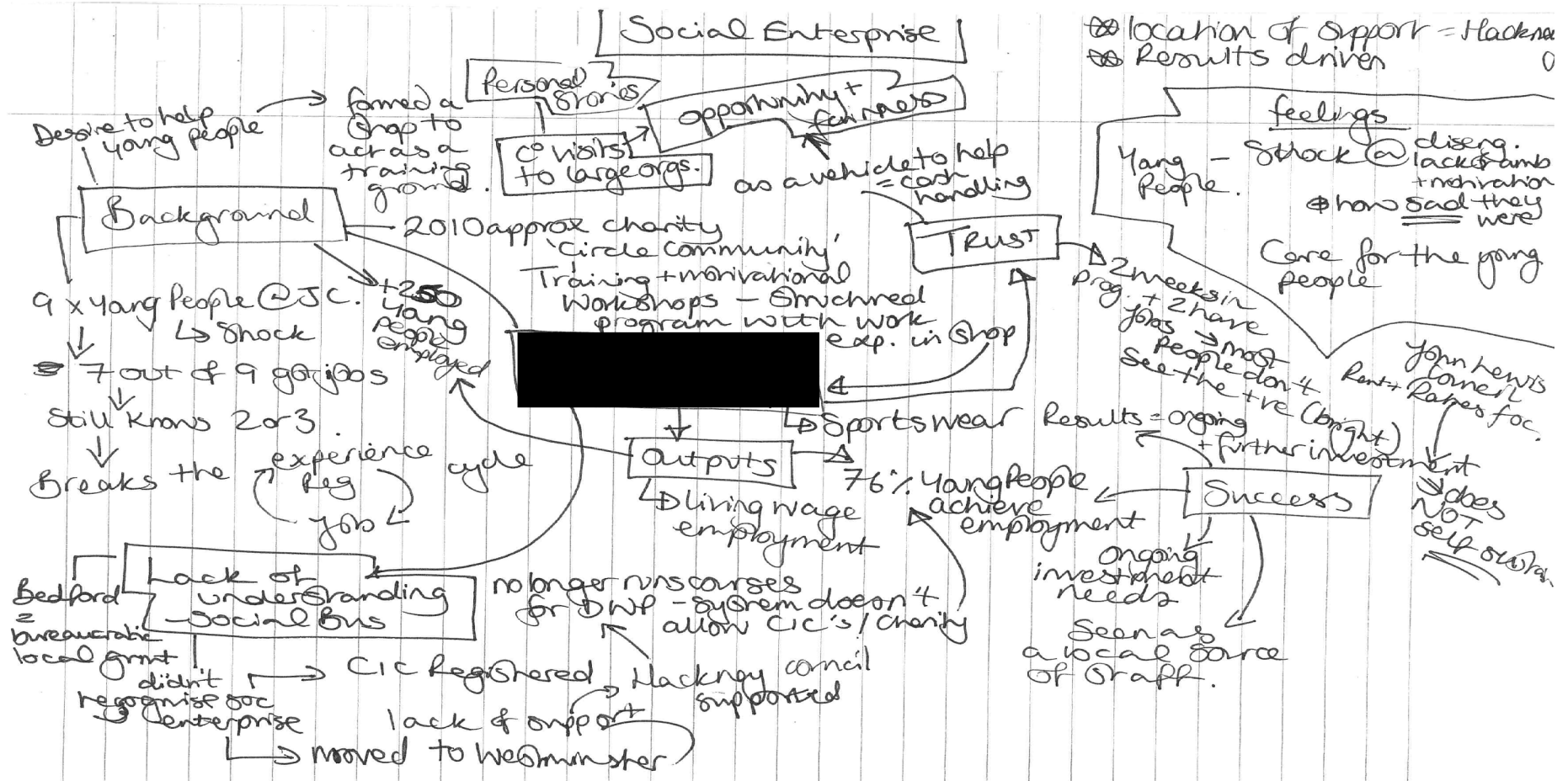
LA: So, you were lucky to have someone who funded the venture and...

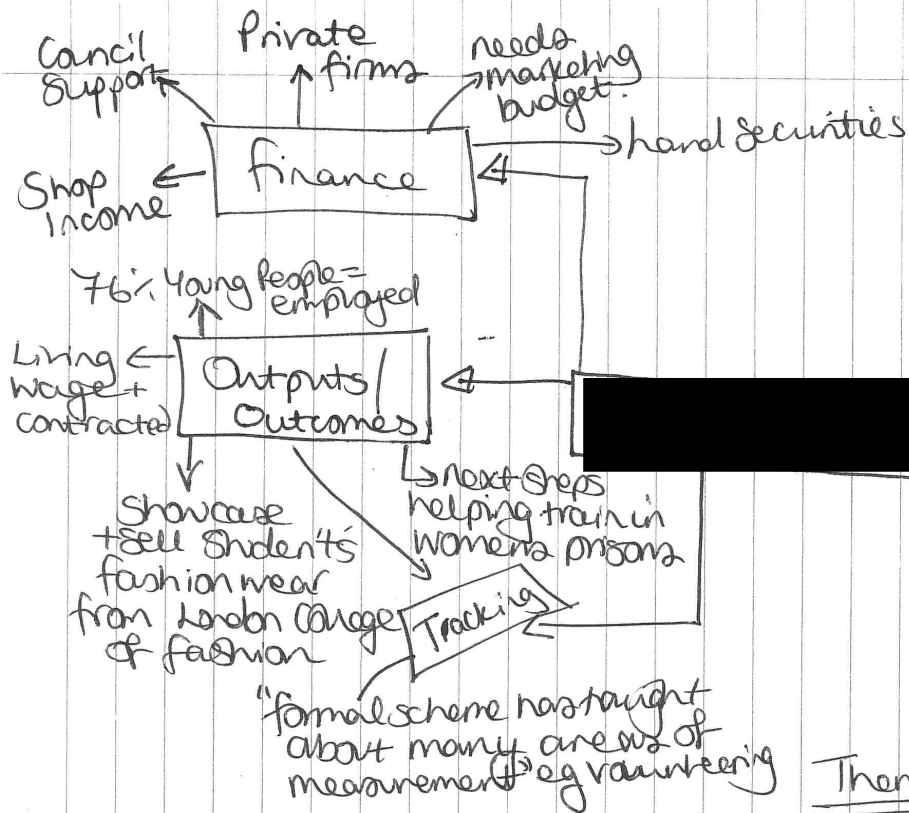
SD Yeah yeah to be fair yeah we could have started it I think we would be without the facilities we have but to be honest I don't think it would matter where we were the way we want to deliver things and put things across to people would be the same whether it was here or in- anywhere really.

Tape cuts out interview concluded.

7.7 Cluster Mapping

1st Phase – Individual Companies





feelings

- Shock @ despondancy of young people
- Cares v. much for all
- passionate about giving opportunities
- Pride @ successful outcomes

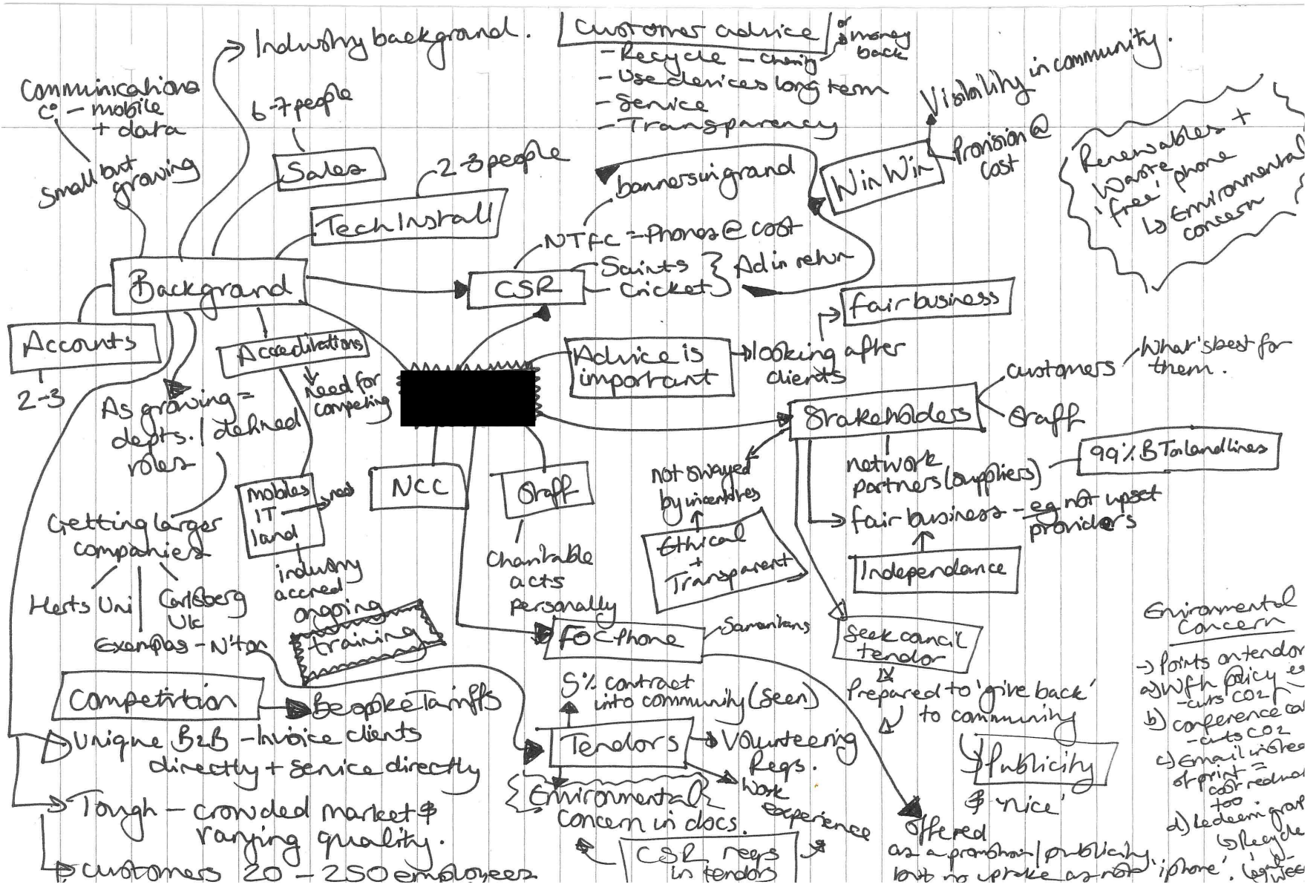
Success Stories

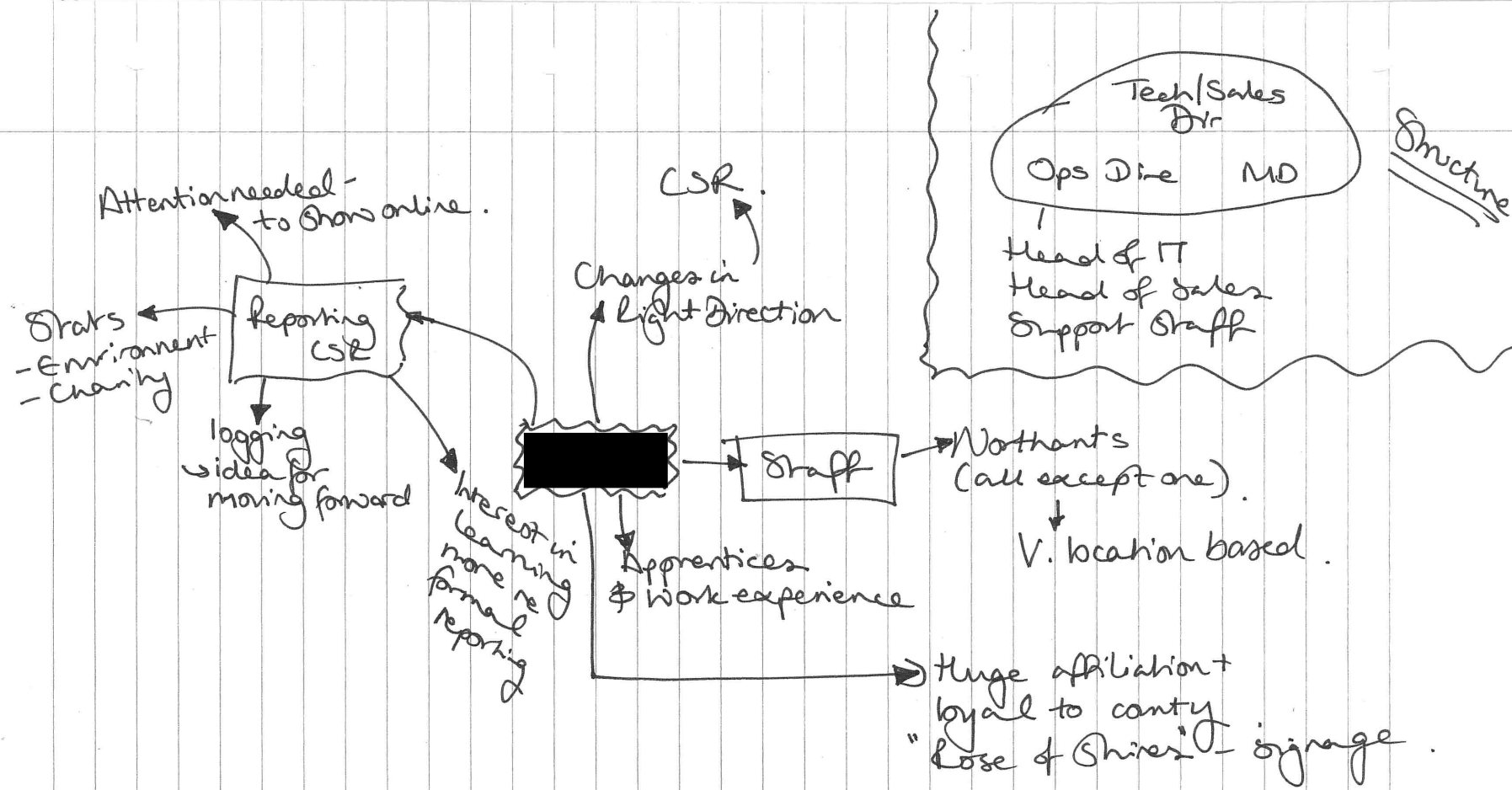
- People come back + sick wives in front of me or babies in my arms"
- Promotions in delegates = supervisory / managerial posts = seek staff from circle

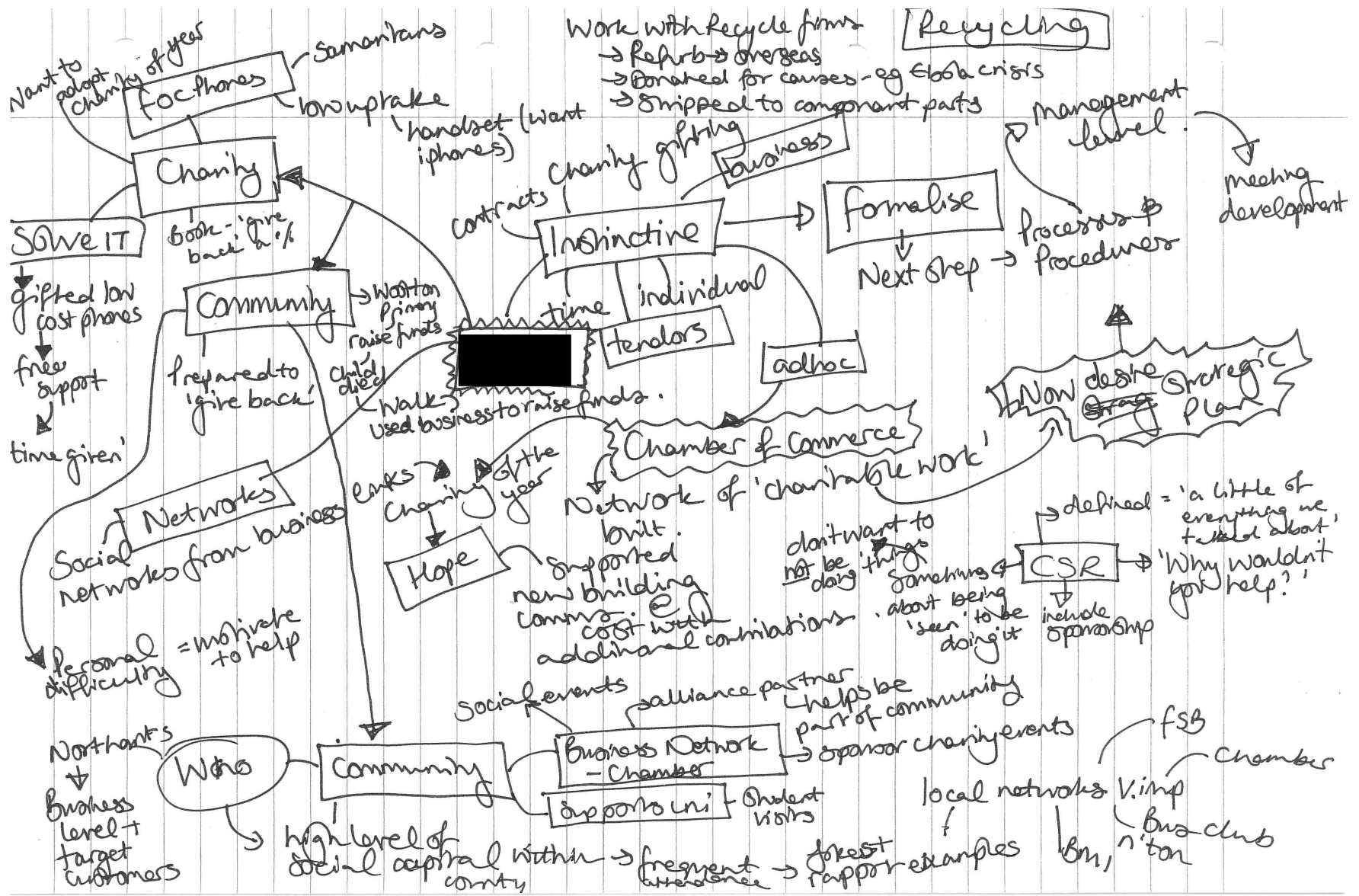
Themes

- fairness + opportunity
- High success rates of social focus
- Social focus = 1st
- Not self-sustainable currently
- Community based on network of alumni

- location important to success
- lack of understanding of social business





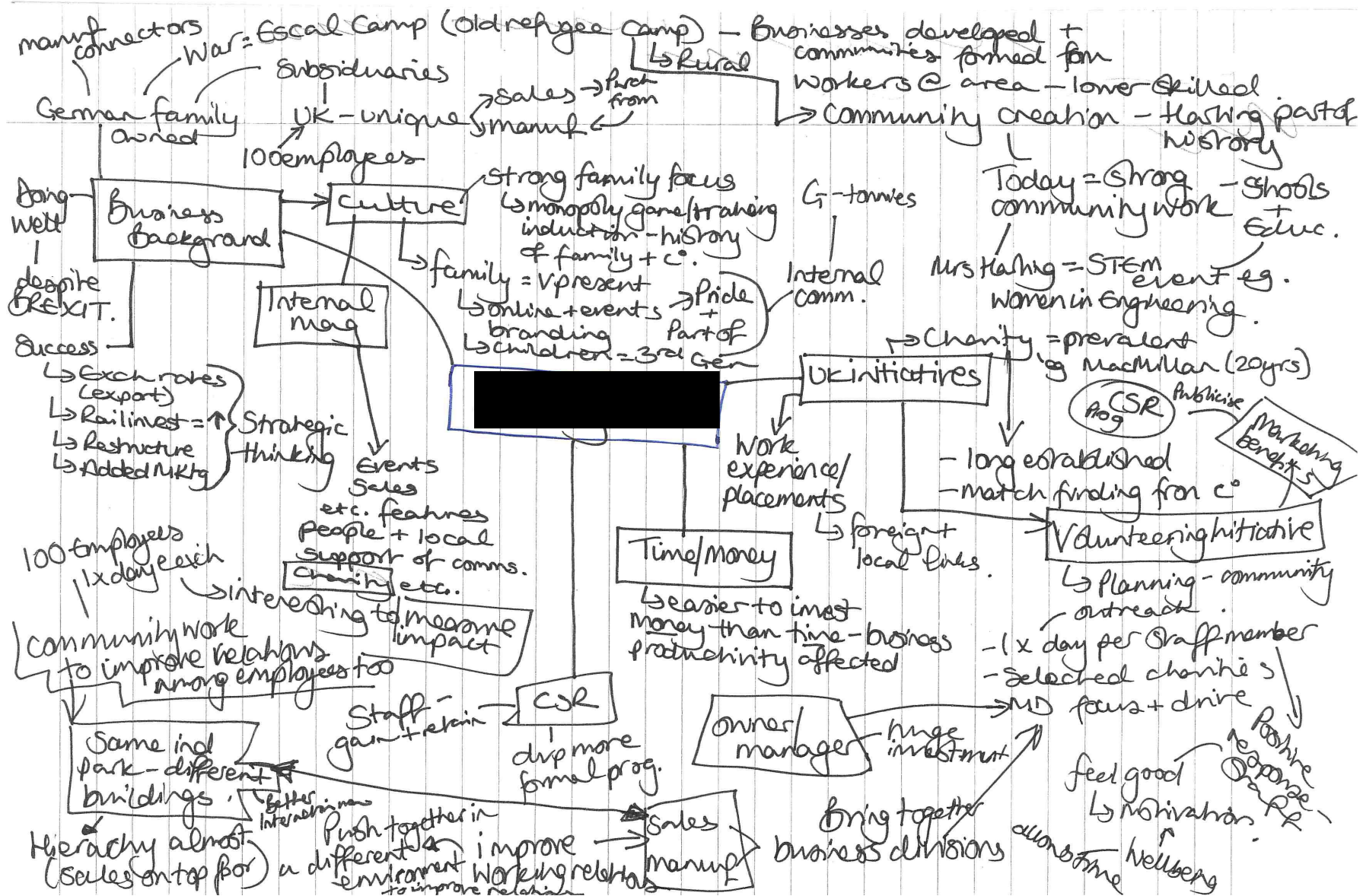


28

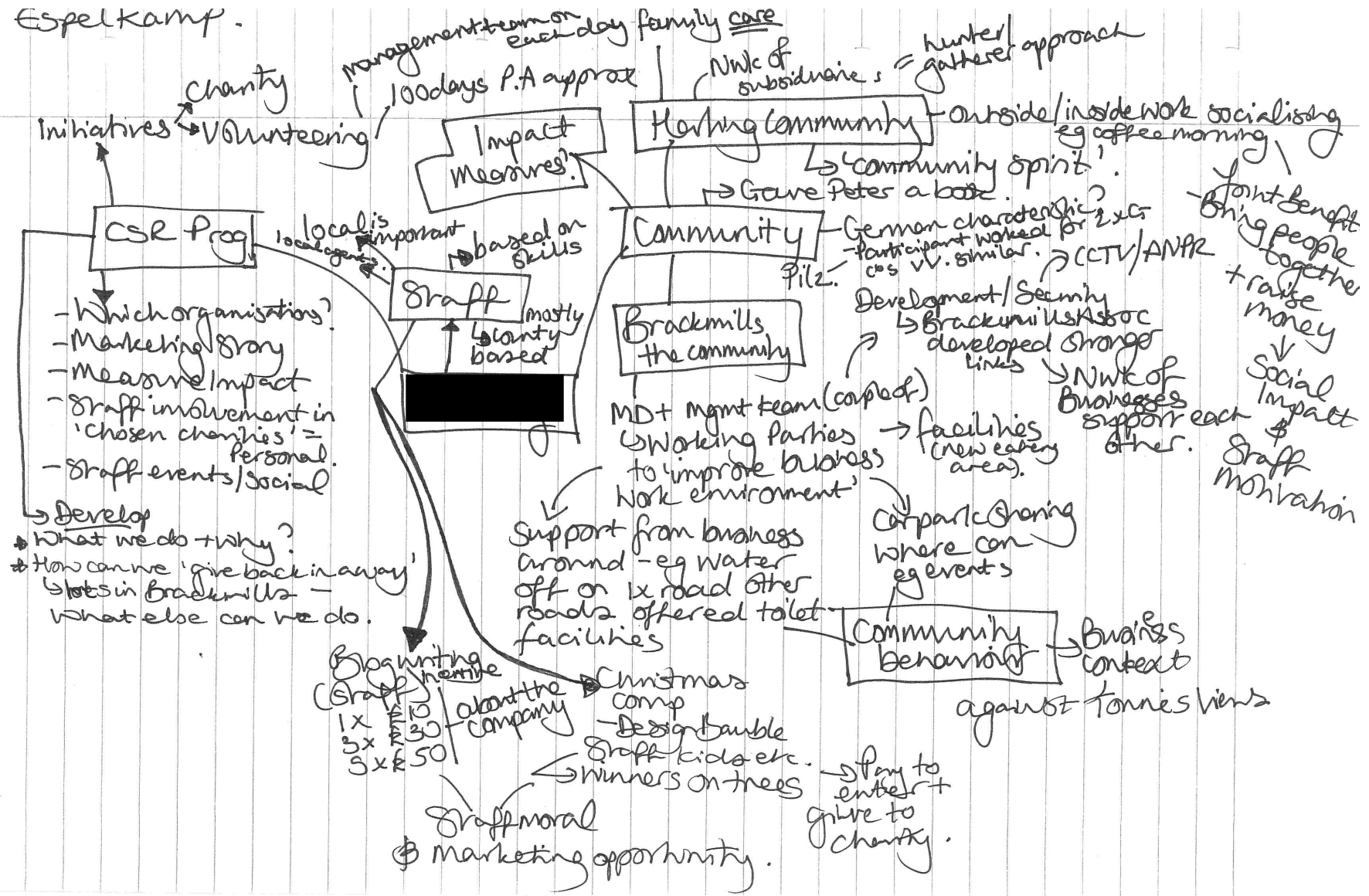


Themes

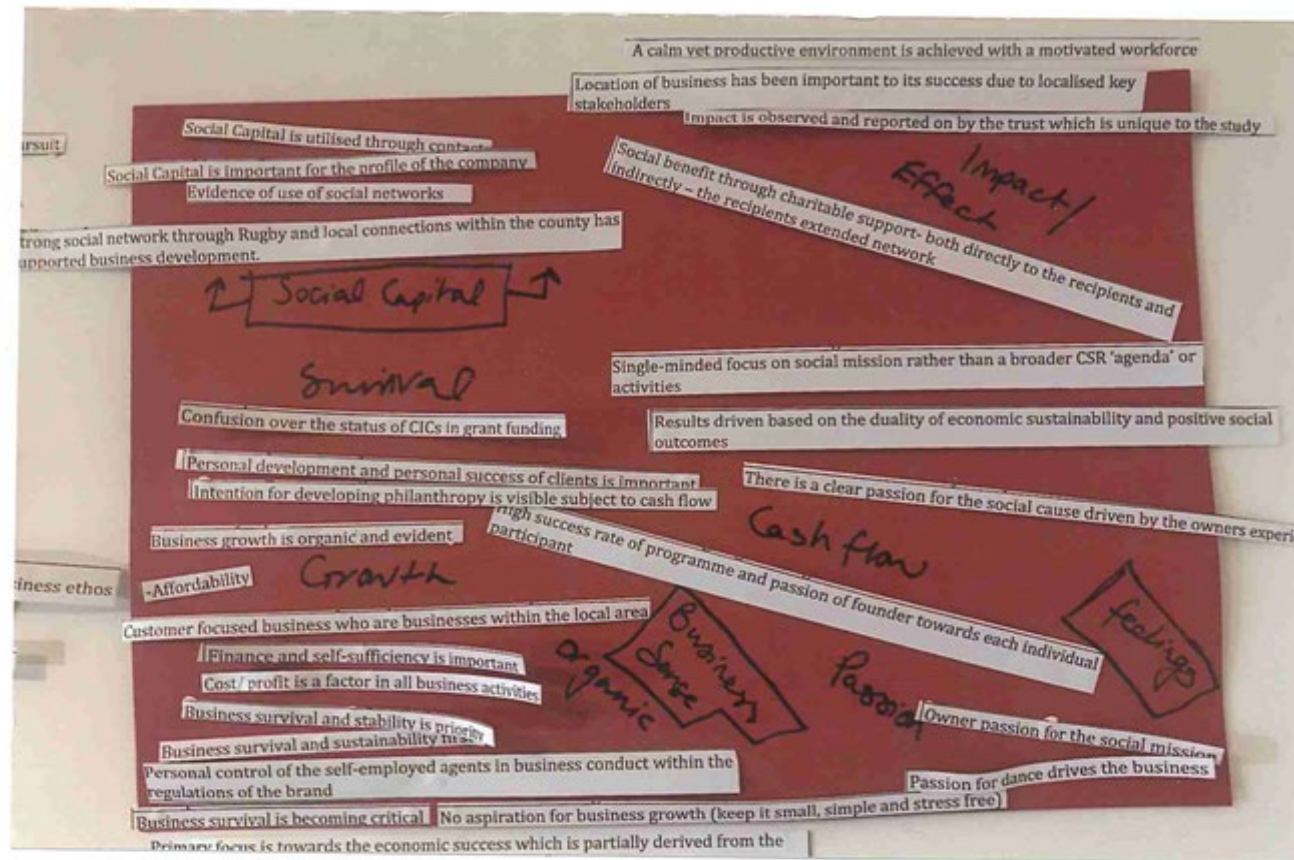
- Family vs - family cares. < Owner/Ingr
UK MD cares
- Multiple communities
- Business community + Gemeinschaft comparisons
- Staff motivation + wellbeing (leads to productivity)
- Dvp CSR Prog more formally
- Marketing/PR aspect
- Give Back
- Philanthropy
- Resource issues - time/money
- Volunteering scheme
- Local work experience
- Lack of planning to date from holistic perspective
- How to measure
- Improving working relations.

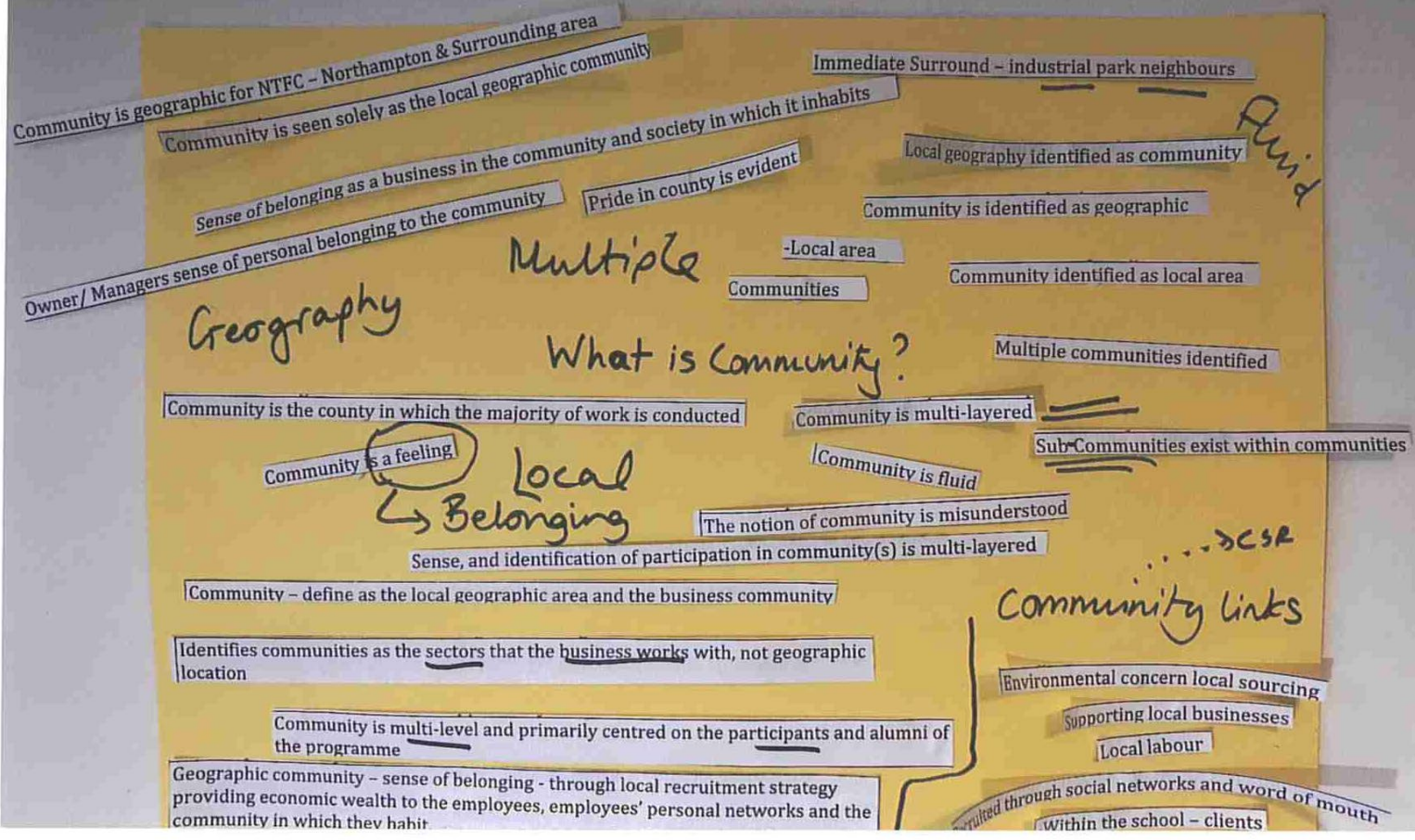


Espeikamp.



2nd Phase based on themes emerging in phase 1.





Philanthropic activity

Sponsorship due to family connection is the only identifiable activity that can be linked to CSR

Philanthropic activity

Philanthropy at local level

activity is based on philanthropy through the business network

Philanthropy

Community sponsorship

Sponsorship - see

Philanthropy as a way of 'giving back to the community'

Give back to the community

The owner doesn't acknowledge CSR but there is a level of philanthropy identified on an on-going basis

reshold CSR from the brand - philanthropy/ governance

Support for the less fortunate

CSR related activities

Philanthropy

Education

Volunteering

Specific actions support young people

Wellbeing of pupils

Work opportunities for young people (use of resources and expertise)

Social benefit through work experience for individuals participating and their personal social networks

Education of recycling to schoolchildren is an idea that is not established yet

Volunteering services

Volunteering

Volunteering is provision of expertise from the business

Social contribution is via volunteering for the FSB

Alignment

Community support embedded in business

Business Support aligns with the nature and purpose of the business

Connection exists between the business activity and support offered

Philanthropic activities connected to the clients of the business

Skills + Training

Training and development of personnel (motivating and for accreditations)

Industry skills development promoting innovation in the field of electronics

Look after the contractors

Nature of business is the root of CSR related activity

Core business provides social benefit

Wellbeing →

Nature of business recognised by owner as positive to society (health and wellbeing)

Health and Wellbeing is aligned with CSR in the view of the participant

Mental health is high on the agenda and work life balance in connection with this

Nature of business aligns with ethical practice and initiatives

Social benefit through crime reduction initiatives

Environment

Nature of business aligns to environmental sustainability

Environmental sustainability is important and underpins customer advice

Environmental sustainability is core of business

Legal compliance leads to environmental 'good' - new regulations to adhere to

Environmental concern is on the agenda with a view to maintain a good immediate environment to the premises

Commonality with social enterprise as they see purpose of business as social benefit / environment to the premises

Social Enterprise Behaviours

In the manner of social enterprise the business reinvests its profits into the business itself to improve society

Outputs are tangible - in this case a reduction in re-offending and an increase in gainful employment of ex offenders.

Social pursuits come first

The business exists solely as a vehicle to improve society and the community in which it operates.

The focus of the business is social mission first. Economic sustainability supports the social mission and is an on-going challenge

Cost reduction

7.8 Data management, Ethics and Risk Assessment

Appendix A

Ethical Considerations for Research Proposal- *Note duplication*

Ethical Considerations for proposal title: The role of community influences on socially responsible activity within SMEs	
Issues	Strategies
Preliminary Papers and authority	<ul style="list-style-type: none"> • I will use my student card to identify myself to research participants • I will not be dealing with minors or vulnerable adults therefore a CRB is not necessary • There is no paperwork required to conduct the study with the exception of written consent, which is covered later in this document
Choice/recruitment of participants	<ul style="list-style-type: none"> • Participants will be invited to volunteer for the study by written letters and social media (Linked in and Twitter). I will use existing contacts to reach out to potential participants. • The distribution of invitations and targeted messaging through social media will help ensure that participants meet the selection criteria for the study. Prospective participants will be screened through a telephone call to ensure they meet the criteria of the study ensuring time is not wasted by either party. • All participants will be over 18 years and as they are currently employed as managers or employers themselves the risk of any vulnerability is minimal. Consent will acknowledge the need to be of sound mind and over 18. • No incentives will be offered to take part although the findings of the research should have indirect benefit

	to the participants by raising awareness and knowledge in the area of CSR in SMEs
Training	<ul style="list-style-type: none"> • I will attend relevant research training that connects with the research project • I will proactively seek training in how to conduct interviews to ensure rules and etiquette for research interviews is met (through the graduate school and other institutions training days as well as my own reading)
Involvement	<ul style="list-style-type: none"> • The research will be conducted only with voluntary consenting adults that meet the criteria of the study. • There will be no efforts to coerce and the consent form will detail a policy of withdrawal • The study is not likely to be sensitive in its line of questioning however if participants would like a 3rd party to attend this option will be given
Rights, Safety and Wellbeing of participant and researcher	<ul style="list-style-type: none"> • A risk assessment will be used for each interaction with research participants that will: <ul style="list-style-type: none"> ○ Establish that a healthy and safe environment is agreed upon to conduct the research. ○ Ensure any disability of the research participants is considered that may affect accessibility to the location ○ Consider my health and safety (e.g. if the organisation deals with recovering addicts/ the interview is requested out of office hours) ○ Consider the health and safety of the participant based on the questions being asked

	<ul style="list-style-type: none"> ○ Review the value and necessity of the planned interview structure and questions to the study overall ● It should be noted that in this study it is unlikely that the subject matter will become sensitive and that the participants will be in relatively senior positions in their organisations minimising the likelihood of psychological issues around participation
Permission from immediate authorities	<ul style="list-style-type: none"> ● There are no special permissions anticipated to access or engage with locations and organisations related to this study
Suitability of premises	<ul style="list-style-type: none"> ● The layout of the premises will be considered. In addition to the health and safety aspect positioning of furniture, privacy and time away from 'daily work tasks' will be examined
Method of Interview	<ul style="list-style-type: none"> ● I plan to use semi structured interviews. This will be made clear in the information sheet accompanying the consent form. It will form part of the basis of agreement of the potential participants
Method of recording data	<ul style="list-style-type: none"> ● I will be using audio recording for the interviews. Any email/ social media communication will also be retained. The participant will be made aware of this prior to signing the consent form through the information sheet. ● The data management plan (appendix B), sets out the way in which the data will be retained and used in a secure manner throughout the research process ● If participants withdraw from the study permission will be requested to use the data received. If it is not given, I will destroy all copies of the records for that

	<p>participant and issue confirmation in writing to the participant that this has happened</p>
Interviewers	<ul style="list-style-type: none"> • I plan to undertake the interviews as part of the research training process • Expenses will be claimed for travel and subsistence only where applicable
Transcribers	<ul style="list-style-type: none"> • The audio recordings will be transcribed, and this may be using a professional service. This service would be under a contract of confidentiality • Copies of the transcription will be shown to the research participants to allow them to confirm it is a true and accurate account of the interview. This will help to validate the study too in terms of evidence building
Method of conducting surveys	<ul style="list-style-type: none"> • The surveys will be conducted in a public space where other businesses will be present. In terms of data protection, a private space will be arranged for the survey to be completed thus avoiding potential 'views' of the survey. • The surveys will be completed online through a password protected tool such as surveymonkey.com • All survey data will be subject the same privacy and management set out in the data management plan • Each survey participant will be offered the full information sheet regarding the study that is in use for interviewees • All survey participants will be requested to sign a consent form (the same as interviewees)
Translators	<ul style="list-style-type: none"> • It is not anticipated that translators will be needed for this study

Attendees	<ul style="list-style-type: none"> • It is not anticipated that attendees will be required for this study unless at the participants request. In this eventuality a document of consent will be exchanged between the participant and the attendee for my retention as evidence of consent
Consent	<ul style="list-style-type: none"> • The research proposed will be neither deceptive nor covert in nature • A written information sheet explaining the purpose and nature of the research will be provided with the consent form. The consent will be signed confirmation of agreement that an individual will participate, and that they have read and understood the information sheet. • The information sheet will explain the expectations of the participants in addition to detailing the purpose and nature of the study • All consent forms will be hard copy with a written signature. These will be scanned and maintained securely in accordance with the data management plan (appendix B) to minimise risk of loss or damage of the consent forms • Participants will be given the opportunity to withdraw at any time during the research under the following conditions: <ul style="list-style-type: none"> ○ If the participant has not agreed either the transcript or the findings full withdrawal from the study will be given. The data will be destroyed, and the participant will receive written confirmation to this effect ○ Once participants have agreed the findings of the research withdrawal from publications

	<p>outside the PhD theses will be given. This is to protect the progression and completion of the PhD. Again, written confirmation will be given. This time it will state that the data will remain confidential and for the purpose of the PhD theses only. The written detail will confirm clearly that no information given will be used for future papers. This is possible due to the case study nature of the research- making it easy to isolate one participant from future papers.</p>
<p>Confidentiality and Anonymity</p>	<ul style="list-style-type: none"> • Confidentiality will be maintained throughout the study by observing the data management and ensuring that I keep records protected. This ensures that if a participant wishes to withdraw their identity cannot be linked to this study • I would like to be able to identify participants; however, some organisations/ individuals may not be comfortable with this. In the interest of signing up participants anonymity will be used at the point of coding and based upon participants choice (detailed in the consent form) • Should participants opt for anonymity a code name will be allocated and any identifying data such as place names/ customers will also be anonymised through the use of pseudonyms • Data will be retained by the researcher and the University of Northampton indefinitely unless otherwise requested on the consent form. If consent is not given for the retention of data, it will be

	<p>destroyed 3 years from the date of completion of the theses.</p>
<p>Issues arising from the activity</p>	<ul style="list-style-type: none"> • The risk assessment considers any issues and problems arising from this research activity (appendix C)
<p>Feedback</p>	<ul style="list-style-type: none"> • There will be 3 contact points where I will communicate details of the study with the participants. (i) The initial information sheet detailing the purpose and content of the study, (ii) The provision of interview transcripts shared individually with each participant for confirmation of accuracy, (iii) The provision of the findings for agreement • Ad-hoc contact will be welcomed throughout the study encouraging participants to raise any concerns they may have during the research

7.9 Ethics Approval



Feedback from Research Ethics Committee	
Student: Louise Atkinson	Date: 12 th March 2015

Action required	Tick
No action required	<input checked="" type="checkbox"/>
Submit amendments for Chair's Action	<input type="checkbox"/>
Submit amendments for consideration by members by email	<input type="checkbox"/>
Resubmit application to future REC meeting	<input type="checkbox"/>

Decision relating to the proposal	Tick
Full approval was given	<input type="checkbox"/>
Advisory comments were given	<input type="checkbox"/>
Amendments are required before full approval can be given	<input type="checkbox"/>
Approval in principle was given	<input checked="" type="checkbox"/>
Amendments are required before approval in principle can be given	<input type="checkbox"/>
In its current form, approval could not be given	<input type="checkbox"/>

Feedback on proposal
The Committee gave approval in principle for the proposed research. In due course (and before any research has begun), an application for full approval should be submitted. This should include a full account of the ethical issues and strategies for dealing with them (the Ethics Committee guidance in the Student Toolkit will help with this), appropriate informed consent forms, participant information sheets and interview schedules/draft questions protocols.

In developing the detailed materials, the Committee advised the researcher to reconsider some of the statements made:

- 1) Is the data really only for the purposes of the PhD? Participants could be asked to consent to data being used in publications, presentations, etc and future research.
- 2) Consider whether dropbox is a tool appropriate for storing the data. University policy states that no personal data should be stored in dropbox. TUNDRA2 is the University's document storage system and its use is recommended.

Advice and guidance:

Please note that if you have been asked to make amendments then you should include a cover note with your resubmission that notes the way(s) in which you have responded to RDB comments and suggestions. You should also highlight any changes made to the proposal (e.g. by using a different ink colour).

The Chair of the Board/Committee can be contacted via the Graduate School if you have any questions about this feedback.

7.10 Extracted from Chapter 4: Remaining Company Profiles

Company Profile: Limited Mental Health Training Company

Background

Established in 2012 this limited company offers mental health training and employs two people. The location is rural, and they serve local, national and international training requirements. Their vision is to work on mental health in the workplace. The business caters to Business to Consumer (B2C) and Business to Business (B2B). This micro business works primarily with charities, schools, some businesses and councils, showing a leaning towards public sector clients. It is unclear what proportion of business comes from each type of institution. The primary service offering is training.

Initiatives that could be attributed to CSR

The participant does not identify with CSR activities in addition to the main business which is noted as important to

There are no explicit additional initiatives that lean towards CSR and on those questions the participant answers in a way that suggests they see the main purpose of the business as a social need:

We need more awareness and literacy on mental health to be able to change the culture around it in the workplace.

They feel that their business endeavours have a lot of effect on the beneficiaries. It shouldn't be lost that the tone of the responses for this business are not dissimilar from a business that addresses themselves as a social enterprise, in that there is a clear enthusiasm for what they do and the social gains that can be made from it, as well as the need for more of the same to help people with regards to mental awareness.

When asked about social responsibility the response clearly shows a need for businesses to be responsible and self-sufficient.

It is down to everyone to be responsible. Businesses have a duty to support people and communities, including safeguarding and support. Not enough businesses do it. Sustainable – can support itself without any other drain on the community.

Community

When discussing community, the founder makes the connection between their business and the community. They propose that mental health support in the community reduces costs and improves quality of life. They believe it is very important for businesses to support communities and that

awareness (of mental health) is key. They claim it is quite likely that they will seek to support the community in this area moving forwards.

Themes emerging

1. Commonality with social enterprise as they see purpose of business as social benefit
2. Core business provides social benefit
3. Want to do more to support the community
4. Business has a 'duty' to support communities

Company Profile: Professional Services

Background

Formed as a limited company in 2008 this organisation provides professional services to help with the governance of small businesses. They provide services to other businesses and end consumers and operate within their local region.

Initiatives that could be attributed to CSR

The company has supported a local Scout group with 'expertise' on the request of a client. The extent of this support is not clear; however, it is an on-going level of support. The effect is marginal according to the perspective of the participant. When asked about CSR it is explained as,

Doing the right thing by all stakeholders

This suggests a reasonable level of knowledge of the subject. The participant claims that such activity is very important in order to portray a good image for businesses. The stakeholder reference aligns with the views of Friedman in CSR

Community

When asked about the community the participant described their own community as a

Sleepy market town

Thus, referring to the geographic location in which they are situated. The views regarding the level of support businesses should offer, and the type of support given are seemingly connected to the business resources as the participant suggests that support should be strong within the context of profitability, which further aligns with Friedman's view that CSR is embedded in the organisation as part of what they do.

Themes emerging

- Nature of business aligns with ethical practice and initiatives
- Volunteering services
- Communities
- Belief that CSR is doing right for all stakeholders (stakeholder management)
- CSR should work with business profitability

Company Profile: Dancewear and Bridal shop

Background

Currently employing 12 people this dancewear and bridal shop enjoys prime position on a main shopping street of Northampton town. Founded in 2007 the business moved premises through expansion and currently enjoys a turnover of between 250,000 and 1,000,000 GBP. This profit-oriented SME focuses on the quality of their service ensuring a professional fit to the apparel sold. They make a point of employing

Ex industry professionals and qualified teachers

ensuring the highest quality of service through expertise. Products are sold business-to-business and business-to-consumer. Most customers are regional, predominantly within the same postal town. The founder is an ex professional dancer and has a passion for both dance and bridalwear.

Culture

The shop is a haven for dancers and brides with sumptuous fitting rooms and beautiful garments. There is a reassuring knowledge level amongst the staff to ensure best fit of dancewear, shoes, and bridal garments. This has supported trust in the business from their clients and other local businesses. The shop is legitimised through the close links to theatres and dance schools locally. Staff are welcoming, and the atmosphere is positive. Time is given to all clients making the purchase of items a pleasure for those shopping and paying too.

Initiatives that could be described as CSR

Philanthropy

The shop provides a bursary award to local dance schools to help children progress with their dance training. This is a sum awarded towards dance fees and a gift voucher for the shop. It is at the schools' discretion as to how this is awarded.

The motivation of this bursary was to thank customers and teachers who frequent the shop, as well as to aid student progression. The contribution is financial, and the founder believes this type of activity is very important to be involved in to help local children in their dance development. The

founder states her enjoyment in watching dancers progress that frequent the shop and was borne of gratitude of her own experiences in the profession. The founder seeks to give back to the dance community and the local community.

Because of my dance training I was able to travel the world working in an industry I loved, and I hope that by offering a small donation to children to help with their training costs they too can go on to enjoy and be passionate about dance.

Over time there are aspirations to offer larger awards to children who could benefit from additional support, as it is recognised that costs of dance training may be prohibitive for some families.

The term CSR is unfamiliar to the founder, but which is attributed to having a responsibility to give back to communities through time, money or equipment- whatever can be given to improve life in those communities. The connection made by the founder between responsibility and community is noted.

Community

The participant states that the community in which they operate is a large diverse town. There is recognition that funding in the community would help both pupils and teachers, some of whom are unpaid for additional lessons and classes due to the love they have for the profession. The provision of additional community funding in the arts would have an impact. In the meantime, this retail outlet is keen to continue their support through the bursary scheme and through advice and support from the industry knowledge and qualifications within the employees.

Talent nurture in dance is a focus for this business.

Themes emerging

2. Nature of business is the root of CSR related activity.
3. Giving back to the community.
4. Multiple communities identified.
5. CSR related activity is based on philanthropy through the business network.

Company Profile: CIC Professional and Employability Training

Background

Founded by an individual with national and international experience in Higher Education this social enterprise organisation is set up to support students and delegates with learning barriers. The diversification of the founders' career is borne from personal fulfilment in helping individuals with barriers including language, mental health, disability or special educational needs.

Legally registered as a Community Interest Company (CIC) the organisation relies on a combination of commercial and grant funding to sustain its social mission, which is to support adults with severe barriers back into work through a 10-week development programme. The commercial endeavours, which include online professional training in Equality & Diversity, Disability management and related topics, are not enough to fully sustain the social purpose. Funding from the European Social Fund (ESF) has complimented this commercial income but is due to 'run out' imminently at the time of interview.

Social Purpose and Successes

The interview highlights the single-minded focus on the social purpose of this organisation as individuals are discussed at length. There is little acknowledgement nor apparent awareness of other activities that could be attributed to CSR. This section highlights the passion and dedication to the social mission through anecdotes and achievements described.

We regularly go to Greggs at the start of a session because we know that our clients are on benefits and many struggle to afford to eat. Greggs have a deal with us and provide us with food that would otherwise go to waste for a nominal amount, so this works well.

Pat⁴ was a client for whom any kind of social interaction was problematic. She was painfully shy and spent many weeks at the centre. A job opportunity arose, and she took the team by surprise by applying for it, as it was reception work- thus requiring regular and high levels of interaction with others. She secured the post and is reportedly doing well.

Joe⁵, another client struggled to interact, and had difficulties in learning the most basic levels of Mathematics and English. He spent several weeks with the team (10-weeks is not restrictive if clients need longer) and rang one day to say that he had secured employment and would no longer be back.

The team express sadness when clients leave, but also pleasure that they have been able to take the journey of educational skills, and social development, and soft skills acquisition. Not everybody leaves with employment, however the vast majority leave with increased self-worth and confidence.

Community

The social purpose of the business is meeting the needs of the local geographic community, and this is with whom the business identifies. Interactions with related bodies such as the Department of Work and Pensions (DWP) as stakeholders form a connected community, however, the primary focus is the clients. Their locality is primarily within the town. The provision of reduced cost food from Greggs shows a relationship of goodwill within the local area, as whilst it is a large corporate the agreement

⁴ Name changed for anonymity

⁵ Name changed for anonymity

is at local branch level. The neighbourly support can be likened to rural areas of *Gemeinschaft* as noted by Tönnies (1887).

Sustainability

The economic position and its sustainability are precarious for the organisation. Social Enterprise has traditionally relied on some investment or grant funding. This is changing and within the last 5 years demands are placed on social enterprise to be self-sustaining. The literature chapter 2 section 6.1.3 refers to hybridity and lessons learnt from entrepreneurial work by social enterprise and this SE appears to be able to adopt these lessons for survival. The online training (commercial arm) does not receive a strong focus presently and this is perhaps needed for organisational survival.

There are applications for additional funding, but there are many funders who struggle to recognise the difference between charity, social enterprise, and CIC legal status, which is problematic. Economic sustainability is arguably the initial primary concern for all businesses to provide stability to achieve the business purpose, whether commercial or social or environmental.

Themes

- Social pursuits come first.
- Business survival is becoming critical.
- Single-minded focus on social mission rather than a broader CSR 'agenda' or activities.
- Owner passion for the social mission.
- Confusion over the status of CICs in grant funding.

Feelings

- Pleasure for success stories.
- Frustration regarding the need for income.
- Worry for the need for income.
- Enjoyment in helping others.

Company Profile: Gambling addiction prevention and support organisation

Background

Whilst describing itself as a social enterprise (SE) the legal registered status of this organisation is a Limited company. The purpose of the organisation is to provide training and support for employees in businesses, professional sports and prisons in the prevention of gambling addiction. The origins of the organisation are directly linked to the founder's experiences of gambling addiction, prison, attempted suicide and recovery. He identified a significant lack of support compared to other addictions despite

the fact it is cited as the fastest growing addiction in the UK. He proposes the addiction has the highest level of negative outcomes, and that help arrives too late.

The organisation seeks to educate and prevent before individuals meet those worst outcomes. The legal structure of a charity, it was quickly identified, had negative connotations for the businesses targeted by the organisation. It appeared more 'acceptable' to the potential client base to trade as a Limited company. This could be attributed to the trading terms or potentially the reputation of receiving 'corporate development' from a Limited company as opposed to a chargeable charitable service. The directive for the business to trade as a limited company came from the supermarket industry specifically. The legal status does mean that some funding streams are unavailable to the company as a result and so self-sufficiency economically is important.

The main industries that the service provision caters for are sports bodies, financial services, and military. Financially self-sufficient since 2015, revenues grew to £200,000 from £110,000 between 2015-2016 and profit trebled to £12,000 from £4,000.

Culture

This is a micro business with three directors spread across the UK. The social purpose drives the culture, and its awareness-raising drives the revenue. Education on gambling addiction and prevention reaches approximately 15,000 people per year. The organisation is building a good reputation and brand, which is enabling cross industry selling of their education and training. The manner the interviewee portrays is one whereby sensitivity around the subject is provided without shielding difficult truths. The culture could be described as open and trustworthy in order to gain the positive results that they do.

The interviewee describes the company as a:

Commercially sustainable but socially driven business

He is also proud to share that the company has won awards as British Entrepreneurs and through Social Enterprise UK.

CSR and social mission

The core business surrounds gambling addiction prevention and support. This provides a revenue stream from corporates, professional sports and government organisation including the military and prisons as the founder and partners deliver their training and messaging.

Additional support is given to the industries from which revenue is earned from. Sports sponsorship is provided to clubs in under privileged areas. Philanthropic support is provided to the Greyhound Trust, and support for the charity 'Storybook/ DVD Dads' for fathers serving time in prison. These initiatives build upon the core business and social purpose of the business and could be likened to an extension of community due to the inter-relationship or potentially social capital, although this is supposition.

Community

The founder recognises the industries that they serve as identified communities for the organisation. This is represented through philanthropic activity outlined in section 4.7.3. The founder names specific industries and sectors including criminal justice, and sports, explaining how the RFU were their first clients. He explains his views of supporting the communities served in conjunction with gambling stating that:

Harm prevention equals a cost reduction to society.

He also states that:

Gambling is an indiscriminate community.

This is interpreted as a candid way to identify a community as those with gambling addiction or a propensity for gambling.

Whilst not explicitly stated, another community for the company appears to be individuals' who have received support. There is a relationship formally maintained at time points of three, six, and then twelve months, and deeper access to support is provided if required. It is noted that to identify specific impact of the organisation is problematic and the founder suggests there is a spider effect. If individuals receive support successfully this not only benefits the individual, but also their families, and their personal and extended networks. There is also the potential economic benefit as addicts regain their position in society and no longer turn to crime supporting addiction.

Themes emerging

- Identifies communities as the sectors that the business works with, not geographic location.
- Finance and self-sufficiency are important.
- There is a clear passion for the social cause driven by the founder's experience.
- The founder doesn't acknowledge CSR but there is a level of philanthropy identified on an on-going basis.

Feelings

- Altruism and intention to 'give back'.
- Not a forever thing – wants to help.
- Grateful to be in a position of recovery.

Company Profile: Wellbeing, life coach, developmental business

Background

The founders background in blue chip corporations at senior management and director level provided the impetus and wherewithal to set up an organisation designed to support and develop individuals and small businesses. Founded in 2016 and described as a social enterprise this organisation is a vehicle for the founder to 'give back'.

The altruistic intent of the organisation is borne from the social construct of the founder who has always volunteered and has a propensity towards 'helping'. Privately educated and financially successful the founder has created an umbrella company to offer services for business (web development and marketing) at affordable pricing and personal wellbeing. Profits from the commercial sales are utilised to support individuals who could benefit from life coaching/ personal development who may otherwise be financially restricted from such services. The business is people centric, although there is a retail arm with a sustainability ethos that helps the economic viability of the company too.

Culture

As a fledgling micro business with the founder, and three staff, it is difficult to establish cultural dynamics. The ethos and beliefs of the founder underpin the culture. Her view is that personal success is being able to:

do what you enjoy in life

There are ambitions to hire twelve people in a short timeframe, which will help to shape the culture of the organisation.

Social Initiatives

The mission of helping people who need it is admirable and it is a little early to identify levels of success in this ambition. Having said this there are some tangible outputs that can be seen in these early days. One example is that students at University have an opportunity to showcase design products in the retail e-store

Community

The founder identifies with the complexity of the term community, discussing the notion of community within a large enterprise that defines its culture. Also, within that large enterprise there may be sub communities.

Community doesn't need to be big

(explaining that there can be many communities that people identify with and they can be very small)

The fluidity of communities is noted based on a point in time. The notion of geographic communities is identified as village, town or city. Isolation within these is discussed as a cause of poor health and loneliness for which the group aspires to help alleviate through their services. Finally, the founder believes that a community should exist to empower its members and to support the achievement of goals and objectives within that community.

Themes emerging

- Individual aspiration to 'help' and 'give back' – personal pursuit.
- In the manner of social enterprise, the business reinvests its profits into the business itself to improve society.
- Personal development and personal success of clients is important.
- Community is multi-layered.
- Community is fluid.
- Sub Communities exist within communities.

Feelings

- Recognition of own success contributing to a desire to help.
- Give back – because it is right.

Company Profile: Spa retreat and accommodation

Background

As the name may suggest this company is a spa retreat that offers spa and aesthetic treatments. Formed in Northamptonshire in 2017 there are 5 employees currently. Their vision is:

To provide an excellent service that surpasses any other salon

The service provision is on a B2C basis. Most clients are locally based to the business itself

Initiatives that can be attributed to CSR

The company has run charity events aligning with CSR behaviour of philanthropy according to Carroll's pyramid (1979). Two events had taken place in one month to raise awareness of the charities in

question through shopping fundraisers. The participant feels that this is quite important to the business, as they like to show support to others. This could be attributed to the idea of 'giving back' however it is difficult to be conclusive based on the information given. They believe the effect of these events has helped to raise the charities profile. Charity selection in one instance is based on a request from a client showing the interaction and influence of the clients on the business owner. Other beneficiaries are described as being:

Close to our hearts.

This suggests a personal connection in the way that several other businesses have selected charities to support. The individual is therefore important to the value and giving of the firm. The notion of CSR and sustainability is seen as very applicable to the business and they note:

We are based on a farm; we must respect the working environment surrounding us.

This could be connected to the immediate geography and ensuring positive relations with neighbours within their community.

Community

The community is described as affluent. The participant has stated that they believe businesses should support their local communities and they feel strongly on this:

100% (businesses should support their communities) every little helps.

They feel that to offer time and people, as a resource are an effective type of support for businesses to give to communities although they don't state in what capacity. (e.g. volunteering/ services etc.)

Themes emerging

- Community support is important
- Connection exists between the business activity and support offered
- Philanthropy
- Giving back to communities

Company Profile: Gaming manufacturer

Background

This business was founded in 2014 and is a manufacturing company that is also a micro-business. They have ambitions to sell their technology and branding globally.

Initiatives that could be attributed to CSR

The company sources their supplies locally and ethically to keep mileage of transportation down. They also provide funds for charitable works and run a non-profit company that gives to its community. The business was set up to offer such support from inception and it was a conscious decision to operate in this way. This conscious decision-making combined with the non-profit element suggests the business is a social enterprise. The company believes being involved in socially responsible activities is very important. They state that:

To be in business you can't just take all the time, you need to give back especially in a community.

Community

The community of this company is described as diverse, and the business believes that businesses should support their communities as much as they can. They feel that they have a positive effect on their own community and like the balance of supporting beneficiaries with making money.

Themes emerging

- Environmental concern local sourcing
- Supporting local businesses
- Philanthropic activity
- Give back to the community
- Local geography identified as community

Company profile: Health and Wellness Limited Co.

Background

The business is a Limited company that specialises in health and wellness programs. Employing just one person this company is a micro business that was founded in 2014. The company provides advice and support for sports organisations, businesses and individuals.

Initiatives that could be attributed to CSR

Provision of sponsorship has been offered to the local community

When it has been possible

This has been as a result of request online and the participant believes that such activity is important due to the exposure it gives the business and also

Trying to give back

The participant believes that CSR is in many cases businesses paying...

Lip service with no real backing

He states that his business is applicable due to its nature. By improving health and wellbeing, the participant explains, there is potential to reduce the load on health services and improve community health overall. There is a sense of frustration regarding those in power failing to act to support development in this area.

Community

The local geography is serviced by this business and the participant believes that as much support as possible should be offered to the community from businesses, although they are unclear as to the effects of benefits of their own activities

Themes emerging

- Community sponsorship
- Reactive to requests
- Believes CSR to be surface level by many businesses
- Nature of business recognised by owner as positive to society (health and wellbeing)

Company profile: Professional Football Club

Background

Interviewing the commercial manager of a professional Division 2 football club in an established UK league shows the business side of the sport and its endeavours to engage with the community. The experience of volunteering on match day further allowed observations of the day-to-day operations. The recent promotion (at time of interview), and ambitions of the club are to improve continually in all that they do.

Revenue streams are from sale of match tickets and season tickets, merchandise, sale of food and drink on match days, sponsorship packages, corporate hospitality and hosting a range of private events. The commercial manager (CM) is very clear about the fact the club is a business and needs to be profitable to satisfy its investors.

We are a business at the end of the day.

Community is recognised as an important part due to the profile that the club has locally. This is a responsibility taken seriously.

Culture

The club chairman is not a typical 'boss', sitting with fans on match day his personality exudes friendliness, and he supports inclusivity and equality. He wants a club that will thrive and be centred on the community through football. This was apparent with employees and volunteers engaging in conversation on match day, and my experience where my son was treated to a tour of the grounds and photos with the chairman as I attended an onsite meeting at the ground.

The level of accessibility is part of the culture that the club seeks to employ and develop. During the interview it was apparent that the chairman's strategic focus on stronger alignment between club and the community was priority and an effort towards mutual support.

Initiatives aligned to CSR

There is a plan for CSR and language use by the CM demonstrates a level of knowledge of CSR and its implications. The CSR plan is discussed separately to philanthropy too, which is discussed more in the context of community support specifically. In other cases, within the study philanthropy is discussed by companies in tandem with other 'good works'.

Philanthropy

As a high-profile organisation, the club is regularly approached for charitable giving. The weblink below shows the current promoted charities that benefit from the club's charitable foundation.

<https://www.ntfc.co.uk/club/charitable-foundation/>

All selected charities benefit the community. The club works closely with their own Community Trust which looks specifically at inclusion within the sport of football. The club seeks positive impact, and the Community Trust provides an impact report showing how its work affects the community.

Charitable links are made based on business partnership knowledge. The current charity of the year was nominated via one of the key sponsors to the club. Charities can also apply directly through the website to be considered for funding.

It is noteworthy that the club also provides support that is not promoted, nor shared externally anywhere to some charities due to the nature of their work and the need for confidentiality in what they do and how they operate. This is important as although CSR is linked to PR by the interviewee it demonstrates an aspect of gifting by the club that is purely to provide help where it is needed privately.

CSR

The interviewee stresses that CSR is about them as a club, taking responsibility for their actions and behaviours.

Absolutely key, if we can't support someone commercially, we look for CSR to see whether we can support them in their CSR works

When planning the club seeks to make a positive impact, and media communication of activities is integrated into this. It is in this area that community focus is identified. The club works with businesses supporting the community through volunteering and other schemes. Players and volunteers are encouraged to attend schools and support/ drive anti-bullying campaigns for example. There is a football outreach programme, which is designed to promote inclusivity in the sport and a scheme to encourage fans getting fit - widening participation in sport.

Some initiatives are environmentally based. The club is aware that there is going to be heightened traffic and litter on match days and big events. This is described as the

Impact of the team's existence and its grounds

This is something for which the club relies heavily on volunteers, alongside some staff to support traffic management and parking, as well as litter picking. Volunteers receive free game access as a thank you. Match day volunteers appear to be a regular group who are well known to the club. Onsite the volunteers are the mascot and host games for children that take place before the game and in half time. There is a good level of integration between volunteers and staff, which supports the cultural observations of inclusivity and friendliness of the club.

The club has a comparably high level of awareness of CSR when compared to other organisation within this study. There is a sense of responsibility and duty that they need to be aware and show positive conduct. There is a range of initiatives, and at the core of most is football. The club had bad press regarding the funding of its new stand; however, the club is very keen to limit the damage of this and use media strategically to demonstrate their positive endeavours, particularly to the community now it is under new ownership.

Community

At the centre of the initiatives for CSR the interviewee describes the community as the town and surrounding areas. There are observations about the immediate vicinity with regards to litter and traffic showing the immediate environment is important to them. The focus is with the fan base and public in the community whom they seek to engage with in different ways.

Themes emerging

- Community is geographic – Town & Surrounding area.
- The club believes it has a responsibility towards its community.

- CSR & Philanthropic activity are separated.
- Impact is observed and reported on by the trust, which is unique to the study.
- Environmental concern is on the agenda with a view to maintain a good immediate environment to the premises.
- Primary focus is towards the economic success, which is partially derived from the performance of the players.

Feelings

- Sense of responsibility to the community.
- Professional view of what needs to be done.
- Desire to maximise impact.

Company Profile: Independent beauty agent

Background

The company for whom this agent sells products for is not an SME. It is an international beauty brand that utilises network marketing as its sales model. Agents selling the brand are self-employed, however they follow guidance and rules in their conduct from the brand in a manner akin to franchisees. In today's working environment zero-hour contracts and gig economy approaches to working have received good and bad media coverage. It cannot be ignored that there is an upward trend of sole traders, or small partnerships working on a self-employed basis for large organisations across a range of industry sectors, that are legally identified as individual business concerns. This organisation provides a small insight into the experiences of combining self-employment and brand regulations.

In network-marketing people work for themselves and build their own teams. There is a combination of influence in the business from the brand culture and individual values that are utilised to build networked teams. Rules are not as tight as a franchise arrangement. For the current study and within the remit of SME the interview considers the interviewee (founder) and her network team only.

The interviewee has traded for approximately 3 years and worked on brand sales and network building full time for 18 months. She has built a team covering geographies across the UK and branching out into Tenerife. The motivation to be self-employed was the flexibility that this work offers. Coming from a corporate background with high demands on time she sought a better work life balance to improve her wellbeing and spend time with family.

Culture

Network marketing has been likened to pyramid selling and this is something that the brand itself has strong rules and messaging on, to support agents and protect them from such a scenario. The brand has won prizes as a 'good' ethical company based on their due diligence surrounding this aspect of trade. It is a key part of training cascading from head office. The interviewee is keen to ensure all the team are clear about how to sell ethically.

The interviewee is emphatic towards the level of support and sense of belonging that the brand has created through its networks of teams. Regular meetings are the norm to help promote and motivate teams creating a cohesive environment. As an individual the interviewee is highly motivated, and this runs through her team.

Initiative that can be attributed to CSR

This is partially linked to the main brand and partially each team member. Brand governance, particularly around rules of network marketing and conduct, and environmental sustainability, is important. The brand uses eco-packaging and does not test on animals. There are nominated charities to whom the brand provides a profit donation.

The team surrounding the interviewee and the interviewee herself have supported charities where there are personal connections. Agents use fetes and fundraisers at school/ community level for product sales, and often a percentage of sales is donated to the school or community. One lady raised money for a family where the mother had terminal cancer, however this appears to be a donation of personal earnings – hence altruism is shown by individuals.

When asked about the term CSR the interviewee had not heard of it before.

Community

The community is identified as the network marketing teams, and the local area in which the agents operate. An important part of the business is the network meetings, and these are usually in local businesses such as pubs, hotels and cafes. There is a local link where free advertising for the pub via social media mentions of the meetings and the meeting room is provided free of charge. This type of activity could be aligned with mutual support for community business growth – although this is subconscious. Geographic areas are important for the sale of the products, as whilst selling takes place online via social media, additionally stalls, parties and personal social networks are instrumental for the agents. The agents have an advantage if they are involved in their local community in some way. (e.g. school connections for the interviewee are mentioned) The use of their social capital enables them to build their own trade effectively.

Themes emerging

- Threshold CSR from the brand – philanthropy/ governance
- Evidence of use of social networks
- Personal control of the self-employed agents in business conduct within the regulations of the brand
- Philanthropy at local level
- Work/Life balance is important

Feelings

- Desire for a flexible work life balance
- likes to do good things but earning and building the team is most important

Company Profile: Property Development and Maintenance Services

Background

Initially set up to support a private house built in 2002 the company now has 3 partners, and its revenue is derived from a combination of new builds, refurbishment and ongoing building maintenance contracts. In its first year the company made £15,000 profit and at the end of 2016 the gross profit was approximately £200,000, net £60,000 and sales turnover between £1.3 – 1.5million showing good, steady growth over the years. The legal status is as a limited company.

In 2007, like many in the construction industry, the company had to adapt to survive the wake of the global financial crisis. The company sought public sector contract work and from 2009 onwards, engaged in contracts that the participant implicitly suggests that these were key to the survival of the business at that time. Particularly as the economy improved and there was a desire to move more towards new builds, land development and property development once more. The public-sector work is still retained today and has become a part of the business, although it is not reliant on the income such contracts bring.

There are three permanent staff including the founder, his wife and one other (partner). The third partner is a silent investor. All other staffing is on a sub-contractual basis, with around 20 sub-contractors at any one time. The partnership is derived from friendship and there is a family element to the organisational operations.

Culture

The management team is largely the participant and other active partner. There is a lack of forward planning in terms of mid to longer-term strategies. Work is viewed on a contract-by-contract basis...

I suppose you (we) haven't got long term plans in that you (we) are very sort of reliant on the economy.

There is recognition and awareness of the avenues of income that the company needs to pursue however, which demonstrates informal strategic direction.

Growth wise we are keen to stay in touch and involved with public sector work // we'd very much like to keep what Neil and I call our bread and butter.

The business primarily seeks and executes works within the county, although occasionally work is carried out in London too. The sub-contractors are all locally sourced and many are through personal networks through the participants' interest and engagement in the local 'rugby scene'. This network has provided an opportunity to secure work and workers.

A lot of people we employ, you know, are based around the rugby scene.

Lots of guys that work for us I've played rugby with or I know them through the rugby club, // Neil plays rugby as well.

When discussing community, the participant refers to rugby once more and this social engagement is referred to several times demonstrating its importance to the founder.

Although employed on a sub-contractual basis there is a core group of loyal contractors who are retained in work during quieter times. Uniform and vehicles are provided to help support some contract workers. There is recognition of the benefit to him as well as to the employee in terms of social capital.

I'm a great believer in if you look after someone they'll come back, they'll do a deal (and) they'll do a good job for you.

The culture based on the responses shows a fair-minded ethos towards work and recompense as well as loyalty. There is a social leaning in the recruitment and engagement of workers and clients towards the personal interest of the directors – rugby.

Initiatives and behaviours that could be attributed to CSR behaviour

Many decisions and behaviours are driven solely by what makes good 'business sense', however this naturally embraces some behaviours that could be described as socially responsible. Much of what is done is executed to suit legal requirements. Some are based on moral decision-making. A summary follows.

1. Legal requirements aligned with CSR in some instances (i.e. company goes above and beyond the law)
 - a. Waste carriage licensing and waste disposal practices (regulatory)
 - b. Recycling (regulatory)

2. Other activities that could be attributed to CSR
 - a. Actively seek local labour
 - b. Seek to retain contractors through provision of works related items (uniform/ vehicles)
 - c. Seek to retain contractors through loyalty and retention agreements in quieter times to offer stability to them
 - d. Seek to make contractors feel valued

CSR Development

When asked about CSR the founder was unclear. He identified it in connection with the media portrayal, however felt that he was...

on the fence a bit

Believing it to be irrelevant to him or the business directly. Further is the belief that it is the responsibility of his suppliers to ensure ethical products as an example

it's a cop out really, but they are the bigger company- I suppose it goes to what you say that they have the corporate responsibility here...//...if they aren't sourcing ethically, they'll get a slap on the wrist I'd have thought...//I'm almost putting my confidence into someone else there.... //...I haven't got time.

Many behaviours attributed to CSR are people led, and usually mutually beneficial to the individual and the business. Through engaging with contractors that are largely part of the same social network there is an immediate bond and utilisation of social capital. The on-going relationship is developed through a respect for the workforce and a desire on the part of the company to retain good loyal contractors through actions that may be above those expected by a standard contractor – company relationship. (Outlined above).

...there's that trust element I suppose that we've built in the ten years or so that we've been going in that respect. (Communication)

...I do feel I have quite a lot of loyalty towards them in that if they produce for me then I will return the favour.

With regard to using a building supplier there is a strong sense of loyalty to one main supplier.

...they are so convenient for us...//...we have a really good relationship...//...I suppose its personality based.

Community

The participant feels disconnected from the local community in terms of the immediate neighbours and area in the offices are situated, suggesting there is a stronger link according to the areas that the contractors are working, which he describes as

... primarily...//... dilapidated areas.

When asked if they are involved with the community in areas connected to philanthropy the response is disconnected with the direct communities in which they operate.

We have people phone up, we put adverts in – there's been a magazine for the hospital and stuff...

This suggests that any philanthropy is reactive. Another, stronger identifiable community link is the rugby network, which is interest based and has provided opportunity for labour and contracts for the business. Alongside the interview discussion is supporting observations of Rugby images and paraphernalia in the office and the attire of the participant (rugby shirt) in terms of highlighting the importance of the sport.

Finally, there is a business community built of contractors and suppliers to the company whereby relationships, communication and goodwill appear to be important in the interest of productivity for the company.

Themes summary

- Local labour.
- Look after the contractors.
- Recruitment through social networks and word of mouth.
- Community is the county in which work is conducted.
- The responsibility of ethical sourcing of supplies is with the supplier to the mind of the participant.
- Legal compliance leads to environmental 'good' – new regulations to adhere to.
- Strong social network through Rugby and local connections within the county has supported business development.

Feelings

- Important to think about but not necessarily the responsibility of the firm
- Things that they do are based on what feels right

Company Profile: Motorcycle salvage and dismantling Co

Background

This company was established in 2004 as a limited company, and the main business is motorcycle salvage and dismantling. Based in Cardiff this business employs six people, and their vision is to keep people on two wheels. With a national client base and selling Business to Business (B2B) and Business to Consumer (B2C) this company has sustainable solutions from an environmental perspective at the heart of what they do. They are a profit-oriented entity.

Initiatives that could be attributed to CSR

One of the main areas that this company appears to support CSR behaviour is through their schools and college placement opportunities, as well as placements for those with disabilities. This is described as a:

Conscious in-house business decision.

This aligns with the notion of rational will (Tönnies, 1887) in that there is a clear process to arrive at the decision that this is the right thing to do. Staff provide resources to support this and their own employees' development as required. They believe that this is very important to the business and make a clear effort to support the community in a way that aligns with their business purpose. When asked how they perceive CSR the participant suggests that it is about:

Doing the right things for the right people in the right way. Collaboration and cohesion for the betterment of the business and the community.

This again reinforces the importance of community to this business.

Community

By participant description the business operates in an economically deprived area. The participant states:

We have a social and financial responsibility to the community in which we operate.

When asked about the level of importance of support towards their local community the response in this case is '100%'. It is the participant's view that the business is a part of the community and therefore the business should do as much as it can to support that community. This aligns with the

notion of corporate citizenship. In terms of developing community support the business would like to continue to offer more placement opportunities, and in terms of the effect that those that have received such training the participant believes that there are multiple benefits to those individuals:

Inspired young women to look at broader career choices

Improved self-esteem

Aspire to more

This is a company who would like to do more and sees supporting the community as integral to their existence.

Themes emerging

- Nature of business aligns to environmental sustainability.
- Belief that community support from business is essential.
- Work opportunities for young people (use of resources and expertise).
- Belief the business has social and financial responsibilities to community.
- Community support embedded in business.
- Specific actions support young people.

Company Profile: Recycling Plastics

Background

The company was founded in 2001 and is a limited company. Currently it employs 20 people, and the nature of the business is to recycle plastic into oil using modern technology. There are five directors, and the turnover is under £250,000 at the time of survey completion. The customer base is national, and the business sells to consumers.

Initiatives that could be attributed to CSR

When asked about community, social and environmental support the participant states that this is not applicable in terms of contribution and involvement, however moving onto questions related to CSR the participant makes the statement:

It is the core of our business.

It is not clear from the survey what the mission of the company is, but the participant makes the statement...

...At RT, we take an innovative approach to apply a technology to solve the global problem of plastic waste sustainably.

These two responses demonstrate a strong propensity to be environmental sound and this is reflective of the business activities.

Community

The participant said little regarding community, however, did reflect on the notion that they may be interested to provide education on recycling by allowing children to visit and school projects on the recycling plant. There is also a view that support to benefit the local community would entail direct support to citizens rather than limiting this to institutional bodies, although it is not clear which bodies the participant is referring to.

Themes arising

- Environmental sustainability is core of business.
- Education of recycling to schoolchildren is an idea that is not established yet.
- Community identified as local area.
- Belief that citizens of communities need direct support for CSR related initiatives.

Company Profile: Educational cookery service

Background

The company was founded in 2014 and offered children's cookery parties. The founder identified that many children did not eat well, and she was surprised at the lack of nutritional knowledge of some. This led to cookery classes; initially for children and now for a range of audiences including adults and children with learning difficulties.

The motivation and purpose of the organisation is twofold. Food education by showing children where food comes from and making simple dishes that are healthy is one motivation. The process of cooking can also encourage people to talk, and so with a counselling course to support her she offers food therapy as a secondary purpose.

When you are busy doing something, it isn't formal like sitting across a desk and this seems to help people to relax and say stuff they might not otherwise.

The owner would not describe the business as a social enterprise however it has a social purpose as its driving force. She is legally a sole trader and employs three staff of which one is part time. The founder currently works the business part time around full-time work as a probation officer.

Culture

The founder defines the culture, which is one that embraces helping others. This is the focus of the business activity today. Cooking is important as an education piece, and as a vehicle for talk therapy. The founder believes food should be experienced as a communal experience that is social and encourages communication.

Initiatives that could be attributed to socially responsible behaviour

The business purpose offers a social benefit and is comparable to social enterprise. There is no clear understanding of the term social responsibility however there is a strong focus towards supporting society in all that the business does.

Community

The founder describes the community of the business as the geographic area in which it operates. Space is rented from community centres and catering provided to a dance school her daughter attends. This could be attributed to social capital through a personal social network. The business has grown largely through word of mouth. Through her role in the probation service the founder has secured work educating ex-offenders of food and nutrition.

I've had people not even know how to make a sandwich...//...they know how to go and rob something but not make a sandwich.

There is a strong sense that the business exists to serve its community.

Themes emerging

- The owner is passionate about the business and its purpose of food education and therapy.
- She identifies the community and the local geographic area.
- There is a strong focus of social gain from the core business but a lack of awareness of business structures and terms such as CIC, Social enterprise.
- Business stability and sustainability is not at a level to enable the owner to focus on it full time yet.
- There is a 5-year plan to have her own premises.
- As well as identifying the community as the local geographic area she believes that to be part of a community is to get people together and involved in an activity.

Feelings

- Passion for food.
- Passion for helping people.

Company Profile: Sexual Health Solutions co.

Background

The founder of this self-proclaimed social enterprise seeks to simplify and promote sexual health solutions. As a doctor in a sexual health clinic, he witnesses to the social and physical barriers of being tested and treated effectively. Further is the challenge of contacting previous partners to reduce spread and risk. Seven years previously the doctor set up a social enterprise aimed at combating the issues through a software tool.

The online software tool is designed to ease the process for individuals seeking testing and treatment. It enables anonymity between the infected party and previous partners to ensure they know to be tested. This is the first phase of the solution and is currently sold commercially into NHS and private health services across the country. Sales are low presently, however use of the service is rising. The geographic spread is from Kent, and Essex through to Manchester and some service providers in between. Commercially the business is not self-sustainable yet, however the founder recognises the need to be as grant funding comes towards its end.

An appointment-booking module will enable people to contact and tell partners, and those partners can log in and book an appointment with their local provider to be tested too. Thus, further reducing the 'effort' required establishing whether partners need treating too.

Currently just 25% of partners are recognised by those being treated and this is something that the software seeks to increase, with an expectation that more testing equates to a reduction in sexually transmitted disease and infection. One person with HIV reportedly costs the NHS £333,000, (according to the founder) therefore the potential cost saving is significant.

Social Mission and Challenges

The founder explains his belief was that to be a social business would reduce suspicion in the adoption of business services within the NHS. He claims there to be a disjoint between NHS and business, with employees of the NHS not recognising the business element of their organisation and a wariness of those wishing to 'sell into' the NHS. It appears based on the founder's experience that this is no different as a social enterprise, however he is working hard on the political bureaucracy to demonstrate the benefits of the service his software provides.

The business is solely and exclusively focused on this social purpose and other socially responsible activity is not, at this point recognised by the business based on the interview given.

The level of effort is clear as the participant states that the business has:

Survived with energy and effort

The objective is not to be 'rich,' however there is a need for the interviewee to receive a fair wage as he states:

I don't need to earn lots, but just enough to take a holiday each year and afford the flights, and to keep my car and lifestyle.

Personal finance has gone into the business, alongside grant funding, and revenues are growing through service providers' adoption of the software. The potential is great, however the level of provision within the NHS for testing services may be prohibitive as the existing resource is unlikely to meet actual need once recognition of that need is identified and people act via the software service.

Economic Sustainability

It is noteworthy that economic survival is precarious for this fledgling business. It appears to be on the cusp of growth and economic security; however, this has not been an easy development and has come after personal investment and several years. Many social enterprises would not have survived in similar conditions and this business is an example whereby lessons can be learnt from entrepreneurs to be financially self-sufficient.

Community

The founder identifies a natural affinity to the local community where he practices. For the social enterprise he identifies with a national environment for the service. The community could be described in this case as potential users of the business service, or potential clients. The use of language recognises community scope as the potential area in which the software can be utilised. It is arguable that businesses exist to solve a problem, and therefore there is commonality between profit-oriented business and social businesses.

Additionally, clients are identified as a community for which this business operates based on the founder perspective. Building upon these ideas it is apparent that community is service users (clients), service providers (existing NHS trusts) and prospective service providers. This appears to adopt the view that community is transactional in the view of the founder, which echoing the merchant/ trader relationships described at a societal level by Tönnies (1887).

Themes emerging

- Social pursuit is the primary and sole focus.
- Business survival has been problematic however appears to be reaching a point where it should become self-sufficient.

- A lack of attention to other endeavours that could be ascribed to CSR.
- Owner passion and drive for the social mission.

Company Profile: Limited Rail Refurbishment Co.

Background

An ambitious entrepreneur with a good reputation for refurbishment, the founder set up this limited company as the vehicle to fulfil a large project tender. Train refurbishment services include stripping and re-spraying trains' exteriors and interiors. Established in 2013 and building upon the experience of the founder subsequent project tenders led to a peak of around 50 employees. Rail is a small industry with a finite target market. Expansion opportunities are limited, and stability is important. At the time of interviewing the owner was considering diversification into other areas to help retain the existing employees.

Culture

The industry is small and there is something of an 'old boys' legacy. Having a good reputation is essential and health and safety standards must be exemplary when on site. There is camaraderie in this male dominated industry and the founder seeks to build upon this within the team. Drinks after a contract completes is not unusual and shows appreciation of the staff according to the founder. There is a drinking culture in the industry, and social occasions within the industry are important for business networking and client building.

Initiatives and behaviour that could be attributed to CSR

The work is often long and can be tiresome. The founder seeks to build a positive, safe working atmosphere whereby jobs are rotated to minimise boredom and ensure redundancy of tasks among the team. Staff retention is important and therefore good terms and conditions are provided. Training and development in health and safety is above legal and industry standards, forming the basis of the company's reputation as a trusted firm.

The initiatives stated contribute towards business reputation and success. Team building and providing social occasions noted in the 'culture' section go beyond the motivation for business success when compared to many other businesses and the founder states that he has:

An ethos of trying to look after workers.

Equally cost reductions are mentioned in terms of a benefit of retaining good employees. Cost reductions are acknowledged in consideration of environmental sustainability. The founder explains how packaging is reused and recycled for deliveries where possible and aligns this to both the

environmental and cost benefit stating it leads to substantial savings. The nature of the business means that there are several hazardous products used and the client dictates the type of paint and other substances, which means there is little control over product selection that is sympathetic to the environment. Waste management of such items however is dealt with by a waste management company who are certified in their legal compliance with the safe disposal of these items. On this subject the founder states:

It does not pay to cut those corners and cross the ethical line.

The company engages with some philanthropy based on the founder's actions and personal connection to one charity. Charitable support through the business is something that the founder would like to do more of however the primary concern is business stability for the existing employees.

Community links

The founder identified with the business community first. The founder muses over the oxymoron of community being national based on business networks and the meaning of the word community having local area connotations. He explains how close the business community is in the industry and the importance of business networking to succeed.

Locally he considers the geographic area and contracted employees are recruited based on the location of the project. The founder sees value in this by supporting the local economy and reduced travel time for employees. The local community to the main offices is a rural area for which the founder has little connection.

CSR & Owner perspective

The founder is profit driven and seeks long term sustainability to ensure the retention of good workers. Business survival is important. There is also an understanding of CSR with this owner who recognises both social and environmental responsibilities. Statements including...

Putting money over everything is unfair ...

highlights this, alongside the business activities discussed. There is recognition of how CSR 'type' activities may be beneficial to the business as shown in the quotes below:

Being socially ethical means there is a higher chance of selection by clients.

Being responsible saves money.

Themes emerging

- Priority is the stability of income for the business.

- There is a great level of care for the employees.
- The business network of the industry is seen as a community.
- Motivation of CSR includes saving money and winning contracts.
- Philanthropic activities are independent to the business but seek to be aligned moving forwards.
- When considering community there appears to be a stakeholder management approach with employees and the industry 'players'.

Company Profile: Venue finding solutions co

Background

This business supports the sourcing of venues for the Meetings, Incentives, Conferences and Exhibitions (MICE) sector. It was established in 1998 and is a micro business with two employees, both named directors. With a turnover of £0-£250,000 GBP the business offers a niche professional service through their connections and venue relations. They sell to consumers and other businesses. The owners are locally based, and their client base is local, regional, national and international.

Initiatives that could be attributed to CSR

When asked about business activities to support social, environmental or community needs the response details membership of the Federation of Small Businesses (FSB) and the owner's role as Founding Secretary to which they were elected. This is something that they perceive to be very important and they offer their time and experience to support the FSB. There is a belief that the company should engage and contribute to the community and that this should be a two-way partnership.

When asked about CSR the response suggests that to....

Use plain English, it may benefit.

This demonstrates a lack of awareness of the term and the participant does not feel it is relevant to their business. The emotive undertone of this statement is somewhat abrupt and unusual. Unfortunately, it wasn't possible to explore this further.

Community

The geographic community is aligned to who the company perceives to be their community through the activities with the FSB. This is reinforced when asked about community relations and the participant suggests that this should be encouraged when there is a value-add opportunity for both parties. The perception of the participant of the effects of such activities includes the following:

Saves time, reduces risk, reduced cost, better experience.

This response, alongside other responses align with the Porter & Kramer (2009) article on corporate shared value and the CSV concept.

Themes emerging

- Social contribution is via volunteering for the Federation of Small Business.
- Volunteering is provision of expertise from the business.
- Business – Community is perceived to be a partnership.
- Community is identified as geographic.
- Sees value in volunteering.

8.0 References

- Adi, A, Crowther, D, and Grigore, G (eds) 2015, Corporate Social Responsibility in the Digital Age, Emerald Publishing Limited, Bingley. Available from Proquest, Accessed online 21.03.2022
- Adler, P., & Kwon, S.W., (2002). Social Capital: Prospects for A New Concept. *Academy of Management Review*. 27. 17-40. 10.5465/AMR.2002.5922314.
- Aliseda, A. (2006), What is abduction? Overview and Proposal for Investigation, In: *Abductive Reasoning*. Synthese Library, vol 330. Springer, Dordrecht. https://doi.org/10.1007/1-4020-3907-7_2
- Allen, M. (2017), *The Sage Encyclopaedia of Communication Research Methods*, vol.4 SAGE Publications Inc, Thousand Oaks CA, doi 10.4135/9781483381411
- Alvesson, M. and Deetz, S. (2000). A Framework for Critical Research. In: *Doing Critical Management Research*, SAGE series in Management Research. London: SAGE Publications Ltd pp. 139-165.
- Alvesson, M & Skoldberg, K (2009), *Reflexive Methodology: New Vistas for Qualitative Research*, London: SAGE
- Amaeshi, K., Adegbite, E., & Rajwani, T., (2014). Corporate Social Responsibility in Challenging and Non-enabling Institutional Contexts: Do Institutional Voids matter? *Journal of Business Ethics*. 10.1007/s10551-014-2420-4.
- Alvesson, M., Hardy, C & Harley, B. (2008), Reflecting on Reflexivity: Reflexive Textual Practices in Organization and Management Theory, *Journal of Management Studies*, 45(3) pp.480-501
- Arend, R.J., (2013), Ethics-Focused Dynamic Capabilities: a small business perspective. *Small Business Economics*, 41(1), pp.1-24
- Aristotle., cited in Morrison J., (2015), Business Ethics, Palgrave Macmillan, London, ISBN: 978-137-30949-5
- Arnold, D.G. & Valentin, A., (2013), Corporate social responsibility at the base of the pyramid. *Journal of Business Research*, 66(10), pp.1904-1914
- Arshida, M.M., (2012), Critical Success Factors (CSFs) for TQM Implementation: Current Status and Challenges in Libyan Manufacturing Companies. *GSTF Journal on Business Review* 2(1), pp.71-79
- Arthur, L., Cato, M.S., Keenoy, T., & Smith, R. (2003), Developing an operational definition of the social economy, *Journal of Co-operative Studies*, 36(3), 163-89
- Ascigil, S.F., (2010), Towards Socially Responsible SMEs? Quality Award Model as a Tool. *The Quality Management Journal*, 17(3), p.7.
- Atkinson, R., & Cope, (1997), Combating Social Exclusion in Europe: The New Urban Policy Challenge, *Urban Studies*, 37(5-6), PP.1037-1055
- Autio, W.D., (2015), Perrini, F. (ed), The New Social Entrepreneurship: What Awaits Social Enterprise Ventures? *Cheltenham and Northampton, MA: Edward., (2004)*, pp.247-251
- Audet, J., Berger-Douce, S. & St-Jean, E., 2007. Perceptual barriers preventing small business owners from using public support services: evidence from Canada. *International journal of entrepreneurship*, 11, p.27.

- Avram, D.O., & Kuhne, S., (2008), Implementing Responsible Business Behaviour from a Strategic Management Perspective: Developing a Framework for Austrian SMEs. *Journal of Business Ethics*, 82(2), pp.463-475
- Ayuso, S., Roca, M. & Colombe, R., (2013) SMEs as “transmitters” of CSR requirements in the supply-chain. *Supply Chain Management: An International Journal* 18(5), pp.497-508
- Bacq,S., Hartog, C. & Hoogendoorn, B (2013), A Quantitative Comparison of Social and Commercial Entrepreneurship: Toward a More Nuanced Understanding of Social Entrepreneurship Organizations in Context, *Journal of Social Entrepreneurship*, 4(1), pp.40-68
- #BacZac (2016), BacZac Fundraising Site: <https://baczac.com>, [Accessed on 11th July 2016]
- BacZac His Legacy, Fundraising Site: <https://www.baczachislegacy.org/> [Accessed on 23rd February 2022]
- Baden, D., Harwood, I.A. & Woodward, D.G., (2011), The effects of procurement policies on “downstream” corporate social responsibility activity: Content-analytic insights into the views and actions of SME owners-managers. *International Small Business Journal*, 29(3), pp.259-277
- Baden, D.A., Harwood, I.A. & Woodward, D.G., (2009) The effect of buyer pressure on SMEs to demonstrate CSR practices: An added incentive or counterproductive? *European Management Journal*, 27(6), pp.429-441
- Bagnoli, L. & Megali, C., (2011), Measuring performance in Social Enterprises, *Nonprofit and Voluntary Sector Quarterly* 40(1), pp.149-165
- Bailey, K.D., (2008), Methods of Social Research, 4th Edition, *The Free Press, New York*
- Baron, D.P., (2007) Corporate social responsibility and social entrepreneurship, *Journal of Economics and Management Strategy*, 16(3), pp.683-717
- Battaglia, M. *et al.*, (2010), An innovative model to promote CSR among SMEs operating in industrial clusters: Evidence from an EU project, *Corporate Social Responsibility and Environmental Management* 17 (March), pp.133-141
- Baumann-Pauly, D., Wickert, C., Spence, L.J., & Scherer, A., (2013), Organizing Corporate Social Responsibility in Small and Large Firms: Size Matters, *Journal of Business Ethics*, 115, issue 4, p. 693-705, <https://EconPapers.repec.org/RePEc:kap:jbuset:v:115:y:2013:i:4:p:693-705>.
- Becchetti, L. *et al.*, (2012), Corporate social responsibility and shareholder’s value, *Journal of Business Research*, 65(11), pp.1638-1635
- Bessant, J.R. & Tidd, Joseph, 2015. *Innovation and entrepreneurship* 3rd ed., Wiley & Sons, Chichester
- Besser, T.L., (2012), The consequences of social responsibility for small business owners in small towns, *Business Ethics*, 21(2), pp.129-139
- Bhattacharya, C. B. and Sen, S. (2004) ‘Doing Better at Doing Good: When, Why, and How Consumers Respond to Corporate Social Initiatives’, *California Management Review*, 47(1), pp. 9–24. doi: 10.2307/41166284.
- Blaikie, N., & Priest, J., (2017), *Social Research: Paradigms in Action*, Polity Press, Cambridge, United Kingdom, ISBN-13 : 978 1 5095 1540 0

- Blomback, A & Wigren, C., (2009), Challenging the importance of size as determinant for CSR activities, *Management of Environmental Quality: An International Journal*, 20(3), pp.255-270
- Blombäck, A & Craig, J (2014), Marketing from a family business perspective. in *The Sage Handbook of Family Business*. SAGE Publications Inc., pp. 423-441. <https://doi.org/10.4135/9781446247556.n21>
- Bloskas, N., Chatzi, A. & Spandonidou, E., (2013) Social Development Through Corporate Social Responsibility and Social Responsibility: The Case of Lesvos in Greece, *International Journal of Euro-Mediterranean Studies*, 5(2) pp.133-145
- Blowfield, M., (2007), Reasons to be cheerful? What we know about CSR's impact *Third World Quarterly*, 28(4), pp.683-695
- Boiral, O., Heras-Saizarbitoria, I. & Brotherton, M.-C., 2019. Corporate sustainability and indigenous community engagement in the extractive industry. *Journal of cleaner production*, 235, pp.701–711.
- Bond, C.S., Ahmed, O.H., Thomas, B., & Hewitt-Taylor, J., (2013), 'The conceptual and practical ethical dilemmas of using health discussion board posts as research data', *Journal of Medical Internet Research* 15(6)
- Bonneveux, E., Calme, I. & Soparnot, R., (2012), Strategic CSR Assets within SMEs: A Comparative Case Study *International Business Research* 5(7), pp.38-50
- Bowen, H. R. (1953). Graduate Education in Economics. *The American Economic Review*, 43(4), iv–223. <http://www.jstor.org/stable/1811119>
- Boyatzis, R.E., (1998), Transforming Qualitative Information: Code Development, *SAGE Publications, Inc, Thousand Oaks, CA*
- Bradshaw, T. K., (2008), The Post-Place Community: Contributions to the Debate about the Definition of Community, *Community Development*, 39(1), 5-16
- Brammer, S., Hoejmoose, S. & Marchant, K., (2012) Environmental Management in SMEs in the UK: Practices, Pressures and Perceived Benefits, *Business Strategy and the Environment*, 21(7), pp.423-434
- Braun, V., & Clarke, V., (2006) Using thematic analysis in psychology, *Qualitative Research in Psychology*, 3(2) 77-101, DOI: [10.1191/1478088706qp063oa](https://doi.org/10.1191/1478088706qp063oa)
- Brindle (2015), A History of the Volunteer: How active citizenship became the Big Society, Online at <https://www.theguardian.com/voluntary-sector-netowrk/2015/jun/01/a-history-of-the-volunteer-how-active-citizenship-became-the-big-society> [Accessed 2nd November 2020]
- Brinkmann, S. and Kvale, S., 2015. Conducting an interview. *Interviews. Learning the craft of qualitative research Interviewing*, pp.149-166.
- Browne, J. & Nuttall, R., (2013), Beyond corporate social responsibility: Integrated external engagement, *McKinsey Quarterly*, March 2013, pp.1-11
- Brown, R.B., Xu, X., Barfield, M.B. & King, B.C. (2000). Community experience and the conceptual distinctness of rural community attachment and satisfaction, pp. 427-446 in *Research in Community Sociology*, Vol. 10 by D. Chekki (ed.). Stamford, CT: JAI Press.
- Bryman, A., (2016), Social Science Research Methods, 5th Edition, *Oxford University Press*, Oxford, United Kingdom, ISBN 978 0 19 968945 3

- Bull, M., & Ridley-Duff, R., (2019), Towards an Appreciation of Ethics in Social Enterprise Business, *Journal of Business Ethics*, 159(3), 619-634
- Burns, P. (2001) *Entrepreneurship and Small Business*. Great Britain.
- Business Population, National Statistics, online at:
<https://www.gov.uk/government/publications/business-population-estimates-2019/business-population-estimates-for-the-uk-and-regions-2019-statistical-release.html> [Accessed 20th November 2020]
- Butcher, J., (2006), Government, the third sector and the rise of social capital, *Third Sector Review*, 12(1) pp.69-88
- Hans A. Hofmann, Annaliese K. Beery, Daniel T. Blumstein, Iain D. Couzin, Ryan L. Earley, Loren D. Hayes, Peter L. Hurd, Eileen A. Lacey, Steven M. Phelps, Nancy G.
- Campin, S., Barraket, J & Luke, B., (2013), Micro-Business Community Responsibility in Australia: Approaches, Motivations and Barriers, *Journal of Business Ethics*, 115(3), pp.489-513
- Carnegie (1889), *The Gospel of Wealth*, New York: Carnegie Corporation of New York, 2017
- Carrillo, M., Tato, J.L & Garcia, M., (2014), El panorama de las politicas de comunicacion integral y gestion de la RSC en las PYMES Mexicanas, 9(1), pp.20-45
- Carroll, A.B., (1979), A Three-Dimensional Conceptual Model of Corporate Performance, *Journal of Management Review*, 4(4),
- Carroll A.B., (1991), The Pyramid of Corporate Social Responsibility: Towards the Moral Management of Organizational Stakeholders, *Business Horizons*, pp39-48
- Cassell, C., Bishop, V., Symon, G., Johnson, P. and Buehring, A., 2009. Learning to be a qualitative management researcher. *Management Learning*, 40(5), pp.513-533.
- Castka, P. *et al.*, (2004) How can SMEs effectively implement the CSR agenda? A UK case study perspective, *Corporate Social Responsibility and Environmental Management*, 11(3), pp.140-149
- Chahal, H. *et al.*, (2014) A comprehensive model of business social responsibility (BSR) for small scale enterprises in an Indian context, *Journal of Small Business and Enterprise Development*, 21(4), p.716
- Chapman, S. & McNeill, P., (2005), *Research Methods*, Taylor and Francis Group, ISBN: 9780203463000
- Cho, Seong, Cheol Lee, C.K.O., (2012), Measuring corporate social responsibility, *Corporate Reputation Review* (June 2012)
- Chong, D., (2013), The relevance of management to society: Peter Drucker's oeuvre from the 1940s and 1950s, *Journal of Management History* 19(1), pp.55-72
- Ciliberti, F., Pontrandolfo P. & Scozzi, B., (2008), Investigating corporate social responsibility in supply-chain: a SME perspective, *Journal of Cleaner Production*, 16(15), pp.1579-1588
- Cooke, P. & Wills, D., (1999), Social Capital and the Small Firms, of Business Performance Enhancement Innovation Programmes, *Small Business Economics* 13(3), pp.219-234
- Coppa, M. & Sriramesh, K., (2013), Corporate social responsibility among SMEs in Italy, *Public Relations Review*, 29(1), pp.30-39

- Courrent, J.M., Chasse, S. & Omri, W., (2018), Do Entrepreneurial SMEs Perform Better Because They are more Responsible? *Journal of Business Ethics*, 153, PP.317-336
- Coutinho De Arruda, M.C (2009), Ethics and corporate social responsibility in Latin American small and medium sized enterprises: Challenging development, *African Journal of Business Ethics*, 4(2), pp.37-47
- Cresswell, J.W & Poth, C.N., (2018), Qualitative Inquiry and Research Design: Choosing among five approaches, 4th Edition, *Sage Publications Inc. California*, ISBN: 978-1-5063-6117-8
- CSR Awards (2016), Online at: <https://nationalcsrawards.co.uk/2016-awards/> [Accessed on 11th July 2016]
- Curley C. B and Noormohamed N.A (2014) Social Media Marketing Effects on Corporate Social Responsibility, *Journal of Business and Economics Research*, Vol12, No1, Provided by Core Institute
- D'Aprile, G. & Mannarini, T., (2012), Corporate social responsibility: a psychosocial multidimensional construct, *Journal of Global Responsibility*, 3(1), pp.48-65
- Dahlsrud, A., (2008), How Corporate Social Responsibility is Defined: an Analysis of 37 Definitions, *Corporate Social Responsibility and Environmental Management*, 13th November, pp.1-13
- Daub, C-H. & Scherrer, Y., (2009), Doing the right thing right: The role of sociological research and consulting for corporate engagement in development cooperation, *Journal of Business Ethics*, 85(1), pp.573-584
- Davies, I. & Doherty, A., (2019), Balancing a Hybrid Business Model: The Search for Equilibrium at Cafedirect, *Journal of Business Ethics*, 157(4), pp.1043-1066
- Davoine, E. & Gendre, D., (2014), Implementing SA8000 certification standards: An analysis of managerial cognitive maps, *Society and Business Review*, 9(3), pp.258-275
- Defourny, J. & Nysenns, K., (2017), Fundamentals for an International Typology of Social Enterprise Models, *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations* 28(6), pp.2469-2497
- Del Baldo, M., 2012. Corporate social responsibility and corporate governance in Italian SMEs: The experience of some "spirited businesses". *Journal of Management & Governance*, 16, pp.1-36.
- Delchet-Cochet, K. & Vo, L-C., (2012), Impact of CSR Tools on SMEs: The Case of Global Performance in France, *International Business Research*, 5(7), pp.50-56
- Demuijnck, G. & Ngnodjom, H., (2013), Responsibility and informal CSR in Formal Cameroonian SMEs, *Journal of Business Ethics*, 112(4), pp.653-665
- DesJardins, D. (2020), An Introduction to Business Ethics, 6th Edition, *McGraw Hill, New York*, ISBN: 978-1-260-54808-2
- De Maddaloni, F. (2018), Project manager's perception of the local communities' stakeholder in megaprojects: An empirical investigation in the UK, *International Journal of Project Management*, 36(3), pp.542-565
- Dey, P. & Steyaert, C., (2014), Rethinking the space of ethics in social entrepreneurship: Power, subjectivity and practices of freedom, *Journal of Business Ethics*, 133, pp.622-641

- Di Maddaloni, F., & Davis, K., (2018), Project manager's perception of the local communities' stakeholder in megaprojects: An empirical investigation in the UK, *International Journal of Project Management*, 36(3), 542-565
- Diez, J.B., Ayuso, C.D.L.C & Santos, P.M.S., (2008) Strategic local responses to global governance: the case of xertatu, *Corporate Governance*, 8(4), pp.571-577
- Dincer, B. & Dincer, C., (2013), Corporate social responsibility decisions: a dilemma for SME executives? *Social Responsibility Journal*, 9(2), pp.177-187
- Doherty, B., 2011. Third edition editorial 2011. *Social Enterprise Journal*, 7(3), pp.11-15.
- Doherty, B., Haugh, H. & Lyon, F., (2014), Social Enterprises as Hybrid Organizations: A Review and Research Agenda, *International Journal of Management Reviews*, 16(4),
- Dorado, S. & Ventresca, M.J., (2013), Crescive entrepreneurship in complex social problems: Institutional conditions for entrepreneurial engagement, *Journal of Business Venturing*, 28(1), pp.69-82
- Drucker, P.F *et al.*, (2013), Humanist approach to business: Responsible management not a new concept, *Strategic Direction*, 29(10), pp.26-28
- Duarte, A.P., Mouro, C. & Neves, J.G.D., (2010) Corporate social responsibility: mapping its meaning, *Management Research*, 8(2), pp.101-122
- Duesing, R.J. & White, M.A., (2013), Building Understanding and Knowledge: A Case Study in Stakeholder Orientation, *Journal of Managerial Issues*, 25(4), PP.401-415
- Dwivedi, A. & Weerawardena, J., (2018), Conceptualizing and Operationalizing the Social Entrepreneurship Construct, *Journal of Business Research*, 86, pp.32-40
- Easton, G. (2010), "Critical Realism in Case Study Research". *Industrial Marketing Management*, 39(1), pp.118-128
- Ede, F. *et al.*, (2000), Ethics in Small Minority Businesses, *Journal of Business Ethics*, 26(2), pp.133-146
- Efiong, E.J. *et al.*, (2013), Corporate Social Responsibility in Small and Medium Scale Enterprises in Nigeria: An Example from the Hotel Industry, *International Journal of Business and Management* 8(14), pp.119-127
- Eidenskog, M., (2015), Caring for Corporate Sustainability, *Linköping Studies in Arts and Science*, 644
- Eisendhardt, K.M., (1989), Building Theories from Case Study research, *Academy of Management Review*, 14(4),532-550
- El Ghouli, S. *et al.*, (2011), Does corporate social responsibility affect the cost of capital? *Journal of Banking and Finance*, 35(9), pp.2388-2406
- Elkington, J., (1997), Cannibals with a Fork: The triple bottom line of 21st century business, *Oxford, UK, Capstone/ John Wiley and Sons*
- Etherington, K. (2009), Reflexivity: Using Our 'Selves' in Narrative Research. In: Traher, S(ed), *Narrative Research on Learning: Comparative and International Perspectives, Oxford: Symposium Books*
- Fassin, Y. *et al.*, (2015), CSR and Related Terms in SME Owner-Managers' Mental Models in Six

- European Counties: National Context Matters, *Journal of Business Ethics*, 128(2), pp.433-456
- Fassin, Y., Van Rossem, A. & Buelens, M., (2011), Small-Business Owner-Managers' Perceptions of Business Ethics and CSR-Related concepts, *Journal of Business Ethics*, 98(3), pp.425-453
- Fassin, Y., (2008), SMEs and the fallacy of formalising CSR, *Business Ethics: A European Review*, 17(4), pp.364-378
- Ferauge, P., (2012), A conceptual framework of corporate social responsibility and innovation, *Global Journal of Business Research* 6(5), pp.85-96
- Fernando, S. & Lawrence, S., (2014), A theoretical framework for CSR practices: Integrating legitimacy theory, stakeholder theory and institutional theory, *The Journal of Theoretical Accounting Research*, 10(1), pp.149-178
- Finlay, L. (2002), "Outing" the researcher: The provenance, process, and practice of reflexivity', *Qualitative Health Research*, 12(4), pp.531-545
- Fisher, K. *et al.*, (2009), Applying asset-based community development as a strategy of CSR: a Canadian perspective on a win-win for stakeholders and SMEs. *Business Ethics, A European Review*, 18(1), pp.66-82
- Fitjar, R.D., (2011), Little big firms? Corporate social responsibility in small businesses that do not compete against big ones. *Business Ethics: A European Review* 20(1), pp.30-44
- Fitzgerald, M. *et al.*, (2010), Socially Responsible Process of Small Family Business Owners: Exploratory Evidence from the National Family Business Survey, *Journal of Small Business Management*, 48(4), pp.524-551
- Folger, R., & Stein, C., (2017), Abduction 101: Reasoning processes to aid discovery, *Human Resource management Review*, 27(2), 306-315
- Ford Motor History (2015), <http://fordmotorhistory.com/history/social.com> [Accessed December 2015]
- Florea, R., (2005), Corporate Social Responsibility in Romanian Companies, *Economy Transdisciplinary Cognition*, 2pp.128-134
- Fraj-Andres, E. *et al.*, (2012), Company image and corporate social responsibility reflecting in SMEs' managers, *Marketing Intelligence and Planning*, 30(2), pp.266-280
- Frankental, P., (2001), Corporate Social Responsibility- a PR invention? *Corporate Communications: An International Journal*, 6(1), PP.18-23
- Freeman, R.E., (1983), Stockholders and Stakeholders: A New Perspective on Corporate Governance, *California Management Review*, 25(2), PP.88
- French, J.R., Raven, B. and Cartwright, D., 1959. The bases of social power. *Classics of organization theory*, 7, pp.311-320.
- Frieselben, G., (2011), Benefits and Burdens of CSR for SMEs *Corporate Social Responsibility*, 10(1), pp.53-57

- Friedman (1970), A Friedman Doctrine: The Social Responsibility of Business Is to Increase Its Profits, *New York Times*, 13th September 1970
- Fuller, T. & Tian, Y., (2006), Social and symbolic capital and responsible entrepreneurship: An empirical investigation of SME narratives, *Journal of Business Ethics*, 67(3), pp.287-304
- Gallardo-Vazquez, D. & Sanchez-Hernandez, M.I., (2014), Measuring Corporate Social Responsibility for competitive success at a regional level, *Journal of Cleaner Production* 72, pp.14-22
- Gallego-Alvarez, I., Prado-Lorenzo, J.M., & Garcia-Sanchez, I-M., (2011), Corporate social responsibility and innovation: a resource-based theory, *Management Decision*, 49(10), pp.1709-1727
- Ganz, M., Kay, T. & Spicer. J., (2018), Social Enterprise is Not Social Change, *Stanford Social Innovation Review*, 16(2), pp.59-60
- Garay, L. & Font, X., (2012), Doing good to do well? Corporate social responsibility reasons, practices and impact in small and medium accommodation enterprises, *International Journal of Hospitality Management*, 31(2), pp.329-337
- Gelbmann, U., (2010), Establishing strategic CSR in SMEs: An Austrian CSR quality seal to substantiate the Strategic CSR performance, *Sustainable Development*, 18(2), pp.90-98
- Gemignani, M. (2011), 'Between researcher and researched: an introduction to counter-transference in qualitative inquiry', *Qualitative Inquiry*, 17, pp.710-718
- George, W., (2013), Bill George on rethinking capitalism, *McKinsey & Company*, (December), pp.1-4
- Gertler, M., & Gilchrist, S., (2018), What Happened: Financial Factors in the Great Recession, *Journal of Economic Perspectives*, 32(3), 3-30
- Gibbs, G.R. (2002), *Qualitative Data Analysis: Explorations with NVivo*, edited by Bryman A, *Open University Press, Berkshire, UK* ISBN: 0-335-20084-2
- Gibson-Graham, J. K., Cameron, J., & Healy, S., (2013), *Take Back the Economy: An Ethical Guide for Transforming our Communities*, *University of Minnesota Press*
- Gilchrist, A., (2009), *The well-connected community: a networking approach to community development*, 2nd Edition, *Bristol, Policy Press, 2009*
- Gioia, D.A., Corley, K.G. & Hamilton, A.L., (2012), Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology, *Organisational Research Methods*, 16(1), pp.15-31
- Giovanna, C., Alfredo, D.M. & Lucio, C., (2012), Corporate Social Responsibility: A Survey among SMEs in Bergamo, *Procedia – Social and Behavioural Sciences* 62, pp.325-341
- Gjolberg, M., (2009), Measuring the immeasurable? *Scandinavian Journal of Management*, 25(1), pp.10-22
- Glaser, & Strauss (1967) *cited in*, Heath, H., & Cowley, S., Developing a grounded theory approach: a comparison of Glaser and Strauss, *International Journal of Nursing Studies*, 41(2), PP.141-150
- Gonin, M., (2015), Adam Smith's Contribution to Business Ethics, Then and Now, *Journal of Business Ethics*, 129, PP.221-236

- Graf, A., (2015), How a leading Non-profit used social media to create a movement and advance policy, Online at: <http://npengage.com/nonprofit-marketing/how-a-leading-nonprofit-used-social-media-to-create-a-movement-and-advance-policy/> [Accessed on 26th May 2015]
- Granados, M.L. *et al.*, (2011), Social enterprise and social entrepreneurship research and theory: a bibliometric analysis, *Social Enterprise Journal*
- Guha, L., (2011), Corporate social responsibility rating India Focus, *The IUP Journal of Management Research*, 10(3), pp.28-41
- Gully, A., Stainer, L. & Stainer, A., (2011), Responsible business decisions: an over-arching framework, *Journal of Public Affairs*, 11(4), pp.344-352
- Gupta, S., Sukhmani, & Kalra, N., (2012), Impact of Corporate Social Responsibility on SMEs in India, *Asia-Pacific Journal of Management Research and Innovation*, 8(2), pp.133-143
- Hackert, A.M., Krumwiede, D., Togle, J. & Vokurka, R.J., (2014), Corporate Social Responsibility Practices and Company Size among Global Manufacturers, *Journal of Business Research*, 13(1), pp.41-51, 53-58
- Halcomb, E.J. and Davidson, P.M., 2006. Is verbatim transcription of interview data always necessary? *Applied nursing research*, 19(1), pp.38-42.
- Halme, M., & Korpela, M., (2014), Responsible Innovation Towards Sustainable Development in Small and Medium-Sized Enterprises: A Resource Perspective, *Business Strategy and the Environment*, 23(8) 547-566
- Harms, R., Wagner, M. & Glauder, W., (2010), Relating Personal, Firm-based and Environmental Factors to the Monetary and Temporal Engagement in Corporate Social Responsibility in German Gazelles, *Journal of Small Business and Entrepreneurship*, 23(2), pp.195
- Haugh, H., (2012), 'The importance of theory in social enterprise research', *Social Enterprise Journal*, 8(1), pp.7-15, doi: 10.1108/17508611211226557
- Hazenbergh, R. & Clifford, J., (2016), Developing Social Impact Measurement for Social Enterprise, in, Gunn, R. & Durkin, C. (2017), *Social Entrepreneurship: A Skills Approach, 2nd Edition*, Policy Press
- Hennink, M., Hutter, I., & Bailey, A., (2020), *Qualitative Research Methods, 2nd Edition*, Sage Publishing, London, United Kingdom
- Hervieux, C. & Voltan, A., (2018), Framing Social Problems in Social Entrepreneurship, *Journal of Business Ethics*, 151, pp.279-203
- Hillary, R. & Purr, P., (2012), Evidence-based study into the benefits of EMS for SMEs (EVO440), *Final Report to the Department for Food and Rural Affairs*, pp.1-145
- Hillery, G. (1955) Definitions of Community: Areas of Agreement. *Rural Sociology*, 20, 111-123.
- Hoffman, H.A., Beery, A.K., Blumstein, D.T., Couzin, I.D., Earley, R.L., Hayes, L.D., Hurd, P.L., Lacey, E.A.,
- Hoi, C.K., Wu, Q. & Zhang, H. (2016), Community Social Capital and Corporate Social Responsibility, *Journal of Business Ethics*, 152, pp.647-665(2018)
- Hoivik, H.V.W., (2011), Embedding CSR as a learning and knowledge creating process: the case for

- SMEs in Norway, *Journal of Management Development* 30(10), pp.1067-1084
- Horrigan, B., (2010). Corporate social responsibility in the 21st century: Debates, models and practices across government, law and business. *Elgar Publishing Incorporated*,
- Hsu, J-L. & Cheng, M-C., (2012), What Prompts Small and Medium Enterprises to Engage in Corporate Social Responsibility? A Study from Taiwan, *Corporate Social Responsibility and Environmental Management* 19(5), pp.288-305
- Heung-Jun, J. & doNG-One, K., (2015), The dark side of corporate social responsibility, *LSE Business Review* online at: <http://blogs.lse.ac.uk/businessreview/2015/11/27/the-dark-side-of-social-responsibility/> [Accessed on 13th January 2016]
- Hoivik von Weltzein, H. & Mele, D. (2009), Can an SME Become a Global Corporate Citizen? Evidence from a Case Study, *Journal of Buiness Ethics*, 88(3), PP,551-563
- Huybrechts, B & Nicholls, A., (2012), Social Entrepreneurship: Definitions, Drivers and Challenges, *Social Entrepreneurshi and Social Business SE*, 2, PP.31-48
- Indices of Multiple Deprivation Interactive Map (2019), Online at: <https://maps.cdrc.ac.uk/#/geodemographics/imde2019/default/BTTTTFPT/13.55/-0.8616/52.2878/> [Accessed on 20th November 2020]
- Institute for Government (2022) Government Outsourcing, Online at: <https://www.instituteforgovernment.org.uk/our-work/policy-making/government-outsourcing> [Accessed on 22nd March 2022]
- 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.123-133
- Jahdi, K.S & Acikdilli, G., (2009), Marketing communications and corporate social responsibility (CSR): marriage of convenience or shotgun wedding? *Journal of Business Ethics*, 88(1), pp.103-111
- Jain. P., *et al.*, (2019), Social value as a mechanism for linking public administrators with society: identifying the meaning, forms and processes of social value creation, *Journal of Public Administration*, DOI: 10.1080/01900692.2019.1660992
- Jain, S.C., Dilip K.S., Muinuddin, K. & Swapan, K.B., (2017), An analytical study on social responsibility performance evaluation as an accounting measure of management efficiency, *AI & Society*, 21, pp.251-266
- Jamal, D.& Karam, C., (2018), Corporate Social Responsibility in developing countries as an emerging field of study. *International Journal of Management Reviews*, 20(1), pp.32-61
- Jamali, D., Zanhour, M. & Keshiahian, T., (2009), Peculiar Strengths and Relational Attributes of SMEs in the Context of CSR, *Journal of Business Ethics*, 87(3), pp.355-377
- James, N. & Buscher, H. (2006), Credibility, authenticity, and voice: Dilemmas in online interviewing, *Qualitative Research* 6, pp.403-420
- 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
- Jenkins, H., (2006), Small Business Champions for Corporate Social Responsibility, *Journal of Business Ethics*, 67(3), pp.241-256

Jenkins, H., (2004), A Critique of Conventional CSR Theory: An SME Perspective, *Journal of General Management*, 29(4), pp37-57

Johnson J, (2021), Worldwide Digital Population as of January 2021, online at: <https://www.statista.com/statistics/617136/digital-population-worldwide/> [Accessed on 24th March 2022]

Johnson, P., Buehring, A., Cassell, C., & Symon, G., (2006), Evaluating qualitative management research: Towards a contingent criteriology, *International Journal of Management Reviews*, 8(3), 131-156

Johnson & Johnson (1943), Johnson & Johnson Credo, online at: <http://www.jnj.com/about-jnj/jnj-credo> [Accessed 2015]

Jorgensen, L, A. & Knudsen, S, J., 2006. Sustainable competitiveness in global value chains: how do small Danish firms behave? *Corporate Governance: The international journal of business in society*, 6(4), pp.449–462.

JRF Joseph Rowntree Foundation (2022), UK Poverty 2022: The essential guide to understanding poverty in the UK (Findings), online at: <https://jrf.org.uk/files/58889/download?token=QuoWd3DZ&filetype=findings> [Accessed on 21st March 2022]

Kania, J. & Kramer, M., (2011), Creating Shared Value Roundtable, online at: <https://www.fsg.org/publications/creating-shared-value-roundtable> [Accessed on 26th May 2016]

Kaplan, R.S., Kaplan, R.E., and Norton, D.P., (2004). Strategy maps: Converting intangible assets into tangible outcomes. *Harvard Business Press*.

Kaur, N. and Byard, R. W. (2021) 'Prevalence and potential consequences of child labour in India and the possible impact of COVID-19 – a contemporary overview', *Medicine, Science and the Law*, 61(3), pp. 208–214. doi: 10.1177/0025802421993364

Kechiche, A. & Soparnot, R., (2012), CSR within SMEs: Literature Review, *International Business Research*, 5(7), pp.97-104

Keeley, B., (2007), What is social capital? *OECD Insights: Human Capital: How what you know shapes your life*, pp.102-105

Kendall, J., & Knapp, M., (2000) Measuring the Performance of Voluntary Organizations, *Public Management: An International Journal of Research and Theory*, 2:1, 105-132, DOI: 10.1080/14719030000000006

Kennedy, B.L, & Thornberg, R., (2017) ed, by Flick, U., Deduction, Induction, and Abduction, *Chapter 4 within, The SAGE handbook of qualitative data collection*, SAGE Publication

Khunti, K., Platt, L., Routen, A. & Abbassi, K., (2020), COvid-19 and Ethnic Minorities: an urgent agenda for overdue action, *British Medical Journal*, 369, pp.2503

Kim, Y. H. and Davis, G. F. (2016) 'Challenges for Global Supply Chain Sustainability: Evidence from Conflict Minerals Reports', *Academy of Management Journal*, 59(6), pp. 1896–1916. doi: 10.5465/amj.2015.0770.

- Knox, S. & Maklan, S., (2004), Corporate social responsibility: Moving beyond investment towards measuring outcomes, *European Management Journal*, 22(5), pp.508-516
- Knudsen, J.S., (2013), The Growth of Private Regulation of Labor Standards in Global Supply Chains: Mission Impossible for Western Small-and-Medium-Sized Firms? *Journal of Business Ethics*, 117(2), pp.387-398
- Korican, M. & Jelavic, I., (2008), CSR, women and SMEs: the Croatian perspective, *Social Responsibility Journal*, 4(1), pp.56-62
- Kothari, C.R., (2004), Research Methodology: Methods and Techniques, 2nd Edition, *New Age International Ltd, Daryaganj, New Delhi*, ISBN: 978-81-224-2488-1
- Kuckartz, U., (2004), Analysing qualitative data – but how? *Qualitative text analysis: A guide to methods, practices & using software*, pp.1-14, SAGE Publications Ltd, London, doi: 10.4135/9781446288719
- Kumar, S. & Towari, R., (2011), Corporate Social Responsibility: Insights into Contemporary Research, *The IUP Journal of Corporate Governance*, X(1), pp.22-45
- Kusyk, S.M. & Lozano, J.M., (2008), SME social performance: a four-cell typology of key drivers and barriers on social issues and their implications for stakeholder theory, *Corporate Governance*, 7(4), pp.502-515
- KÝLÝNÇ, H. and FIRAT, M., 2017. Opinions of Expert Academicians on Online Data Collection and Voluntary Participation in Social Sciences Research. *Kuram ve Uygulamada Egitim Bilimleri*, 17(5), pp. 1461-1486.
- Kuhn, T.S., (1970), Logic of Discovery or Psychology of Research? *Cambridge University Press*, Cambridge, United Kingdom. ISBN 0 521 09623 5
- Lähdesmäki, M., Siltaoja, M. & Spence, L.J. Stakeholder Saliency for Small Businesses: A Social Proximity Perspective. *J Bus Ethics* 158, 373–385, <https://doi.org/10.1007/s10551-017-3707-z>
- Lau, A.K.W., Lee, P.K.C., & Cheng, T.C.E (2018), An empirical taxonomy of corporate social responsibility in China's manufacturing industries, *Journal of Cleaner Production*, 188, pp.322-388
- Laudal, T., (2011), Drivers and barriers of CSR and the size and internationalization of firms, *Social Responsibility Journal* 7(2), pp.234-256
- Lavrakas, P.J., (2008), Encyclopaedia of survey research methods, Vol.0, SAGE Publications Ltd, Thousand Oaks, CA, [Accessed 20th February 2020], doi: 10.4135/9781412963947
- Lawrence, J., (2019), Me, Me, Me? The Search for Community in Post-War England, *Oxford University Press, Oxford*
- Lee, M.D.P., (2008), A review of the theories of corporate social responsibility: Its evolutionary path and the road ahead, *International Journal of Management Reviews*, 10(1), pp.53-73
- Lee, M.H., Mak, A.K. & Pang, A., (2012), Bridging the Gap: An Exploratory Study of Corporate Social Responsibility among SMEs in Singapore, *Journal of Public Relations Research*, 24(4), pp.299-317
- Lee-Wong, B.Y.W. & More, E., (2016), Management of Corporate Social Responsibility in Hong Kong Small and Medium Enterprises: Communication Dimensions, *Journal of Global Responsibility*, 7(2),

pp.146-162

Lepoutre, J. & Heene, A., (2006), Investigating the Impact of Firm Size on Small Business Social Responsibility: A Critical Review, *Journal of Business Ethics*, 67(3), pp.257-273

Levente, B., (2014), Decision-making and Managerial Behaviour Regarding Corporate Social Responsibility in the Case of Small and Middle-sized Companies, *Social and Behavioural Sciences*, 124, pp.246-254

Lincoln, Y.S., & Guba, E.G., (1985), *Naturalistic Inquiry*, Sage Publications Inc. United States of America, ISBN 0-8039-2431-3

Longo, M., Mura, M. & Bonoli, A., (2005), Corporate social responsibility and corporate performance: the case of Italian SMEs, *Corporate Governance: The International Journal of Business in Society*, 5(4), pp.28-42

Lopez-torres, G.C. & Maldonado-Guzman, G., (2015), Corporate Social Responsibility in Family Business: A Perspective of Mexico, pp.633-644

Loussaif. L. & Bourcier-Bequaert, B., (2012), CAMIF, an SME Repositioning its Line as Sustainable Development Products, *International Business Research*, 5(7), pp.63-72

Lund-Thomsen, P., Jamali, D. & Vives, A., (2014), CSR in SMEs: an analysis of donor-financed management tools, *Social Responsibility Journal*, 10(4), pp.602-619

Lyon, T.P, M. A. Delmas, J. W. Maxwell, P. Bansal, M. Chiroleu-Assouline, P. Crifo*, R. Durand*, J-P. Gond, A. King, M. Lenox, M. Toffel, D. Vogel, and F. Wijen, (2018), CSR needs CPR: Corporate Sustainability and Politics, *California Management Review*, PP.1-20, Sage Publications Ltd

Ma, J., (2012), A Study on the Models for Corporate Social Responsibility of Small and Medium Enterprises, *Physics Procedia*, 25, pp.435-442

MacGregor, S. & Fontrodona, J., (2011), Strategic CSR for SMEs: paradox or possibility? *Universia Business Review*, pp.80-94, ISSN: 1698-5117

Machery, E., (2007), Concept Empiricism: A methodological critique, *Cognition*, 104(1), PP.19-46

Madden, K., Scaife, W. & Crissman, K., (2006), How and why small to medium sized enterprises (SMEs) engage with their communities: an Australian study, *Journal of Nonprofit and Voluntary Sector Marketing*, 11(1), pp.49-60

Mair, J., Mayer, J. & Lutz, E., (2015), Navigating Institutional Plurality: Organizational Governance in Hybrid Organizations, *Organization Studies*, 36(6), pp.713-739

Maizland L (2021), China's Fight Against Climate Change and Environmental Degradation, Council on Foreign Relations, online at: <https://www.cfr.org/backgrounder/china-climate-change-policies-environmental-degradation> Accessed on the 21st March 2022

Maltz, E., Thompson, F., & Jones Ringold, D., (2011), Assessing and maximising corporate social initiatives: a strategic view of corporate social responsibility, *Journal of Public Affairs*, 11(4), 344-352

Mann, S., 2016. *The research interview. Reflective practice and reflexivity in research processes.* Palgrave Macmillan, ISBN 978-1-137-35336-8

- Marrewijk, M.V., (2003), Concepts and definitions of CSR and corporate sustainability: between agency and communion, *Journal of Business Ethics*, 44, pp.95-105
- Marsh, A., Gordon, D., Heslop, P. & Pantazis, C. (2010), Housing Deprivation and Health: A Longitudinal Analysis, *Housing Studies*, 15, pp.411-418
- Marshall, C. & Rossman, G.B., (2016), Designing Qualitative Research, 6th Edition, *SAGE Publications inc. CA*, ISBN: 978-1-4522-7100-2
- McCaffrey, S.J. & Kurland, N.B., (2015), Does “Local” Mean Ethical? The U.S. “Buy Local” Movement and CSR in SMEs, *Organization & Environment*, 28(3), pp.286-306
- McMillan, D.W., & Chavis, D.M. (1986), Sense of community: A definition and theory, *Journal of Community Psychology*, 14(1), 6-23
- McLoughlin, J., Kaminski, J., Sodagar, B., Khan, S., Harris., Arnaudo, G. & McBrearty, S., (2009), A strategic approach to social impact measurement of social enterprises: The SIMPLE methodology, *Social Enterprise Journal*, 5(2), pp.154-178
- McWade, W., (2012), The Role for Social Enterprises and Social Investors in the Development Struggle, *Journal of Social Entrepreneurship* 3(1), pp.96-112
- Miles, M.B., Huberman, A.M. & Saldana, J., (2014), Qualitative Data Analysis: A Methods Source Book, 3rd Edition, SAGE Publications Inc.
- Miller, A., (2019), “Realism”, *The Stanford Encyclopaedia of Philosophy*, online at: <https://plato.stanford.edu/archives/win2019/entries/realism/> [Accessed on 8th January 2020]
- Miller, E., (2013), Community economy: Ontology, ethics, and politics for radically democratic economic organizing, *Rethinking Marxism*, 25(4), 518-533
- Miller J., (2017), Developing the line on absence and well-being, *CIPD Voice*, 8, Online at: cipd.co.uk/news-views/cipd-voice/issue-8/absence-well-being-findings [Accessed on 4th November 2020]
- Miller, R.A., (2005), Lifesizing Entrepreneurship: Lonergan, Bias and The Role of Business in Society, *Journal of Business Ethics*, 58(1-3), pp.219-225
- Mitchell, R.K., Agle, B.R., & Wood, D.J., (1997), Towards a Theory of Stakeholder Identification and Salience: Defining the Principle of who and What Really Counts, *Academy of Management*, 22(4)
- Moore, G., Slack, R. & Gibbon, J., (2009), Criteria for Responsible Business Practices in SMEs: An Exploratory Case of U.K. Fair Trade Organisations, *Journal of Business Ethics*, 89(2), pp.173-188
- Morsing, M. & Perrini, F., (2009), CSR in SMEs: do SMEs matter for the CSR agenda? *Business Ethics: A European Review*, 18(1), pp.1-6
- Morsing, M. & Spence, L., (2019), Corporate Social Responsibility (CSR) communication and small and medium sized enterprises: The governmentality dilemma of explicit and implicit CSR communication, *Human Relations* 72(12) 1920-1947
- Moyeen, A. & Courvisanos, J., (2012), Corporate social responsibility in small and medium-sized enterprises in Australia, *Australasian Journal of Regional Studies* 18(3), pp.364-391

- Munoz, S. A., Steiner, A., & Farmer, J., (2015), Processes of community-led social enterprise development: learning from the rural context, *Community Development Journal*, 50(3), 478-493
- Murillo, D. & Lozano, J.M., (2009), Pushing forward SME CSR through a network: an account from the Catalan model, *Business Ethics: A European Review*, 18(1), pp.7-20
- Murillo, D. & Lozano, J.M., (2006), SMEs and CSR: An approach to CSR in their own words, *Journal of Business Ethics*, 67(3), pp.227-240
- Murillo, D. & Vallentin, S., (2012), CSR, SMEs and Social Capital: An empirical study and conceptual reflection, *Ramon Llull Journal of Applied Ethics*, 3, pp.17-46
- Murphy, P.E. & Schlegelmilch, B.B., (2013), Corporate social responsibility and corporate social irresponsibility: Introduction to a special topic section, *Journal of Business Research*, 66(10), pp.1807-1813
- Nabarro B (2021), UK economic outlook: the future isn't what it used to be, Institute for Fiscal Studies, online at: <https://ifs.org.uk/publications/15691>. Accessed on the 21st March 2022
- Nagypal, N.C., (2014), Corporate social responsibility of Hungarian SMEs with good environmental practices, *Journal of East European Management Studies*, 19(3), pp.327-347, doi:10.5771/0949-6181-2014-3-327
- National Statistics (2021) Public spending statistics: November 2021, online at: <https://www.gov.uk/government/statistics/public-spending-statistics-release-november-2021/public-spending-statistics-november-2021> [Accessed on 21st March 2022]
- Nejati, M. & Amram, A., (2009), Corporate social responsibility and SMEs: exploratory study on motivations from a Malaysian perspective, *Business Strategy Series*, 10(5), pp.259-265
- Niehm, L.S, Swinney, J. & Miller, N.J., (2008), Community Social Responsibility and Its consequences for Family Business Performance, *Journal of Small Business Management*, 46(3), pp.331-350
- Nielsen, E. A. & Thomsen, C., (2009), CSR communication in small and medium-sized enterprises, *Corporate Communications: An International Journal* 14(2), pp.176-189
- O'Neill, J. (2001), Building Better Global Economies BRICs, Global Economics Paper 66, *Goldman Sachs*
- O'Reilly, K. (2009), Inductive and Deductive. In O'Reilly, K., *Key concepts in ethnography*, (pp.104-109), SAGE Publications Ltd, doi: 10.4135/9781446268308
- OECD, (2019), OECD SME and Entrepreneurship Outlook 2019, online at: <http://oecd.org/industry/smes/SME-Outlook-Highlights-FINAL.pdf> [Accessed on 15th November 2020]
- Ormiston, J. & Seymour, R., (2011), Understanding Value Creation in Social Entrepreneurship: The Importance of Aligning Mission, Strategy and Impact Measurement, *Journal of Social Entrepreneurship*, 2(2), pp.125-150
- Painter-Morland, M. & Spence, L.J., (2009), Introduction: Business ethics in small and medium enterprises, *African Journal of Business Ethics*, 4(2), pp.1-6

- Park, B.I. & Ghauri, P.N., (2015), Determinants influencing CSR practices in small land medium sized MNE subsidiaries: A stakeholder perspective, *Journal of World Business*, 50(1), pp.192-194
- Pastrana, A., N. & Sriramesh, K., (2014) Corporate Social Responsibility: Perceptions and practices among SMEs in Colombia. *Public Relations Review*, 40(1), pp.14-24
- Patton, M., & Westby, C. (1992). Ethnography and research: A qualitative review. *Topics in Language Disorders*, 12(3), 1–14. <https://doi.org/10.1097/00011363-199205000-00003>
- Perrini, F., (2006), SMEs and CSR Theory: Evidence and Implications from an Italian Perspective, *Journal of Business Ethics*, 67(3), pp.305-316
- Perrini, F., Pogutz, S. & Tenaciti, A., (2006), Corporate Social Responsibility in Italy: State of the Art, *Journal of Business Strategies*, 23(1), pp.65-91
- Perrini, F., Russo, A. & Tenaciti, A., (2007), CSR strategies of SMEs and Large Firms: Evidence from Italy, *Journal of Business Ethics*, 74(3), pp.285-300
- Phelps, S.M, Coloman, N.G., Taborsky, M., Young, L.J., & Rubenstein, D.R., (2014) An evolutionary framework for studying mechanisms of social behaviour, *Trends in Ecology & Evolution*, Cell Press 29(10) 581-589
- Piriyakul, M. & Wingwon, B., (2013) Effect of corporate ability and reputation on organizations' performance and CSR, *African Journal of Business Management*, 7(9), pp.738-749
- Pirson, M., (2012) Social entrepreneurs as the paragons of shared value creation? A critical perspective, *Social Enterprise Journal*, 8(1), pp.31-48
- Porter, M. & Kramer, M.R., (2011) Creating Shared Value, *Harvard Business Review*, Jan-Feb, pp.2-17
- Porter, M. & Kramer, M.R., (2006), Strategy & Society: The Link between Competitive Advantage and Corporate Social Responsibility, *Harvard Business Review*, 84, pp.78-85
- Powell, B.T., (2014), Helping Small to Mid-Sized Businesses Build Give-Back Programs in Their Organizations: A resource for businesses helps spur strategic philanthropy, *CPA Practice Management Forum*, April 2014, pp.21-24
- Preuss, L. & Perschke, J., (2010), Slipstreaming the Larger Boats: Social Responsibility in Medium-Sized Businesses, *Journal of Business Ethics*, 92(4), pp.531-551
- Putnam, R.E., (2000), *Bowling Alone*, Simon & Schuster Paperbacks, New York
- Rahbek, P.E., (2009), The many and the few: rounding up SMEs that manage CSR in the supply-chain, *Supply Chain Management: An International Journal*, 13(2), pp.109-116
- Rahim, M.M. & Wisuttisak, P., (2013), Corporate Social Responsibility- Oriented Compliances and SME Access to Global Market: Evidence from Bangladesh, *Journal of Asia-Pacific Business*, 14(1), pp.58-83
- Ratajczak, M., (2014), The implementation of selected elements of the CSR concept on the examples of agribusiness enterprises from Warmia and Mazury, *Management*, 18(1), pp.109-128
- Reichertz, J., (2014), Induction, deduction, abduction: In Flick, U., *The SAGE handbook of qualitative data analysis*, pp.123-135, London: SAGE Publications Ltd, doi: 10.4135/9781446282243
- Remisova, A & Buciova, Z., (2012), Measuring Corporate Social Responsibility, *Journal for East European Management Studies*, pp.273-291

- Ridley-Duff, R., & Bull, M., (2019), Solidarity Cooperatives: the (hidden) origins of communitarianism pluralism in the UK social enterprise movement, *Social Enterprise Journal*, 39(1), 5-16
- Ridley-Duff, R. J., & Southcombe, C., (2012), The Social Enterprise Mark: a critical review of its conceptual dimensions, *Social Enterprise Journal*, 8(3), 178-200
- Ridley-Duff, R., 2007. Communitarian Perspectives on Social Enterprise. *Corporate governance: an international review*, 15(2), pp.382–392.
- Ritchie, B. & Brindley, c., (2000), Disintermediation, disintegration and risk in the SME global supply-chain, *Management Decision*, 38(8), pp.575-583
- Rivera-Lirio, J.M. & Munoz-Torres, M.J., (2010), Sustainable development in the Spanish region of Valencia and the social responsibility of SMEs: A multi-stakeholder vision on the role of public administrations, *Journal of Environmental Planning and Management*, 53(5), pp.573-590
- Rostami, A., Sommerville, J., Wong, I.L. & Lee C., (2015) Risk Management Implementation in Small and medium enterprises in the UK construction industry, *Engineering Construction and Architectural Management*, 22(1), PP.91-107
- Roulston, K., 2011. Interview ‘problems’ as topics for analysis. *Applied Linguistics*, 32(1), pp.77-94.
- Roy, A, Vyas, V. & Jain, P., (2013), SMEs Motivation: Corporate Social Responsibility, *SCMS Journal of Indian Management*, 10, PP.11-21
- Rubin, H.J. & Rubin, I.S., (2005), ‘Listening, hearing, and sharing social experiences’, in *Qualitative interviewing (2nd ed): the art of hearing data*, SAGE Publications, Inc., Thousand Oaks, CA, pp.1-18, [Accessed 28th January 2020], doi:10.4135/9781452226651
- Rubsaamen, C. & Wechsler, S.L (2013), Corporate Social Responsibility, *Erfolgsfaktor Employer Branding*, PP.151-165
- Ruebottom, T., (2011), Counting social change: outcome measures for social enterprise, *Social Enterprise Journal*, 7(2), PP.173-182
- Russo, A. & Perrini, F., (2010), Investigating Stakeholder Theory and Social Capital: CSR in Large Firms and SMEs, *Journal of Business Ethics*, 91(2), PP.207-221
- Russo, A. & Tenaciti, A., (2009), Formal vs. Informal CSR Strategies: Evidence from Italian Micro, Small, Medium-sized, and Large Firms, *Journal of Business Ethics*, 85(2), PP.339-353
- Sadri, A. & Vidich, Arthur J, 1994. *Max Weber's Sociology of Intellectuals*, New York: Oxford University Press, Incorporated.
- Sakarya, S., Bodur, M., Yildirim-Oktem, O. & Selekler-Goksen, N., (2012), Social Alliances: Business and social enterprise collaboration for social transformation, *Journal of Business Research*, 65(12), PP.1710-1720
- Salanta, I. & Popa, M., (2014), An empirical approach on the SME versus big companies CSR investment arguments, *Managerial Challenges of Contemporary Society*, 7(2), pp.99-102
- Santos, M., (2011), CSR in SMEs: strategies, practices, motivations and obstacles. *Social Responsibility Journal*, 7(3), PP.490-508

- Sawhill, J. & Williamson, D., (2001), Mission Impossible? Measuring success in non-profit organizations, *Non-profit Management*, 11(3), PP.371-386
- Sayer, A., (2000), Moral Economy and Political Economy, *Studies in Political Economy*, 61(1), 79-103, DOI: 10.1080/1987033.2000.11675254
- Schiek, D. & Carsten, U.G., (2017), "Using Asynchronous Written Online Communication for Qualitative Inquiries: A Research Note." *Qualitative Research*, 17(5), PP.589-597
- Schlierer, H.J., Werner, A., Signori, S., Garriga, E., Hoivik, H.W., Rossem, A.V. & Fassin, Y., (2012), How Do European SME Owner-Managers Make Sense of 'Stakeholder Management'? Insights from a Cross-National Study, *Journal of Business Ethics*, (109)1, PP.39-51
- Schoenberger-Orgad, M. & McKie, D., (2005), Sustaining edges: CSR, postmodern play, and SMEs, *Public Relations Review*, 31(4), PP.578-583
- Sellegret, K., (2016), Budget sets out Academies plan and longer school day, online at: <http://www.bbc.co.uk/news/education-35815023> [Accessed on 26th May 2016]
- Sen, S. & Cowley, J., (2013), The Relevance of Stakeholder Theory and Social Capital Theory in the Context of CSR in SMEs: An Australian Perspective, *Journal of Business Ethics*, 118(2), PP.413-427
- Seixas, B. V., Smith, N., & Mitton, C. (2018). The Qualitative Descriptive Approach in International Comparative Studies: Using Online Qualitative Surveys. *International Journal of Health Policy and Management*, 7(9), 778+.
- SEUK, (2019), Social Enterprise UK Impact Report 2018-2019, online at: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.socialenterprise.org.uk/wp-content/uploads/2019/10/SEUK-Impact-Report-2019-1.pdf, [Accessed 26th November 2021]
- SEUK, (2014), Social Enterprise UK Impact Report 2013-2014, Online at: http://www.socialenterprise.org.uk/uploads/files/2014/12/seuk_social_impact_report_2013.pdf, [Accessed on 11th July 2016]
- Serdarasan S (2013), A review of supply chain complexity drivers, *Computers and Industrial Engineering* Vol.66, Issue 3, PP.533-540
- Sharir, M., & Lerner, M. (2006), Gauging the success of social ventures initiated by individual social entrepreneurs, *Journal of World Business*, 41(1), PP.6-20
- Stilaoja, M.E. & Onkila, T.J., (2013), Business in society or business and society: The construction of business-society relations in responsibility reports from a critical discursive perspective, *Business Ethics*, 22(4), PP.357-373
- Sitkin, A., (2013), Working for the local community: Substantively broader/ geographically narrower CSR accounting, *Accounting Forum*, 37(4), PP.315-324
- Siwar, C. & Hossain, M.T., (2009), An analysis of Islamic CSR concept and the opinions of Malaysian managers, *Management of Environmental Quality: An International Journal* 20(3), PP.290-298
- Skerratt, S. and Steiner, A. (2013) 'Working with communities-of-place: Complexities of empowerment', *Local Economy*, 28(3), pp. 320–338. doi: 10.1177/0269094212474241.

- Smirnova, Y., (2012), Perceptions of corporate social responsibility in Kazakhstan, *Social Responsibility Journal*, 8(3), PP.404-417
- Soundararajan, V., Jamali, D. & Spence, L.J., (2018), Small Business Social Responsibility: A Critical Multilevel Review, Synthesis and Research Agenda. *International journal of management reviews: IJMR*, 20(4), pp.934–956.
- Spear, R., Teasdale, S., Lyon, F., Hazenberg, R., Bull, M., & Kopec, A., (2017), Social Enterprise in the UK: Models and Trajectories, *ICSEM Working Papers*, No.40, Liege, The International Comparative Social Enterprise Models (ICSEM) Project
- Spence, L.J., Frynas, J.G., Muthuri, J.N. & Navare, J. (2018), Research Handbook on Small Business Social Responsibility: Global Perspectives, Elgar, Cheltenham, ISBN:978 1 78471 183 2
- Spence, L.J., (2016), Small business social responsibility: Expanding core CSR theory, *Business and Society*, 55(1), pp.23-55
- Spence, L.J., (2007), CSR and Small Business in a European Policy Context: The Five “C”s of CSR and Small Business Research Agenda, *Business and Society Review*, 112(4), PP.533-552
- Spence, L., Schmidpeter, R. & Habisch, A., (2003), Assessing Social Capital: Small and Medium Sized Enterprises in Germany and the U.K *Journal of Business Ethics*, 47, p.2003 part 3
- Spence, L. J. (1999) ‘Book Reviews’, *International Small Business Journal*, 17(2), pp. 93–95. doi: 10.1177/0266242699172007.
- Srinivasan, V., (2009), CSR and ethics in MSMEs in India, *African Journal of Business Ethics*, 4(2), PP.32-36
- Srisuphaolarn, P., (2013), From altruistic to strategic CSR: how social value affected CSR development – a case study of Thailand, *Social Responsibility Journal*, 9(1), PP.56-77
- Studer, S., Tsang, S., Welford, R. & Hills P., (2008), SMEs and voluntary environmental initiatives: a study of stakeholders’ perspectives in Hong Kong, *Journal of Environmental Planning and Management*, 51(2), PP.285-301
- Szczanowicz, J. & Saniuk, S., (2014), Implementation of CSR concept in manufacturing SMEs, *Management*, 18(1), PP.71-82
- Taddei, J.C. & Delecolle, T., (2012), The Role of Cooperatives and CSR: The Case of the French Agricultural Sector, *International Business Research*, 5(7), PP.73-81
- Tan, E., Smith, G. & Saad, M., (2006), Managing the global supply-chains: an SME perspective, *Production planning and control*, 17(3), PP.238-246
- Tang, Z. & Tang, J., (2012), Stakeholder-firm power difference, stakeholders’ CSR orientation, and SME’s environmental performance in China, *Journal of Business Venturing*, 27(4), PP.436-455
- Teasdale, S., (2012), What’s in a name? Making sense of social enterprise discourses, *Public Policy and Administration*, 27(2), 99-119
- Teasdale, S., Lyon, F. & Baldock, R., (2013), Playing with Numbers: A Methodological Critique of the Social Enterprise Growth Myth, *Journal of Social Entrepreneurship*, 4(2), PP.113-131

- Tenaciti, A., Perrini, F. & Pogutz, S., (2004), New tools to foster corporate socially responsible behaviour, *Journal of Business Ethics*, 53(7), PP.173-190
- The Bank of England, Official Bank Rate history (2022), online at, <https://www.bankofengland.co.uk/boeapps/database/Bank-Rate.asp> [Accessed on: 21st March 2022]
- Thomas, D.R., (2006), A general inductive approach for analyzing qualitative evaluation data, *American Journal of Evaluation*, 27(2), 237-246
- Thompson, J., (2011), Reflections on social enterprise and the Big Society, *Social Enterprise Journal*, 7(3), PP.219-223
- Ting, H.W., Ramasamy, B. & Ging, L.C., (2010), Management systems and the CSR engagements, *Social Responsibility Journal*, 6(3), PP.362-373
- Tönnies, F., (1887), *Community and Society: Geimenschaft und Gesellschaft*, Translated and Edited by Loomis, C.P., *Dover Publications, Inc, Mineola, New York, 2002*
- Torugsa, N., O'Donohue, W. & Hecker, R., (2013), Proactive CSR: An Empirical Analysis of the Role of its Economic, Social and Environmental Dimensions on the Association between Capabilities and Performance, *Journal of Business Ethics*, 11(2), PP.383-402
- Torugsa, N., O'Donohue, W. & Hecker, R., (2012), Capabilities, Proactive CSR and Financial Performance in SMEs: Empirical Evidence from and Australian Manufacturing Industry Sector, *Journal of Business Ethics*, 109(4), PP.483-500
- Towers, N., Perry, P. & Chen, R., (2013), Corporate social responsibility in luxury manufacturer supply-chains: An exploratory investigation of a Scottish cashmere garment manufacturer, *International Journal of Retail & Distribution Management*, 41(11), PP>961-972
- Turyakira, P., Smith, E. & Venter, E., (2012), Corporate social responsibility for SMEs: A proposed hypothesised model, *African Journal of Business Ethics*, 6(2), PP.106
- Udayasankar, K., (2008), Corporate Social Responsibility and Firm Size, *Journal of Business Ethics*, 83(2), PP.167-175
- Uhlener, L.M., Berent-Braun, M., Jeurissen, R. & Wit, G, (2012), "Beyond Size: Predicting Engagement in Environmental Management Practices of Dutch SMEs", *Journal of Business Ethics*, 109(4), PP.411-429
- Unison, (2016), Cuts to Local Services, Online at: <https://www.unison.org.uk/at-work/local-government/key-issues/cuts-to-local-services/#heading-3> [Accessed on: 26th May 2016]
- Vancheswaran, A. & Gautam, V., (2011), CSR in SMEs: Exploring a Marketing Correlation in Indian SMEs, *Journal of Small Business and Entrepreneurship*, 24(1), PP.85-98,153
- Vazquez-Carrasco, R. & Lopez-Perez, M.E., (2013), Small & medium-sized enterprises and Corporate Social Responsibility: a systematic review of the literature, *Quality & Quantity*, 47(6), PP.3205-3218
- Vilke, R., (2011), CSR development problems in Lithuania: evaluation of promoting and hindering factors, *Social Responsibility Journal*, 7(4), PP.604-621
- Vytopil, L., (2012). Contractual Control and Labour-Related CSR Norms in the Supply Chain: Dutch Best Practices. *Utrecht law review*, 8(1), pp.155–169.

- Weber, M., (2008), The business case for corporate social responsibility: A company-level measurement approach for CSR, *European Management Journal* 26(4), PP.247-261
- Wilkinson, A., (1999), "Employment Relations in SMEs", *Employee Relations*, 21(3), PP.206-217
- Williams-Grut, O., (2015), Everything you need to know about Britain's Summer Budget, *Business Insider*, Online at: <http://uk.businessinsider.com/summer-budget-2015-everything-you-need-to-know-2015-7> [Accessed 26th May 2016]
- Williamson, D., Lynch-Wood, G. & Ramsey, J., (2006), Drivers of Environmental Behaviour in Manufacturing SMEs and the Implications for CSR, *Journal of Business Ethics*, 67(3), PP.317-330
- Williams M, 2006, Philosophical Foundations of Social Research Methods Volume III, Sage Benchmarks in Social Research Methods, *Sage Publications Ltd, London ISBN 1-4129-0382-3*
- Wilson, V., (2012), Research Methods: Interviews, *Evidence Based Library and Information Practice*, 7(2), PP.96-98, doi: 10.18438/B89P5B#
- Wood, D.J., (1991), Corporate Social Performance Revisited, *Academy of Management Review* 16(4), Published Online: <https://doi.org/10.5465/amr.1991.4279616>
- Wong, Teik Aun & Bustami, Reevany. (2020). A Case Study of Micro Businesses in Jelutong Wet Market in Penang, Malaysia: Implications for CSR Scholarship. *Journal of Business Ethics*. 165. 10.1007/s10551-019-04117-8. Wong, T-A. & Reevany, M.B., (2019), Understanding Corporate Social Responsibility (CSR) Among Micro Businesses Using Social Capital Theory, *International Journal of Business and Society*, 20(2), pp.675-690
- World Trade Organisation (2020), World Trade Organisation and China, online at: https://www.wto.org/english/thewto_e/countries_e/china_e.htm [Accessed 20th November 2020]
- Yin, R.K (2009), Case Study Research, 4th Edition, *Sage Publications Inc.* United States of America
- Young, D.R. and Lecy, J.D., 2014. Defining the universe of social enterprise: Competing metaphors. *Voluntas: International Journal of Voluntary and Non profit organizations*, 25(5), pp.1307-1332.
- Yunus, M., Moingeon, B. & Lehmann-Ortega, L., (2010), Building Social Business Models: Lessons from the Grameen Experience, *Long Range Planning*, 43(2-3), PP.308-325
- Zahra, S.A., Gedajlovic, E., Neubaum, D.O. & Shulman, J.M, (2009), A typology of social entrepreneurs: Motives, search processes and ethical challenges, *Journal of Business Venturing*, 24, PP.519-532
- Zollo. L. *et al.*, (2018), Bricolage and Social Entrepreneurship to Address Emergent Social Needs: A 'Deconstructionist' Perspective, *Journal of Entrepreneurship, Management and Innovation* 14(2), pp.19-29