

Study the Corporate Social Responsibility Activities in Sri Lanka

Dr. K.K.Tilakasiri

Abstract: Many Corporate social Responsibility (CSR) researchers have described their CSR studies as two ways. First, the development studies such as CSR concepts, standards, and frameworks. Second, the relationship studies such as relationship between CSR and Company performances and Stock Markets. The latter studies have been expanded up to the identification of the advantages from implementing CSR activities in their business organisations.

While discussing CSR in developing world, it can see that no accepted frameworks, standards and indices, but the companies are tried to organize CSR activities, looking at the developed world CSR frameworks, standards and techniques. Furthermore, researchers have argued that practise of CSR is different from country to country, areas to areas and people to people. Therefore, looking at the developed countries' CSR organisations, it cannot be identified the real feedback of CSR or benefits to the developing countries. Therefore, this study tried to develop the CSR activities in developing countries which they own such as Sri Lanka, it is good to identify the benefit and advantages from the CSR concept for the particular country. Research problem of the study was, what are the CSR activities implementing in the companies in Sri Lanka? However, this study's aim was to recognize CSR activities relates to Sri Lankan context. To answer the above research problem, the study used the secondary data, annual reports of Colombo Stock Exchange. Delphi method was used for refining the data and the content analysis research technique was used to

classify the qualitative CSR activities according to the stakeholder theory. Likert scale was used for analysing the significance of the activity. On conclusion, the study was identified 28th CSR activities as major activities in Sri Lanka.

Key Words: Delphi method, Content analysis, Framework, CSR Activities

1. INTRODUCTION

Sri Lanka is a country with a long history, dating back more than 2500 years. The majority of people are Buddhist and they believe that they are responsible for each other and that this is important in the development of their lives. This responsibility extends to business as well. Therefore, the term social responsibility is not new to Sri Lankans. However, the concept of CSR is new to business organisations and the real meaning of the concept is combined with the idea of social giving (Ariyabandu and Hulangamuwa 2002; Rathnasiri 2003; Fernando 2010). Some companies in Sri Lanka already implement a variety of CSR practices and many report their initiatives via company websites, sustainability reports and annual reports. Further, organisations have used international CSR practices, and many philanthropic works have been conducted with different stakeholders for the various reasons including stakeholders' pressure, and managerial attitudes.

Despite this, researchers have not yet identified exactly what CSR means in the Sri Lankan context and whether any business benefits exist (Fernando 2010). As previously mentioned there is a dearth of CSR research on the Sri Lankan context and some studies have proposed framework development and emphasised the importance of the concept of CSR (Rathnasiri 2003; Fernando 2010). Thus,

the main aim of the present study is to identify the present CSR activities in Sri Lankan organisations.

Researcher has developed a CSR framework in 2012 from the developing countries point of view. Current study also based on that CSR framework and identified the main activities relating to the three bottom lines, people, profit and planet. Although there is no mandatory requirement for CSR in Sri Lanka, the firms are running with the several CSR activities. Basically, the firms do not consider the CSR frameworks when they implement the CSR activities (Fernando 2010). The different firms activate their own activities as CSR, firms like to disclose those activities. Moreover, the new business organisations and existing non-csr organisations wish to identify the most popular CSR activities for their potential responsibilities. However, there is no accepted theory or a mandatory requirement of CSR activities to understand the above wishes. Therefore, this study fills this gap summarising the most popular CSR activities are being implemented by the public listed companies in Sri Lanka.

2.PURPOSE AND RESEARCH PROBLEM OF THE STUDY

As discussed in the above paragraph, there is no accepted csr framework and accepted CSR activities in developing countries like Sri Lanka. Many research studies showed the benefits from the CSR concept, so the new firms and non-csr organisations are persuaded to implement the CSR in different ways. For example employees pressures, customers attitudes and public image. So the study tries to identify the uniform theme of CSR relating to Sri Lankan context looking at the organisational present CSR

activities. The purpose of identify the CSR activities in Sri Lanka was to answer the following research question:

1. How CSR activities are categorised by the existing firms?
2. What are the popular CSR activities in Sri Lanka?
3. Are their similar CSR activities in the firms in Sri Lanka? If so what are those?

To answer the first research question above the researcher examined the CSR activities related in developing countries. The developed countries are used the CSR concept but some activities not suited to developing world. However, the developed countries categorised their CSR activities due to three bottom lines, people, profit and planet. To answer the second research questions the study identify the main CSR activities implemented by the selected organisations. For the third research question, the researcher followed up several research studies to recognise the different CSR pattern in different firms (Chambers et al. 2003; Blowfield 2004; Chapple and Moon 2005; Thorpe and Prakash-Mani 2006; Visser 2008). Similar CSR activities cannot be seen in the even the similar organisations because of the several reason, such as cultural effect, geographical background and people attitudes are remarkable changed. Many CSR studies have been undertaken from the points of view of developed countries. For example, CSR principles, elements, frameworks and indices have been developed for the USA. However, these principles and frameworks cannot be accepted in the developing world (Matten and Moon 2004; Chapple and Moon 2005; Matten and Moon 2008) for a variety of reasons such as cultural differences, management attitudes and different business plans.

The main aim of this study was to understand the CSR categories of the existing csr firms, and popularise the CSR activities in new firms and non-csr organisations in developing countries such as Sri Lanka and identify the similar CSR actions among the existing firms in Sri Lanka.

3.CONTRIBUTION TO THE LITERATURE

Further, the aim of this study does not generalise the overall CSR of Sri Lanka through its findings; rather, it has attempted to identify CSR activities supportive to the main study objective. Past researchers have studied CSR in both the developed and developing worlds and the relationship between the CSR and CP in developed countries, but few have studied this in developing countries such as Sri Lanka. Therefore, this study represents an important contribution to the CSR literature in Sri Lanka

Moreover, the new business organisations and existing non-csr organisations wish to identify the most popular CSR activities for their potential responsibilities. There is no accepted theory or a mandatory requirement of CSR activities to understand the above wish. The present study attempts to overcome the above issue by recognising CSR activities specifically tailored to the context in Sri Lanka.

The recognition of the CSR activities are an essential management tool (Tilakasiri 2012). In addition, the CSR activities in the developing world can be used as a model to continue CSR research and decision making for future researchers. Further, the process of recognising CSR activities can be useful for

management as well as stakeholders to help them understand the concept of CSR (Carroll 2004; Maon et al. 2009).

4. APPROACH AND METHODOLOGY

The present qualitative study used the Delphi method, also adopted by Davenport (2000) to investigate the principles of corporate citizenship in 2000. The Delphi method used for data collection in this study was made up of two rounds. In the first round, the 20 participants were involved in semi-structured face-to-face interviews to identify the social and environmental expectations of business organisations in Sri Lanka. The data were analysed using content analysis and N-vivo 9 software adopted for analysing the data.

Sample identification: The present study based on the CSR activities that the sample companies were engaged in as well as and the literature review. The sample companies identified only six stakeholders and categorised the companies' activities accordingly. Many activities of a philanthropic nature were presently performed by the companies in Sri Lanka. Therefore, the main activities are open to philanthropic and non-philanthropic activities.

Community organisations, non-community organisations, listed companies were selected for the interview the expertise people. These individuals have a very good knowledge and experiences of the CSR activities specially their working field. They expressed their ideas according to their knowledge of the duties.

Defining the population : The first step in the sample selection is to define the population. For this study, the population chosen was

the companies and organisations that practice CSR in Sri Lanka. This population is represented by different government organisations, non-government organisations and listed companies. Within this population, the Ministry of Labour represents employees and the Consumer Development Authority represents customers.

Sample size: 20 participants were selected from 10 organisations directly engaged with the stakeholders of companies included employees, customers, members of the general public and environmentalists in the present study. The employees were selected by the Ministry of Labour in Sri Lanka; while the customers were selected by the Consumer Development Authority of the Sri Lanka. These organisations' major activities are related to social services, for example, the Ministry of Labour works to protect employees and ensure their rights. Due to this careful selection process, overall the study sample represents the population required for the study.

The Delphi questionnaire : The initial interview questions in the Delphi questionnaire were structured around the six content areas such as employees, educational, health, customers, the public and the environmental. The results of the pilot study showed that Sri Lankan organisations implement CSR based on stakeholder relationships including employees, educational, health, customers, the general public and the environmental. The sample included 20 experts who work as the top managers in the organisations, selected by the researcher under represented on six categories such as education, health, environment, employees, consumers and

society. Based on the pilot study, the first round of Delphi asked respondents to describe existing CSR programmes being implanted by the organisations and develop the possible basic CSR strategies or scenarios based on the identified CSR areas.

In this study, actual data gathering began with the first round of Delphi in which 17 semi-structured interviews were conducted. These ranged from 30–90 minutes in duration, with an average length of 60 minutes each. The participants were employed as executives, senior managers and managers. Each participant had a good knowledge of social responsibility practices and was familiar with stakeholder expectations. Further, as they were leaders who make decisions in the relevant social and environmental fields, they were identified experts in their fields. Notes were taken during each interview and five interviews were audio-recorded in the respondents' mother tongue. Seven interviews were recorded in English and 15 interviews were not recorded, because the respondents requested that their views were not recorded.

Open-ended questions: Each respondent was asked a series of open-ended structured questions (Annexure 1), depending on his or her area of expertise. The interview questions covered basic CSR requirements and current CSR practices in Sri Lanka. For example, the study chose the Education department as one of the sample organisations and asked one senior manager 'What social and environmental expectations do you have from the companies that operate in Sri Lanka?' The other sample organisations answered the same question and then reviewed all the responses describing current CSR ability and knowledge.

Measurement tests: Measurement testing is one of the main steps in social research and questionnaire analysis is the process of translating concepts into measurable variables (Sekaran 1992). As validity and reliability are the two major issues that a researcher must take into consideration when using data collection or measurement instruments, this study uses the following validity and reliability tests, in accordance with the literature.

Validity of instruments: For the present study, validity was determined by asking pretested questions relating to the study of CSR in Sri Lanka. The instrument demonstrated that many people had little knowledge of the topic, and therefore the research questions were clearly worded and easy to understand. Examination of other similar studies determined appropriate wording for the questions and the elements necessary to provide an answer to each specific aspect of the study. The interview questionnaire was also pre-tested by a number of academics. The second round of the Delphi questionnaire was developed on the basis of the experts responses to the first round of Delphi interview questions. The second round questionnaire was distributed to the same respondents, and thus the validity of the second round questionnaire was tested by the respondents themselves. Wrong or biased questions were criticised and items were weighted according to the respondents' indications.

Reliability of the instrument : The interview questionnaire was designed to identify current CSR practices and to assist in developing a potential CSR framework. The questions were developed in accordance with the experts' fields of interest. In addition, some questions were not CSR-related. For example, what do you think about the social responsibility of organisations, how they implement it and why they organise it? After completion of

the interviews, all answers were matched with the second round questionnaire and analysed using a statistical method.

Data analysis : As discussed earlier, following the first round of Delphi interviews the data collected were analysed. Transferring qualitative information from a questionnaire onto a computer program (such as N-vivo 9) was accomplished by assigning codes. These codes were predetermined and categorised in the six stakeholder elements. Following this, the second round questionnaire was structured according to these codes and rated under the five point Likert scales. Participants were asked to rate the likelihood of each CSR relation occurring in the future, using this 5-point Likert scale (5 = most important, 4 = somewhat important, 3 = important, 2 = less important, 1 = not at all important). Descriptive analysis was then used to analyse the results on the basis of the CSR framework of the study.

Delphi data collection and analysis procedure

This section describes the data collection using interviews and a questionnaire from the organisations and senior staffs. The senior staffs who were interviewed in the first round of the Delphi process also participated in the survey, and the response rate was 100 per cent. The respondents were all experienced in community activities and understood the CSR concept. 50 per cent of the respondents were from government organisations and the other 50 per cent were from non-government and public limited companies. The Delphi procedure of this study employed two rounds: the first was the interviews and second, the questionnaire-based survey. The following sections describe the results of each round of the Delphi analysis.

Delphi: first round : As described above, the study identified six common stakeholder elements as CSR practices in Sri Lanka. Twenty people were selected for these interviews, representing each of the activities within the employee, education, health, customer, community and environment categories.

Selection of the sample : People were selected from 10 different Sri Lankan organisations representing the different stakeholder relationship categories. For the education category, representatives were selected from the Ministry of Higher Education; for the employee relations category, from the Ministry of Labour; for the environment category, from the Central Environmental Authority. For the consumer relations category, representatives were selected from the Consumer Affairs Authority; for the community relations category, the Red Cross; while the representatives for the health category were selected from the Ministry of Health. For the overall CSR of the country, representatives were chosen from the CCC and the three public limited companies that had been awarded as top 10 Best Corporate Citizens in 2009 (Colombo Chamber of Commerce Annual Report 2009/2010) (p. 23). However, the selection of the organisations did not represent all the stakeholder perspectives of the country. There is no broader community perspective on organisational behaviour, which is a limitation of the current study.

Description of the sample organisations : Six major community organisations were selected according to the services they provide for employees, customers, society, education, health and the environment. The 12 experts who participated from these six community organisations included two from each organisation. It was expected that each of these experts would have some knowledge of the other fields' with respect to CSR elements,

because they were all well-educated and top-level managers in their organisations. In addition, eight experts were interviewed from the CSR practised organisations (public listed companies and other). These eight experts were expected to have an overall knowledge of the six CSR elements. Table 1 shows the participants' contribution to each of the CSR activities that were identified this study. Each element represented at least 10 experts. X represents the two experts of each organisation. The first six community organisations totally covered the six stakeholder elements. The experts representing the areas ticked in Table 1 have considerable knowledge of the other CSR fields according to the findings.

The respondents of the study were nominated after discussing with the heads of the organisations. One respondent argued that because the government's role was social welfare it was difficult to implement additional services as CSR activities:

...because Sri Lanka is a developing country, as a public organisation we are implementing many social activities. However, it is not enough to permit the happiness of the all communities in the country. Therefore the private sector role is to do something more for their stakeholders other than their production and provide services as corporate social responsibility.

Table 1: Classification of the 20 participants within the six CSR fields

Organis ation	Environ ment oriented	Custo mer relate d	Emple yees oriente d	Communi ty related	Educational oriented	Health related

1	X					
2		X				
3			X			
4				X		
5					X	
6						X
7	X	X	X	X	X	X
8	X	X	X	X	X	X
9	X	X	X	X	X	X
10	X	X	X	X	X	X

Source: Author's calculation.

Note: 'X' represents the two respondents of each organisation

....every organisation likes to do CSR, but the problem is they are not continuing their CSR activities each and every year because of several reasons. The major issue is that CSR is a costly concept. To overcome this issue the company needs to grant funds every year from their budget. However, they need the self-assurance that their investment for CSR (funds) is more useful. That means at least they should know the benefits of their CSR investments.

The respondents consisted of 12 males and 8 females. They all agreed that six stakeholder characteristics were necessary for the development of a CSR framework for Sri Lanka. One respondent of the interview reported:

...the main CSR stakeholder relations are customers, communities, environmental and employees. However, education and health relations are important to our country because these two services are still provided free to people. These two relations have separate legal systems, parliamentary acts and laws for their

development. Therefore, it is better to recognise these two relations as separate CSR relations to the potential framework (Colombo

Following the interviews, the responses to the interview questions including additional suggestions were analysed using the content analysis technique for coding those six stakeholder categories. The results of the content analysis are shown in Table 7.4. Thirty-nine CSR activities were identified as a result of the interviews.

Data coding: Once the information was collected, the data were transformed into six coded groups using a content analysis technique. Since there were only 20 respondents, the data were transformed manually, then analysed using N-vivo 9 software.

Respondents' profiles : The selected twenty persons (experts) have a good knowledge and good experience of CSR practises. The recognised CSR fields such as education, community, health, environmental and employees were represented by the top management person in the relevant community organisation. The participants came from different backgrounds, however, they were all well-educated and had an excellent understanding of their areas of CSR and were interested in the improvement of the CSR concept.

Table 2 shows the respondent's educational backgrounds.

Table 2 : Respondents' educational background

Educational level	Number of respondents	Frequency
Graduates	20	100%
Postgraduates	13	65%
Professional	13	65%

Source: Adapted from the content analysis results of the pilot study

All respondents had obtained at least a Bachelor level degree, 65 per cent graduated with Master's level degrees and 65 per cent of the participants had other professional qualifications in areas such as accounting, marketing or environmental management.

The age groups of the respondents are shown in Table 3

Table 3 : Respondents' age group

Age group	Number of respondents	Frequency
25-34	—	0
35-44	8	40%
45-54	8	40%
55-64	4	20%

Source: Adapted from the content analysis results of the pilot study

The other important demographic data is the respondents' levels of experience in their fields, which is summarised in Table 4 below. Twenty per cent of the participants had 15-20 years of work experience, and as such had good knowledge of their field.

Table 4: Respondents' field experience

Experience of the field	Number of respondents	Frequency
1-5 years	—	
6-10 years	5	25%
11-15 years	8	40%
16-20 years	4	20%
> 20 years	3	15%

Source: Adapted from the content analysis results of the pilot study

Analysis of the data : The study analysed the interview data and recognised 39 CSR characteristics that had been implemented by the respondents. Table 5 shows these CSR elements as the output of the first round of the Delphi analysis. The potential CSR exercises, practices and procedures used for the second round were apparent from this table. Interestingly, these data were classified under the six categories that had been identified in this study. Table 5 shows the breakdown of the 39 CSR activities according to the content analysis.

Table 5: Classification of the 39 CSR activities identified

CSR constructs	Number of items
Employees	12
Customers	4
Environment	4
Education	7
Heath	5
Community	7
Total	39

Source: Author’s calculation (2014)

Delphi: Second round : As discussed in methodology paragraph, survey method was used to collect the data for the second round of the Delphi analysis. This questionnaire was distributed to the same 20 respondents who were interviewed in the first round of the

study. All 20 respondents participated in the second round giving a response rate of 100 per cent.

The rating sheet included a five-point Likert scale where 5 = critical, 4 = very important, 3 = important, 2 = less important and 1 = unimportant. As a result of the second round, the study fine-tuned and narrowed the 39 characteristics to 28, based on the mean values as described below. In addition, the CSR principles were operationalised as policies, practices for implementation, and measures and indicators were identified to assess their effectiveness and impact. The framework development procedure and the results are described in the next section of this chapter.

The above pie chart shows the percentage breakdown of the stakeholder relationships in the CSR framework. It can be observed that employee relations enjoy one fourth CSR-employee relation and CSR-communities and CSR-educations relations represent the 21%. Similar percentages such as 10.71% states the CSR-health, CSR-customers and CSR-environment in Sri Lankan firms.

Validity of the data: the first round of Delphi analysis The validity of the qualitative data for this study was tested using the two methods outlined below. First, Anthonisz (2008) pointed out an issue that arises when conducting interviews is that there is a risk that respondents may answer questions influenced by cultural scripts, instead of providing valid answers' (p. 37). The present study was limited to 20 respondents and approximately an hour was taken for each interview. During the interviews, the interviewer and the interviewees built good relationships, which may have resulted in respondents answering questions in a way

that is designed to please the interviewer' (Bryman 2004, p. 119). A common issue identified in this type of qualitative research involving interviews is the possibility that respondents' answers may be influenced by cultural scripts (Anthonisz 2008). This problem may have been even more acute in the present study, since the researcher gained access to his interviewees through his contacts in the sample organisations. To reduce this problem, the validity of the CSR activities described during the various interviews were compared to the CSR activities presented in the annual reports of the sample companies. This ensured the validity of the types of CSR activities undertaken by the sample companies, however, the validity of responses regarding why certain activities are undertaken remains difficult to guarantee, since these responses are inherently more subjective.

What does CSR mean in the Sri Lankan context?

There is an extensive debate concerning the legitimacy and value of being a socially responsible business. As discussed in the literature, there are different views on the role of a company in society and no agreement as to whether wealth maximisation should be the sole goal of a corporation. Most people concern certain benefits from a business being socially responsible, but most of these are still difficult to quantify.

However, voluntary CSR based on the social and environmental pressures (McInerney 2006). CSR policies involve a commitment by corporations, usually expressed in their statements of business principles or corporate-specific codes of conduct, to enhanced concern for the environment, human rights, fairness to suppliers and customers, and opposition to bribery and corruption (Unerman

and O'Dwyer 2007). As well, Government regulation became more concern with promoting welfare activities of the organisations. So between the voluntary CSR and the regulations of the government has close relationship. These voluntary and regulatory concepts can be discussed under the topic of CSR and legal environments. Though the companies implement CSR, it is voluntary basis. There are no relevant regulations for disclosing CSR practices.

As there is no mandatory requirement to put CSR into practice in Sri Lanka, companies had developed in their own CSR programmes for their organisations, for different reasons. These differences relate to different activities and consequences for various stakeholders. In addition, different organisations have used different methods to disclose their CSR practices, even though they have adopted international CSR standards and principles to implement their CSR activities. However, some organisations disclosed philanthropic activities as CSR practice while others reported a combination of philanthropic and compliance with legal and economic responsibilities as CSR actions.

5. CONCLUSION

The literature found the modern concept of CSR was developed in the 1950s and has subsequently modified. Research has shown that CSR involves two parties: business and society. Both business and society can accomplish their expectations through implementing the CSR concept. So this concept can be considered as win-win strategy. However, researchers have argued that CSR practices in the developing world are different from those in the developed

world. In particular, CSR in the developing world had a more philanthropic, rather than legal and discretionary, focus.

However, voluntary CSR based on the social and environmental pressures (McInerney 2006). CSR policies involve a commitment by corporations, usually expressed in their statements of business principles or corporate-specific codes of conduct, to enhanced concern for the environment, human rights, fairness to suppliers and customers, and opposition to bribery and corruption (Unerman and O'Dwyer 2007). As well, Government regulation became more concern with promoting welfare activities of the organisations. So between the voluntary CSR and the regulations of the government has close relationship. These voluntary and regulatory concepts can be discussed under the topic of CSR and legal environments. Study identified, though the companies implement CSR, it is voluntary basis. There are no relevant regulations for disclosing CSR practices.

Accordingly, the first step in this research was to recognise the popular CSR activities and understanding of CSR practices in Sri Lanka. As there is no mandatory requirement to put CSR into practice in Sri Lanka, companies had developed in their own CSR programmes for their organisations, for different reasons. These differences relate to different activities and consequences for various stakeholders as described in literature. In addition, different organisations have used different methods to disclose their CSR practices, even though they have adopted international CSR standards and principles to implement their CSR activities. However, some organisations disclosed philanthropic activities as CSR practice while others reported a combination of philanthropic

and compliance with legal and economic responsibilities as CSR actions.

Asia follows the CSR development in the West, but lags behind the CSR best practice in countries such as Australia, USA, UK. Further, the literature reported developing countries are more concerned with philanthropic activities than other social responsibilities, such as legal, discretionary and economic duties. Welford (2005) concluded that philanthropic activities were more common in North America and Canada. Moon (2002) stated that UK. However, a trend in Asian countries is the new wave of interest of CSR, especially in Japan. Studies have shown that there are considerable differences in CSR practices between the Asian countries. Thus, a common CSR framework is essential for countries, particularly in the developing world, however, it is difficult to establish a universal framework due to the different CSR practices in different cultures (Tilakasiri, 2014).

Thus, the first research question was addressed by recognising the CSR activities suitable for the Sri Lankan context. The several CSR frameworks were developed basing on stakeholder theory, which was developed by Freeman (1984). For this purpose, a pilot study was conducted, which involved examining the annual reports from 10 Sri Lankan companies for CSR-related information that they had disclosed over a 5-year period to confirm the availability of CSR data in Sri Lanka. A number of CSR practices were identified in the listed companies in Sri Lanka under several stakeholder categories. The study confirmed these six stakeholders' categories as being employees, customers, the environment, education, health and communities. Using these stakeholder categories, a data collection method was designed,

which involved interviewing senior members of the selected organisations.

The Delphi research technique was used to collect the data for this study. Two survey methods were employed; the first used interviews, while the second round used a survey questionnaire. Twenty expert respondents were selected from 10 government and nongovernment organisations in Sri Lanka. These data were used to identify the CSR activities after analysis of the data gathered in the interviews and the survey. Content analysis of the experts' opinions was analysed using SPSS descriptive statistics and identified the opinions of the survey respondents. The 28 different CSR activities identified in this study were distributed across these categories. In response to the first research question, the findings from this phase of the study were that CSR activities in the Sri Lankan context relate to six stakeholder groups. These CSR activities were mainly philanthropic and charitable activities, environmental protection initiatives, community responsiveness and corporate sponsorships. The corporate sponsorships were primarily concerned with education- and health-related activities. These latter two activities formed two separate categories, recognising the researcher's previous studies (Tilakasiri, 2012; Tilakasiri 2014). Finally, the study concluded the activities relates CSR in Sri Lankan firms, are similar when they implement in different ways.

REFERENCES

- Ariyabandu, MM & Hulangamuwa, P 2002, Corporate Social Responsibility and Natural Disaster Reduction in Sri Lanka.
- Anthonisz, T 2008, Corporate Social Responsibility in Sri Lanka: A National Business Systems Perspective.

Blowfield, M 2004, 'Implementation deficits of ethical trade systems: lessons from the Indonesian cocoa and timber industries', *Journal of corporate citizenship*, vol. 13, pp. 77–90.

Chambers, E, Chapple, W, Moon, J & Sullivan, M 2003, 'CSR in Asia: A seven country study of CSR website reporting', *ICCSR research paper series*, no. 09-2003.

Chambers, E, Chapple, W, Moon, J & Sullivan, M 2003, 'CSR in Asia: A seven country study of CSR website reporting', *ICCSR research paper series*, no. 09-2003.

Chapple, W & Moon, J 2005, 'Corporate social responsibility (CSR) in Asia: a seven-country study of CSR web site reporting', *Business & Society*, vol. 44, no. 4, p. 415.

Fernando, M 2010, 'Corporate social responsibility in the wake of the Asian tsunami: Effect of time on the genuineness of CSR initiatives', *European Management Journal*, vol. 28, no. 1, pp. 68–79.

Carroll, AB 1979, 'A three-dimensional conceptual model of corporate performance', *Academy of management review*, vol. 4, no. 4, pp. 497–505.

Maon, F, Lindgreen, A & Swaen, V 2009, 'Designing and implementing corporate social responsibility: an integrative framework grounded in theory and practice', *Journal of Business Ethics*, vol. 87, pp. 71–89.

Matten, D & Moon, J 2004, 'Corporate Social Responsibility Education in Europe', *Journal of Business Ethics*, vol. 54, no. 4, pp. 323–37.

—— 2008, Implicit and explicit CSR: a conceptual framework for a comparative understanding of corporate social responsibility', *The Academy of Management Review (AMR)*, vol. 33, no. 2, pp. 404–24.

McInerney T 2006, Putting regulation before responsibility: towards binding norms of Corporate Social Responsibility', International Development Law Organization, accessed on 12.11.2011, <http://law.bepress.com/expresso/eps/1029/>

Rathnasiri, H 2003a, Corporate Social Responsibility Practices of Sri Lankan Private Sector: An Exploratory Study', *Sri Lanka Journal of Management*, vol. 8, no. 3–4, pp. 195–228.

Sekaran, U 1992, *Research Methods for Business: a Skill-Building Approach*, Wiley New York.

Tilakasiri, K.K. 2012, Corporate Social Responsibility and Company Performance: Evidence from Sri Lanka, PHD thesis 2012, Victoria University, Melbourne

Tilakasiri, K.K. 2014, Developing a CSR Framework for Developing Countries: Evidence from Sri Lanka, 3rd International Conference on Technology Management and Business

Entrepreneurship (ICTMBE2014), Faculty of Technology Management and Business Universiti Tun Hussein Onn Malaysia.

Thorpe, J & Prakash-Mani, K 2006, Developing value', *Managing the business case for sustainability: the integration of social, environmental and economic performance*, p. 444.

UnermanJ & O'DwyerB 2007, The business case for regulation of corporate social responsibility and accountability', *Accounting Forum* , Vol.31, pp. 332–353

Visser, W 2006, Revisiting Carroll's CSR pyramid', *Corporate citizenship in developing countries: new partnership perspectives*, p. 29.

—— 2008, Corporate social responsibility in developing countries', *The Oxford Handbook of Corporate Social Responsibility* (Oxford University Press, Oxford), pp. 473–9.