

**UNIVERSITY
OF
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**AN EXAMINATION OF THE CHALLENGES OF CORPORATE SOCIAL
RESPONSIBILITY IMPLEMENTATION: A CASE OF SELECTED PRIVATE
ORGANISATIONS IN LUSAKA**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE
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OF THE MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT (MAHRM).**

BY

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Declaration

I, Asha Hakoola, affirm that the research study, "Challenges of Implementing Corporate Social Responsibility Programs in Private Organizations in Lusaka, Zambia," is my original work except where proper credit has been taken. The work has not been submitted for any other examination or degree in any other institution. I assure that all data, results, and analyses shown are original and conducted in compliance with ethical research principles endorsed by the University of Lusaka Ethical Committee.



Signature:

Date: June 24, 2025

Supervised by: Doctor Christine Mushibwe



Signature:

Dedication

This research is here dedicated to my family, who have provided me with encouragement and support that have been my pillar in this learning process. It is also dedicated to my research supervisor who provided guidance and support throughout my research, private sector organizations and Zambian societies striving towards sustainable development using corporate social responsibility, hoping that this research be part of their contribution towards creating a change in society and the environment.

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List of Acronyms

- **BSAC:** British South African Company
- **CEO:** Chief Executive Officer
- **CSR:** Corporate Social Responsibility
- **IPCC:** Intergovernmental Panel on Climate Change
- **NGO:** Non-Governmental Organization
- **SMEs:** Small and Medium Enterprises
- **SPSS:** Statistical Package for Social Sciences
- **SR:** Social Responsibility
- **UNFCCC:** United Nations Framework Convention on Climate Change
- **UNIP:** United National Independence Party
- **ZACCI:** Zambia Chamber of Commerce and Industry
- **ZCCM:** Zambia Consolidated Copper Mines Limited
- **ZMW:** Zambian Kwacha

Abstract

This study explored the challenges surrounding the implementation of Corporate Social Responsibility (CSR) in private organizations within Lusaka, Zambia, utilizing a mixed-methods approach. Informed by three objectives of determining CSR hindrances, testing organizational determinants of adoption, and defining practices to drive CSR the study collected quantitative data from 120 top management staff using structured questionnaires, and qualitative data from 25 semi-structured interviews. The results indicated financial constraints (75%) and ambiguous internal policy (70%) as significant deterrents to CSR adoption, with severe economic conditions (90%) spurring the hindrances.

Organizational influence was also more dominant, with inadequate support from the top management (quoted by 40%) to restrict CSR as a priority and get incorporated into business strategy (30%). Facilitating factors listed are government incentives (80%), growing awareness of benefits of CSR (75%), and policy guidelines available clearly (70%). Regression statistical analysis revealed a highly significant association between CSR training activity and clarity of policy ($r = 0.55$, $p < 0.001$), and chi-square analysis revealed industry differences in CSR expenditure ($\chi^2 = 18.50$, $p = 0.018$), with CSR activity led by the financial and service industries. These were also supported by the qualitative data and echoed sentiments of financial constraints, uncertainty of policy, lack of leadership commitment, and critical need for government and stakeholder support funding.

On the basis of these findings, the study suggests the deepening of government-sponsored incentives, formalization of official CSR policies, investment in leadership training programs, and inducement of industry benchmarking practices to promote wider CSR adoption. Despite the weakness of an urban bias and cross-sectional nature, it generates contextualized knowledge that is relevant to CSR studies in sub-Saharan Africa. The policy implications of the findings are useful to policymakers, private businesses, and industry associations wishing to build more accountable and sustainable corporate behavior in Zambia.

CHAPTER ONE: INTRODUCTION

1.1 Introduction

Corporate social responsibility (CSR) has become an increasingly significant element in contemporary business. Globalization, growing concern for environmental degradation and evident social inequality has put CSR on the global agenda (Willi 2014). Over the last few years an increasing number of companies worldwide started promoting their business through CSR strategies because the customers, the public and the investors expect them to act sustainable as responsible (Sivaranjini et. al, 2014). The European Commission journal (2001), define CSR as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. Further, the Management Journal Vol. 59, No. 2 (2016), outlined that CSR is a concept whereby companies integrate social and environmental concerns into their business operations and in their interaction with their stakeholders, on a voluntary basis. The Academy of Management Journal (2016), argues business owners to understand the benefits of corporate responsibility programs in order to choose an initiative that benefits the community and the company. It also encourages top management to embrace and support corporate responsibility programs and woven into company culture and operations. Financial decision makers and shareholders must be convinced to allocate resources to program designed to benefit something other than the company's bottom line.

From the above definitions, CSR can simply be defined as voluntary actions taken by companies in taking into account the social, environmental, and ethical concerns and addressing them while doing business.

Various CSR programs have been done and implemented by few private organisations over the past years to supplement the government efforts in improving the welfare of the people and the society. These organisations have continued ploughing back their profits into the community through CSR programs. Despite few organisations actively engaging in CSR activities, there have been lack of documented evidence to support the claim that they implement CSR programs in Zambia.

In order to understand the reasons why only few organisations engage and implement CSR, this research seek to critically analyse the key challenges and root cause that organizations face when implementing CSR initiatives by exploring the financial, economical, organizational, regulatory, and strategic barriers that hinder successful CSR implementation. These will help to explain the challenges of CSR implementation and provide insights for organizations to overcome them.

Additionally, the research suggests potential solutions that can help businesses and policy makers to improve their CSR implementation strategies and help scholars understand the challenges of CSR implementation. In order to ensure a comprehensive data, the research study included a selection of private organizations in Lusaka, encompassing a wide range of industries and sectors.

1.2 Background to the Study

Corporate social responsibility (CSR) has become an increasingly significant element in contemporary business (Willi 2014). Globalization, growing concern for environmental degradation and evident social inequality has put CSR on the global agenda (Willi 2014). CSR evolved from philanthropy in the early 20th century to a business strategic imperative across the world, driven by global demands for sustainability and ethics. The seminal work by Bowen (1953), *Social Responsibilities of the Businessman*, set the definition of CSR as a responsibility to ensure business policies are aligned with the values of society, the basis for modern-day interpretation (Bowen, 1953). The United Nations Sustainable Development Goals (UNSDG, 2023) report CSR's function in combating climate change and inequality and 70% of multinational corporations embracing sustainability in their strategies. Porter and Kramer (2006) share the belief that CSR generates "shared value," both increasing corporate competitiveness and society. But issues like financial constraint and different regulatory environments, according to Aguinis and Glavas (2012), are there to provide multiple CSR adoption across the globe, thus studies on context-based challenges justified.

In Africa, CSR evolved against socio-economic challenges of poverty, environmental degradation, and governance and mainly in the philanthropy context for society. Amaeshi et al. (2006) note that African CSR is less strategic integration and more social priority-

oriented in contrast to Western models of CSR because of scarce resources as well as cultural values. In Nigeria, Idemudia (2011) indicated that 65% of firms engage in CSR for image returns and just 30% have policy in place, being hindered by a lack of sufficient funds and regulatory constraints. The African Development Bank (AfDB, 2020) indicates that multinational companies respect international CSR practice, but local firms lack capacity and are ignorant, with just 25% investing significantly in CSR. These regional trends indicate the necessity for specific CSR models to address Africa's specific challenges, as stated by Okoye (2009).

In Zambia, CSR has also been influenced by historical developments from colonial exploitation, post-independence nationalization, to post-1990s privatization. Colonial mining companies such as Anglo-American offered social amenities, the first CSR practices even though driven by interests of profit (Lungu & Mulenga, 2005). Post-independence, Kaunda's humanism policy brought about state corporations such as Zambia Consolidated Copper Mines (ZCCM) to integrate social responsibilities, as testified by Tordoff (1974). Nonetheless, privatization moved the focus towards profit-making private companies, reducing CSR focus (Fraser & Lungu, 2007). Current initiatives, for instance, the Zambia Environmental Management Agency's (ZEMA, 2024) policy guidelines towards sustainability, strive to trigger CSR, albeit weaknesses in policy implementation and company awareness remain. Tembo et al. (2024) note that merely 20% of private companies in Lusaka have formalized CSR programs, underpinning localized studies' necessity.

1.2.1 Pre-independence – 1920s to 1960s

Zambian has a history of operating under colonial rule before independence. The main aim the colonial masters were to make as much profit as possible and take it to their country of origin. Much has been written and is being written about corporate social responsibility (CSR) with increasing attention being placed on the extractive industry (Blowfield & Murray 2014). Mining and agriculture were one of the first industries to emerge in Zambia, Companies such as the Roan Selection Trust and Anglo-American Corporation where the first to invest in the copper mining industry, and by 1917 the industry could be considered viable. About 22,000 unskilled Africans and 4,000 skilled

whites were employed in Zambia's copper mines by 1940 privatisation (Fraser & Lungu, 2007). As early as 1929, the private mining and other private companies had become responsible for the provision of sanitary and orderly compounds to house employees although European quarters had added facilities, such as electric light and running water). The mine management also supplied food rations for their employees, providing maize-meal, millet, rice, beans meat, fresh vegetables, peanuts and salt on a weekly basis. Hospitals with competent medical personnel were provided in all mining settlements. The companies also provided recreation clubs for employees with many sporting and entertainment activities around the country (Fraser & Lungu, 2007). All these social benefits were being supplied by the private organisations, mining companies in particular. This was the beginning of the CSR in Zambia though there was no regulatory framework around it. The nationalization era was associated with a comprehensive welfare CSR approach that was initially linked to good governance through the spirit of the policy of humanism, but is perceived to have created dependency in communities, government and state-owned organisations. The consequence of this system was inadequate reinvestment in the state-owned organisations resulting in an unsustainable organisation.

1.2.2 Post-independence - 1960s to 1990s

After Zambia became independent on 24 October 1964, the British South African Company (BSAC) handed over its mineral rights to the new government. In terms of CSR during the colonial era, Fraser and Lungu (2007) report that the colonial government made little effort to develop educational and health infra-structure beyond the mining settlements; consequently, at independence less than 0.5% of the Zambian population were estimated to have completed primary education. By 1968 the government had gained majority shareholding in most the companies through the Mulungushi Programme (Tordof, 1974). Under Kenneth Kaunda, Zambia became one of the most heavily nationalised economies in Africa having owned 60% whilst Anglo American was the principal minority shareholder with 27% share of Zambia Consolidated Copper Mines Limited (ZCCM) for instance. ZCCM was one of the vehicles through which the Zambian government had sought to fulfil certain social rights in the country. The government operated a parallel administration in providing all municipal services.

Fraser and Lungu (2007) suggest that Kaunda's philosophy of Zambian humanism was the driver of the National Five-year Development Plans aimed at developing indigenous population by utilising the profits of the newly nationalised enterprises towards building hospitals, schools and universities and providing subsidies to state-owned manufacturing companies and consumers. The state-owned enterprises did not just look after their workers but they provided services to the whole community. Most mining companies managed the environment in the mine townships, maintained the roads, collected refuse as well as providing social amenities in the mine townships and provided hospitals at each of its operating divisions, including towns where there were no government hospitals. The major mine giants which were owned by the government and Anglo American provided CSR due to the policies the Dr. Kaunda government had (Fraser and Lungu 2007). The collapse of the giant mines such as ZCCM, had a devastating effect on the Zambian economy and threw the copper dependent economy into severe debt in an effort to maintain social provisions. The end results were reduction and withdraw of some social services, and this sent the country turmoil and hardship as prices of most commodities also increased.

1.2.3 After privatization - 1990s to present

In 1991, the UNIP lost general election and Frederick Chiluba of the Movement for Multiparty Democracy changed all the boards in the state-owned enterprises. The change of government led to a significant shift in Zambia's economic policy, as the new administration and trade unions supported privatization as they believed this to be the only way to get the country's shattered economy back on track in addition to winning the trust of the international banks and investors, and, in the process, accept the donors' demands. The new government adopted a free-market economy, attracting numerous investors to establish private organisations. In this set-up, the government primarily acted as a regulator. As a result, Zambia's economy became reliant on donor funding to support social and political programs, since the mines and other state-owned enterprises that were previously responsible for such services were now in the hands of the private owners whose main interest were profit margins and not CSR (Fraser and Lungu 2007).

Currently, the country's economy is being driven by the private sector. The rise of private organizations, particularly in the mining and manufacturing sectors has both positive and negative effects. For example, mining operations and manufacturing industries contributed to social and environmental degradation. However, despite being aware of these negative impacts, some private companies have made minimal efforts to mitigate their social consequences. Recently there have been some policy frameworks by the government aimed at addressing environmental and social degradation in our country through the Ministry of Green Economy (National Green Growth Strategy 2024). However, the government pronouncements have not yielded much desired results.

1.3 Statement of the Problem

Given the background as such, the shift toward privatization and adopting a free market economy in Zambia since the 1990s, and donors' overdependence on the country and the prime concern of the private sector being profits have ensured the absence of attention toward CSR implementation. This has manifested itself in social and environmental degradation due to the absence of proper investment in social and environmental programs that would accrue benefits to the locals and ensure sustainable development.

There is increasing international focus on CSR as a strategic step towards sustainable business, but some of the private organizations in Zambia still experiences strenuous challenges in fully embracing and practicing CSR. The observed challenges often fall between restricted capital, unawareness or lack of experience, to ineffective policy structures and ineffective stakeholder participation. The upcoming issue is that CSR practices remain superficial and/or unsustainable, which prevents them from making any material social or environmental contribution. This policy-practice gap gives rise to pertinent questions about the reasons for it not being able to be put into effect in the domestic setting. This study aims to examine and explore the issues in some chosen private organizations in Lusaka to get an insight into the underlying reasons and have means of mitigating it.

Cross-nationally, CSR implementation is confronted by insufficient funds and varying stakeholder expectations, and research such as Aguinis and Glavas (2012) reports that shortages tend to confine strategic integration. On the African continent, Jamali and Mirshak (2007) report that CSR is largely philanthropic and also not integrated into the core business plans, hence resulting in unsustainable practices. In Zambia, Fraser and Lungu (2007) make reference to the significant gap: there is no clearly defined policy frameworks and insufficient leadership engagement, and therefore ad hoc CSR practices, especially in the private sector after privatization. This research fills a specific research gap by specifically investigating the particular financial, organizational, and regulatory issues in Lusaka's private firms, providing region-specific insights and recommendations towards further improvement of CSR adoption in Zambia for encouragement of local and global CSR.

1.4 Objectives of the Study

1.4.1 General Objective

To explore the challenges faced by private organizations in Lusaka, Zambia, in implementing Corporate Social Responsibility (CSR) programs and identify strategies to enhance their adoption.

1.4.2 Specific Objectives

1. To examine the challenges that organisations have towards implementation of CSR.
2. To investigate the organizational factors that hinder CSR implementation.
3. To establish ways which will encourage the organisations to implement CSR programs.

1.5 Research Questions

1. What are the challenges to CSR implementation in private organizations in Lusaka?
2. What are the main organizational factors hinder CSR adoption in private organizations?

3. What strategies can encourage organizations to develop or improve CSR strategies and programs?
4. What recommendations can be made for organizations, policymakers, and stakeholders to enhance CSR implementation?

1.6 Significance of the Study

This research on the challenges of CSR implementation in private organisations in Lusaka, Zambia, is of great value to numerous stakeholders. This study benefits the local community and private organisations by providing insights for sustainable CSR practices. Government ministries, for example, the Ministry of Commerce, Trade, and Industry, can benefit from this study with evidence on which policy measures that promote CSR, e.g., tax incentives, can be established, as exemplified by Nyoro's (2015) call for policy-driven sustainability. NGOs and civil society groups, such as the Zambia Chamber of Commerce and Industry (ZACCI), may apply the findings in program design and evidence-based advocacy to enable community-oriented CSR, as envisaged by Katamba et al. (2012). Academic, the research fills research gaps in Zambia-focused CSR research, riding on the work of Fraser and Lungu (2007), and provides a platform for future studies in sub-Saharan Africa. In practice, the private organizations will apply the results in the development of formal CSR strategies, strengthening their social responsibility and adherence to world sustainability initiatives.

1.7 Study Scope

The study seeks to respond to the implementation challenges of CSR programs in private organizations within Lusaka Province, Zambia, and focus on urban-based companies in the manufacturing, financial, and service sectors. The thematic coverage considers financial, organizational, and regulatory constraints towards CSR implementation, as well as measures to increase implementation. Fieldwork was conducted from December 2024 to January 2025, employing surveys and interviews involving top management staff. Public sector organizations, rural-based companies, and non-profit organizations are excluded, in addition to CSR practices outside of the stated period or outside the urban setting of Lusaka.

1.8 Definition of Key Terms

Challenges are difficulties or barriers that hinders progress as a result financial, operational, social, legal, or environmental factors Dictionary of (Business Management 2009).

Community is a group of people who share a common territory and meet their basic physical and social needs through daily interaction with one another. (Daiz, 2000).

Corporate Social Responsibility (CSR) is an optional business operation that incorporates social, environmental, and ethical issues into business operations, beyond mere compliance, to guarantee sustainable development (Carroll, 1991).

The Environment is the physical, chemical and biological factors external to human hosts, and all related behaviours, but excluding those environments that cannot reasonably be modified. (National Geographic, 2018).

Organizational financial constraints are budget limitations for investment in non-core activities such as CSR, normally in an attempt to guarantee survival of the operations (Fraser & Lungu, 2007).

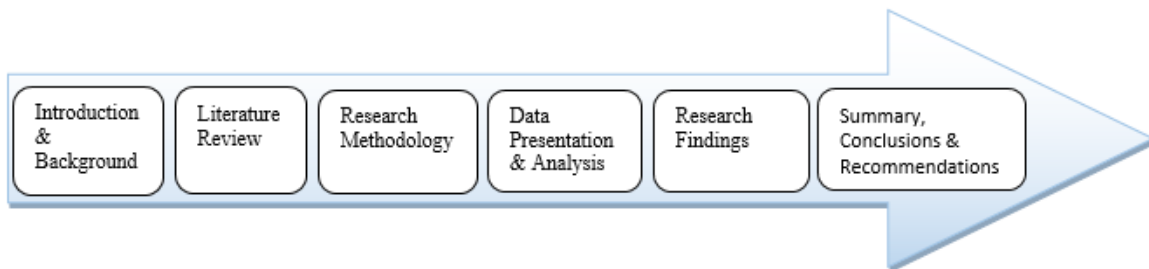
Organizational commitment refers to the extent of commitment by the top management and internal systems towards strategic efforts such as CSR, including leadership commitment and policy (Katamba et al., 2012).

1.9 Thesis Outline

The thesis consists of six chapters in a linear order to address the research aims as follows:

1. **Chapter One:** Introduction: Introduces the study, i.e., background, statement of the problem, objectives, research questions, significance, scope, and definitions of major terms.
2. **Chapter Two:** Literature Review: Recapitulates world, African, and Zambian literature regarding CSR and providing empirical findings, theory, and limitations.
3. **Chapter Three:** Research Methodology: Outlines mixed-methods strategy, research design, population, sample, data collection, and analysis techniques.

4. **Chapter Four:** Data Presentation and Analysis: Presents quantitative and qualitative findings, elaborating on barriers and CSR implementation tactics.
5. **Chapter Five:** Discussion of Findings: Outlines findings in relation to objectives, comparing to literature.
6. **Chapter Six:** Conclusions and Recommendations: Outlines findings, makes recommendations, discusses limitations, and suggests future research.



1.10 Chapter Summary

The chapter has laid a critical appraisal of the research on challenges in the implementation of CSR programs by private firms in Lusaka, Zambia. The background information provided CSR's conception on the financial, African, and international fronts, with focus placed on its applicability in the prevalence of economic and policy reform. The statement of the problem identified the economic, organizational, and policy issues, with focus on research on the implementation of CSR in Zambia. Research questions and objectives are focused on looking at challenges, organizational factors, and how to enhance CSR. Importance of the study emphasizes its policy, practice, and academic significance and scope limitation defines Lusaka's private sector. Keywords were defined, and thesis plan was a model to be employed in succeeding chapters, setting the background for Chapter Two studies, which include literature review.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides a comprehensive review of literature on the challenges of implementing Corporate Social Responsibility (CSR) programs in private organizations, with a focus on Lusaka, Zambia. It begins with a definition of CSR in international, African, and Zambian contexts, history, and context-specificities. Synthesis of findings, strategy, and gaps in the above contexts is outlined with an overview of merits and demerits of prior research. It is followed by an overview of three relevant frameworks informing the study design with a conceptual framework indicating inter-relationship of variables informing the rollout of CSR. This chapter provides a scholarly context for the research, generating gaps and learning that capture the research process and question to the study.

2.2 General Description of the Topic

Corporate Social Responsibility (CSR) has developed from 20th-century philanthropy to business practice with a sustainability and ethical leadership focus. It was early work by Bowen (1953) that set CSR as a business responsibility to be upheld in seeking alignment with values of society, an evolution of this idea realized through Carroll's (1991) four-part model of economic, legal, ethical, and philanthropic responsibilities. Porter and Kramer (2006) presented the "shared value" strategy in which they felt CSR drives competitiveness and meet social demands as 70% of the world's businesses mainstream sustainability by 2023 (UNSDG, 2023). Finances, stakeholder congruence, and absence of standard regulatory mechanisms create barriers to CSR application in efficient manners, particularly in low-resource settings (Aguinis & Glavas, 2012). This global debate necessitates context-specific research in coping with implementation barriers.

In Africa, CSR is guided by socio-economic problems like poverty, environmental degradation, and governance, which manifest in the form of people-centered but non-strategic defined philanthropy. Amaeshi et al. (2006) note that African CSR reacts to immediate social demands under cultural pressures and poverty conditions, compared to Western strategic prescription. Just 25% of African businesses spend significantly on CSR, since multinationals abide by global standards and domestic businesses lack capacities (AfDB, 2020). Policy mechanisms like South Africa's B-BBEE Act permit CSR

but are full of unstable patterns of implementation across Africa (Okoye, 2009). Such evolution demands CSR responses in line with Africa's unique socio-economic reality.

For Zambia, CSR has been influenced by the historical colonial era of exploitation, nationalization following independence, and privatization after 1990. Initial CSR by colonial mining conglomerates like Anglo-American was on social facilities for profitability (Lungu & Mulenga, 2005). Private enterprises were profitability-driven following privatization, with CSR being minimal, wherein only 20% of companies in Lusaka had formed CSR programs (Tembo et al., 2024). Existing programs, such as the practices of Zambia Environmental Management Agency (ZEMA, 2024), attempt to encourage CSR, but enforcement timing and business sensitization hamper its growth. Finance constraint and management preference are core inhibitions, and Zambia-based studies need to facilitate the enforcement of CSR (Fraser & Lungu, 2007).

2.3 Empirical Review

2.3.1 Global Empirical Review

Global studies of CSR implementation exhibit variation in challenges and strategies. The meta-analysis by Aguinis and Glavas (2012) found finite resources and stakeholder alignment discouraging the integration of CSR, with 60% of corporations giving priority to profitability over social returns. The quantitative approach, interviewing 200 multinationals, their approach provided strong statistics but lost the voice of small businesses. In a similar vein, Porter and Kramer (2011) researched 50 multinational companies using shared value creation as a stimulus for the success of CSR but had case-study design with generalizability in non-scarce resource contexts. Jamali and Mirshak (2007) employed mixed methods to investigate CSR in developing countries and reported that 55% of companies face regulatory uncertainty, but their use of secondary data limited primary findings. These studies invoke a disconnection between context-related analyses within poorer economies that require country-specific research to deal with specific challenges.

Another international study by McWilliams and Siegel (2001) employed econometric modeling to test CSR's effect on corporate performance and reported a positive

relationship in 45% of the instances, although evidence from the developed world restricted extrapolation to emerging economies. Quantitative nature ensured statistical integrity at the expense of excluding qualitative elements such as cultural effects. Bansal and Roth (2000) surveyed 53 companies with qualitative interviews and cited ecological responsiveness as a CSR driver, but their environmental CSR orientation ignored social dimensions. Around 70% of global companies now report CSR metrics (UNSDG, 2023), though different methodologies and regional inconsistencies persist. These results reinforce the significance of mixed-methodology studies to both detect quantitative tendencies and qualitative subtleties in CSR practice.

Among the limitations of the world's research is considering only big firms and very little attention to small and medium-sized firms (SMEs), which are the backbone of emerging economies. For example, 400 SMEs were surveyed by Lindgreen et al. (2009) and they reported 80% had no formal CSR policy because they lacked resources, but their European study shortens generalizability to non-Western settings. Methodologies like surveys and interviews provide strong evidence but do not control for economic and cultural differences. Foreign literature thus calls for research that fills the gap by studying CSR in bottom-tier, context-specific environments like Zambia with mixed-methods for comprehensive findings.

2.3.2 African Empirical Review

Across Africa, CSR research documents philanthropy-centric practices and structural issues. Idemudia (2011) used qualitative case studies in Nigeria, where 65% of companies practice CSR for reputational reasons, but only 30% have well-defined policies because they lack funding. This research registered stakeholder views but not quantitative data. Amaeshi et al. (2006) used a survey of 100 African companies and found that 70% embark on community-based projects as opposed to strategic CSR, held back by weak regulatory frameworks. Their survey approach gave general insights but lacked organizational dynamics in depth. AfDB (2020) noted that only 25% of African companies significantly invest in CSR, qualitative interviews suggesting policy inconsistency as the restrictive factor, although a secondary data dependence limited primary evidence.

Visser (2008) applied mixed-methods research on CSR in South Africa and found that B-BBEE policies lifted the use of CSR by 40%, though loopholes in enforcement weakened impacts. Strength of this study is policy focus but generalizability is constrained by being South African in focus. Okoye (2009) likewise interviewed 50 African managers and discovered that cultural expectations drive CSR but have no alignment with business strategy, and 60% were ad-hoc activities. Qualitative depth gave richness but no statistical width. 80% of CSR activities in Africa are done in education and health (AfDB, 2020), but the existence of resources and poor governance are problems that continue to exist, indicating the need for region-based guidelines.

One of the significant loopholes in African CSR literature is minimal emphasis on local firms compared to multinationals. Dawar and Chattopadhyay (2002), for example, researched 30 multinational subsidiaries and found that 50% of compliant ones with international CSR standards do exist, but local firms fall behind because of capacity factors. Their case-study method provided rich findings but was non-scalable. Survey-case study methods are prevalent but do not capture intra-regional variation, such as the post-privatization setting of Zambia. What is aimed for here is to bridge this by concentrating on Lusaka's private sector by using mixed methods to tackle local constraints and strategies.

2.3.3 Zambian Empirical Review

There exists very little but growing empirical data for CSR in Zambia. Fraser and Lungu (2007) examined qualitative case study analysis of the Zambian mining sector and stated that privatization reduced CSR concern, with 80% of the firms having no policy documents since profit-oriented frameworks dictated them. The method employed history but not non-mining sectors. Tembo et al. (2024) gathered a survey from 50 Lusaka companies and determined that a mere 20% of them had organized CSR activities and 70% of the respondents cited finance constraints as a reason. This was a quantitative study that presented precise numbers but no qualitative insight into organizational issues. Lungu and Mulenga (2005) applied interviewing to research the CSR of mining companies and found that colonialism had influenced initial policy, but specificity of policy directing itself towards mining is restrictive in usage.

Katamba et al. (2012) applied a mixed method of surveying and interviewing 40 Zambian companies and found that 60% of these companies experience leadership resistance to CSR due to anticipation of expenditure. Their construction promoted quantitative and qualitative equilibration but was limited by small sample size. ZEMA (2024) discovered 30% of private firms adhere to sustainability rules, loopholes do exist, based on regulatory audits. This secondary data approach offered policy-relevant research but not from the immediate viewpoint of the primary stakeholder. Zambian research always highlights financial and regulatory limitations with 75% of the companies reporting financial limitations (Tembo et al., 2024).

There is a lack in Zambian CSR research which lacks extensive studies documenting urban private institutions except for mining. Research tools like surveys and interviews are rich sources of data but are disadvantaged with regard to small sample sizes or sectoral skew, hence generalizability is an issue. Nyoro (2015), for example, conducted interviews with 20 companies in Lusaka and determined that 50% of them are unaware of CSR, yet the study's qualitative approach ignored quantitative trends. This research fills such gaps by surveying Lusaka's various industries and sector and employing mixed methods to offer broad-based perspectives into CSR strategies and challenges.

2.4 Review of Literature Critique

Reviewed literature on CSR usage has excellent analysis but illustrates egregious weaknesses and strengths. Globally, authors like Aguinis and Glavas (2012) and Porter and Kramer (2011) offer strong frameworks and statistical precision, with convergence across financial constraint and stakeholder misalignment as major challenges. This being the case, their focus on large companies overshadows the discussion on SMEs and is, thus, a gap that can be applied to Zambia's private sector. African studies such as Idemudia (2011) and Visser (2008) mention policy concerns and philanthropy-driven CSR but are limited by intra-regional heterogeneity and sample size. Zambian studies such as Fraser and Lungu (2007) and Tembo et al. (2024) offer contextual data but are limited by sectoral concentration and restricted methodological diversity. There are contradictions about whether CSR is strategic integration or charity activity with open-ended issues around the integration of world standards to tackle local contexts. The gaps in knowledge

demonstrate the importance of a mixed-methods investigation into Lusaka heterogeneity of private sector actors to produce more robust locally situated findings.

2.5 Lessons learnt from the literature

Literature illuminates this study through focus on context-specificity, the importance of mixed-methods study to address CSR implementation problems in Lusaka's private sector. World studies are interested in regulation and finance impediments, guiding the study's interest in the same, while African studies are interested in the necessity of implementing CSR as per the needs of local socio-economics, guiding the study's interest in contribution to community. Zambian research exhibits limited official CSR response and management backing, impacting this study to explore organizational factors and make practical interventions. On a methodological level, Katamba et al.'s (2012) application of repeat surveys and interviews is an equiposing strategy adopted here in an effort to compensate for quantitative trends and acquire qualitative insights. These lessons address noted shortcomings, particularly Lusaka's under-researched non-mining sector.

2.6 Criticisms of the literatures/ Research gaps

No	Author and Year of Publication	Topic	Findings	Methodology	Gap
1	Tembo, Kahilu & Shakantu (2024)	Exploring Corporate Social Responsibility (CSR) in the Zambian construction industry	The major challenges of CSR include limited budgets, lack of CSR policies, strategies and guidelines.	Qualitative and quantitative Research Methods.	The study is industry specific and lack standardized CSR framework.

2	Adebayo & Ncube (2023)	The Role of Government Policies in Shaping CSR Practices in Sub-Saharan Africa	The findings highlight the importance of government policies in promoting responsible business practices in Sub-Saharan Africa	Qualitative Research Methodology	The study provides comprehensive insights into CSR practices, challenges, and frameworks within Sub-Saharan Africa, ignoring the specific challenges of each country.
3	Katamba et al, (2012)	CSR management in Uganda.	The responsibility for initiating and monitoring CSR activities often fell to middle-level managers, posing challenges to effective implementation.	Qualitative Research Methodology.	The study concentrated on the Management of CSR, leaving out other important aspects such as governance and financial challenges.
4	Jamali & Mirshak, (2007)	Corporate Social Responsibility: Theory and Practice in a Developing Country Context.	CSR is mostly philanthropy-driven, with a focus on charitable giving and community support. Companies lacked structured, strategic approaches to CSR.	Qualitative Research Methodology	The study was more focused with model and practice of CSR. It ignored looking at regulatory frameworks and guidance.
5	Frazer and Lungu (2007)	For whom the Windfalls? Winners and Losers in the Privatisation of Zambia's Copper Mines.	The study highlighted the complexities and challenges associated with privatization and its impact on CSR practices, emphasizing the need for robust policies and frameworks to ensure that it benefits all stakeholders equitably.	Qualitative and quantitative Research Methods	The study highlighted important issues such as CSR practices and emphasized the need for regulatory frameworks for CSR.

6	Timothy M. Devinney, (2019)	The Good, the Bad and the Ugly of Corporate Social Responsibility.	Some organisations voluntarily implement and undertake CSR in order to get favors from the local authorities, governments and regulators. He further explained that some use CSR for marketing, public image and achieve better financial results.	Mixed methods, qualitative and Quantitative	This study like many other concentrated on the impact of CSR on financial performance and its challenges. It however ignored the regulatory, strategic and policy aspect.
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In summary, the literature review for this study provides a foundational understanding of CSR by drawing upon key theoretical frameworks. These theoretical foundations are essential for situating the study within the broader CSR discourse. The writings of Jamali & Mirshak, (2007), Katamba et al, (2012), Fraser and Lungu (2007) and many other notable scholars, gives relevance to study of CSR in Africa. While these and many other studies done around the world establishes commendable breadth, it lacks depth in certain critical areas such as: limited engagement with contemporary CSR frameworks, it also tends to frame CSR predominantly in terms of philanthropic activity, particularly in the context of developing countries, thereby overlooking strategic and sustainability driven CSR approaches that have become increasingly important in recent years. The studies also lack the link between CSR and company policies, strategies and regulations.

2.6 Theoretical Review

Theoretical framework is a logically developed and connected sets of concepts and premises developed from one or more theories that a researcher creates to scaffold a study (Academic Medicine, 2020). The research will explain the relevant theories related to the study in order to establish the relationship between them. The research is grounded on the following theories explained in details below:

2.6.1 Stakeholder Theory

Stakeholder Theory, also referred to as stakeholder capitalism or communalism, was first coined by Freeman (1984), who stated that businesses must align the interests of all

stakeholders' employees, customers, communities, and stockholders for long-term success. The theory is centered on reciprocal advantage, with businesses creating value by meeting the needs of stakeholders, so it can be applied to CSR practice. In reference to the study at hand, Stakeholder Theory structures the presentation of how private firms in Lusaka interact with the community as well as regulators in the CSR practice. For instance, a lack of good stakeholder engagement, as suggested by Aguinis and Glavas (2012), will deter the adoption of CSR, an instance in evidence being the private sector in Zambia (Tembo et al., 2024). The theory guides the analysis of stakeholder expectations and organizational reaction, and as such, the study seeks to explore how firms connect CSR to regulatory and public expectations to counter challenges of implementation (Freeman, 1984; Donaldson & Preston, 1995).

2.6.2 Institutional Theory

Institutional Theory, which was formulated by DiMaggio and Powell (1983), stipulates that organizations adopt practices like CSR to respond to institutional pressures, i.e., rules, social expectations, and industry norms. The theory's coercive, normative, and mimetic isomorphism components clarify that organizations emulate the same practices as a means of seeking legitimacy. Institutional Theory has been employed in this research to understand how Zambia's regulatory systems, say ZEMA's (2024) regulations, influence CSR adoption. It also explains why firms can imitate multinational CSR practices within the context of limitation in the host environment, according to Fraser and Lungu (2007). The theory guides the explanation of the cultural and regulatory restraints by the study, which describes how institutional pressures influence CSR practices in private companies in Lusaka (DiMaggio & Powell, 1983; Scott, 2008).

2.6.3 Resource-Based View (RBV)

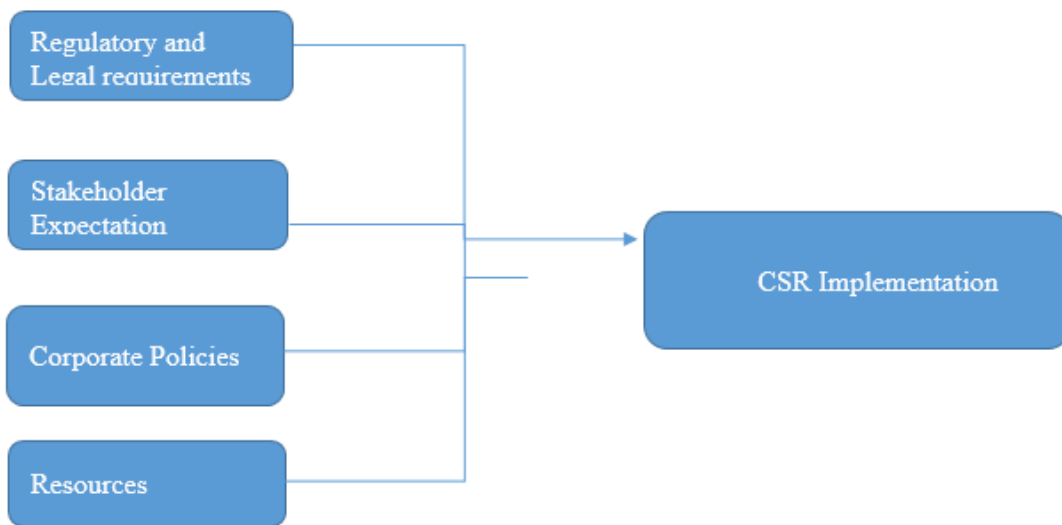
The Resource-Based View (RBV) by Barney (1991) assumes that firms deploy certain resources financial, human, and organizational to achieve competitive advantage. In CSR, RBV assumes that firms with sufficient resources can invest in social initiatives resulting in improved performance. RBV is applied in this research to explore how organizational capability and financial constraints, driven by Tembo et al. (2024), limit the achievement of CSR in Lusaka. RBV informs the investigation of the impact of resources

availability on firms' capability to engage in formal CSR practice, revealing resource leveraging practices (Barney, 1991; McWilliams & Siegel, 2001). It addresses solution of resource problems to increase the uptake of CSR among Zambia's private sector.

2.7 Conceptual Framework

A conceptual framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organize ideas. The conceptual framework helps the researcher to visualize the relationships between the factors influencing CSR and its outcomes.

Figure 2.1: Conceptual Framework Diagram



(Carroll and Shabana, 2010)

As per Carroll and Shabana (2010), implementation of CSR is motivated by compound internal and external drivers influencing organizational behavior and decision-making. Conceptual framework states that drivers like regulation and legal mandates, stakeholder pressures, corporate position, and availability of resources are independent variables with direct effects on CSR implementation. Legal and regulatory situations compel companies to comply with required standards, while stakeholder demands compel businesses to align their practices with societal needs. Corporate policy gives internal strategic guidance

to CSR, and financial, human, and technical resource availability decides the ability of the firm to undertake CSR activities. All these drivers in a combined fashion together contribute to the spectrum and efficiency of CSR practices in a firm.

2.8 Chapter Summary

This chapter has integrated literature on challenges in implementing CSR programs by private organizations with particular reference to Lusaka, Zambia. The broad overview mapped the development of CSR around the world, Africa, and Zambia, comparing contextual variations and implementation challenges. Integration of empirical findings outlined core findings, methods, and gaps, with particular reference to calls for Zambia-specific studies. Literature review revealed global strengths but local weaknesses, and evidence-based insights gained from it guided the mixed-methods study design. Stakeholder Theory, Institutional Theory, and RBV were used in theoretical review to guide analysis, and conceptual framework placed variables that affect CSR implementation on a map. Research methodology of Chapter Three is provided with a firm foundation by this chapter.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology used in researching the problems of having Corporate Social Responsibility (CSR) programs in private firms in Lusaka, Zambia. The chapter outlines the research philosophy, design, population to be studied, sample size, sampling technique, instruments used for data collection, data analysis methods, data validity and reliability methods, and ethical issues. The methodology is organized in a way that is able to accommodate the study goals towards realizing systematic collection and examination of data for optimal reaction to the research issues.

Methodology refers to a set of methods and principles used to perform a particular activity. Haralambos (2000) defined research methodology as the way of producing and analysing data so that the theories can be tested, accepted or rejected. Kothari (2000) also defines research methodology as a technique to systematically solve the research problem.

3.2 Research Approach

This study uses a mixed-methods research design that includes both quantitative and qualitative approaches to provide a complete understanding of challenges of implementing CSR. Creswell and Plano Clark (2018) describe mixed-methods research as taking advantage of the numerical precision of quantitative data with contextual information of qualitative data without limiting constraints of single-method studies. Quantitative dimension, via systematic questionnaires, quantifies the size of financial, organizational, and regulatory hurdles, while manager interviews provide informative data on contextual aspects and strategies. The methodology is suitably applied to the research problem because it lends measurable evidence to CSR practice and informative why, which is suitable for the purpose of investigating hindrances and awarding strategies (National Library of Medicine, 2022; George, 2021).

3.3 Research Design

The research employs a concurrent mixed-methods study design in which qualitative and quantitative data are collected and analyzed simultaneously in order to address the research questions. A research design, as defined by McCombes (2021), is an intended

approach to address research questions to empirical information. The concurrent approach, promoted by Creswell and Plano Clark (2018), enables quantitative survey results of patterns in CSR challenges to be combined with qualitative interview responses, which yield the organizational and contextual reason for the patterns. This is an appropriate design for the objectives of the study because it allows for the scope of incorporating detailed analysis of financial, organizational, and regulatory issues and consideration of controls for the assurance of CSR adoption in order to achieve breadth and depth of findings (Saunders et al., 2012; Matthews, 2010).

3.4 Study Population and Sample Size

The population of the study was the top management-level i.e., Chief Executive Officers, Directors, Assistant Directors, General Managers, Managers and Senior supervisors of private companies in Lusaka's service, financial, and manufacturing industries with an approximate population of about 200 companies. They were chosen as they play a pivotal part in formulating CSR strategies, and therefore organizational CSR practice and direction (Katamba et al., 2012).

In order to ascertain the optimal sample size, Yamane's (1967) formula was used:

$$n = \frac{N}{1 + N(e^2)}$$

Where N=200 (estimated population) and e=0.05 (margin of error). The calculation proceeds as follows:

$$n = \frac{200}{1 + 200(0.05^2)} = \frac{200}{1 + 0.5} = \frac{200}{1.5} \approx 133.33$$

To produce a high level of reliability and to account for non-response, the final target sample was 120 senior management staff from 20 randomly selected private companies, 12.5% of the organizational sample. This was a compromise between representativeness

and feasibility. Yamane's rule was deemed adequate to provide a 95% level of confidence and an economic but representative sample (White, 2005; Salant & Dillman, 1994).

This number is consistent with the chapter of findings detailed study design where there was a successful quantitative data collection of all 120 subjects in consideration with 100% response rate. Quantitative data were also collected from 25 interview respondents to provide additional richer insights based on the mixed-methods study design of the study.

3.5 Sampling Techniques

The study employs both simple random sampling and purposive sampling. Simple random sampling chooses 20 private companies from Lusaka's approximated population of 200 as the sample, where each of the companies has an equal opportunity to be selected in order to enhance representativeness (Saunders et al., 2012). Purposive sampling is applied within sample companies to select top management personnel on the basis of decisional roles within CSR programs. Purposive sampling, in the view of Etikan et al. (2016), ensures respondents possess relative information and experience concerning the problem in question, therefore quality and relevant information. The two methods complement with the aims of the research by targeting well-informed respondents who are able to point out CSR issues and strategies while ensuring randomness at the organizational level (Palinkas et al., 2015).

3.6 Data Collection Instruments

Research instruments are tools used to gather information needed to solve a problem under study. Incorrect data collection has a bearing on the results and conclusions of a study. To adequately address the research objectives and answer the research questions a significant amount of data need to be systematically collected. In order to collect the correct data and capture empirical evidence, the research fully depended on the primary data collection instruments because it is original and unprocessed information which is attained from direct source or respondent. It permits a researcher to get as close as possible to what is really transpiring or what something means to respondents (Ololube et al., 2012).

3.6.1 Questionnaires

The study used this technique because it is relatively inexpensive, easy to administer and efficiency especially with the technological advancements. However, despite its positives, the technique has weaknesses such as; time required to follow up responses, respondents must be literate for them to answer questions, questions should be designed in a simple way that they are easy to understand to enable respondents give accurate responses and a possibility of the questionnaire being buried in junk ink. A structured questionnaire consisting of closed and open-ended questions were prepared and developed. The researcher prepared questions that allowed respondents to freely express themselves and remain focused. For easy data collection and efficiency, the questionnaires were prepared on google form and the link to the google form was shared to the respondent on email and WhatsApp.

Data collection was based on a 5-point Likert scale (Strongly Disagree = 1, Strongly Agree = 5) questionnaire for quantitative data that was collected using Open Data Kit (ODK) in an effort to facilitate effective digital capture in the field. The questionnaire is based on assumptions of the fiscal, structural, and regulative impediments deterring CSR, which Saunders et al. (2012) justified on the grounds of being in a position to obtain similar numerical information.

3.6.2 Interviews

For qualitative information, interview guide semi-structured interviews are employed to explore the opinions of senior managers in greater depth, as Matthews (2010) recommends in the context of uncovering contextual meaning. The integration of tools is consistent with the mixed-methods approach and strict data gathering appropriate to the study objectives (Creswell & Plano Clark, 2018). The research used both face to face and phone interviews and the researcher got consent in advance. The interview was individually based and time scheduled, for each participant and a schedule of participants was prepared with timings. At the start of every interview, the author gave an explanation on the purpose of the whole discussion. At the end of each interview, each respondent was given a chance to question regarding the interview.

3.7. Pre testing of research instruments

In order to effectively identify potential problems of the research methodology chosen, a pre tested study was undertaken. A pilot work consisted of 10 respondents for questionnaire test-up on questioning clarity and right questions was done. The purpose is to ensure that the instruments are valid, reliable and understandable to the target audience (Kumar 2019). This was done in order to ascertain suitability and assess the efficacy of the tools on the respondents, methods and data collection before starting the actual work.

3.8 Data Analysis Methods

Quantitative data from Likert scale questionnaires were statistically analyzed using the Stata computer package, descriptive statistics (i.e., means, percentages, frequencies) to describe a general profile of CSR implementation difficulties and inferential statistics (i.e., correlation analysis, regression) to test relationships between factors like cost constraints and CSR adoption. Proper numerical data handling offered by Stata ensures accurate processing as supplemented by Saunders et al. (2012). Qualitative interview answers will be examined using QRS-Nvivo computer software based on thematic analysis and coding answers into organization and regulatory barrier's themes, as put forward by Creswell (2014). Mixed qualitative and quantitative results will lead to a genuine analysis based on research objectives to allow prevalence and causality of CSR problems to be determined.

3.9 Validity and Reliability

Validity, i.e., that what the study is indeed measuring is what it is intended to measure, is maintained by content validity (analogy of interview and questionnaire questions with research objectives) and construct validity (validity of attempted-and-tested CSR constructs from the literature, e.g., Carroll, 1991). Questions were constructed based on available research (e.g., Tembo et al., 2024) in an effort to be salient. Internal consistency, or reliability or measurement stability, is obtained through Cronbach's Alpha (with ≥ 0.7 as the target), as recommended by Saunders et al. (2012). Finesse in questions, six participants have indicated vague questions and have conducted pilot testing. Neutrality and objectivity in querying as well as conducting interviews also yield valid and

generalizable findings that are rightly portraying CSR implementation concerns (Creswell, 2014).

3.10 Ethical Considerations

The research follows the ethical process under the direction of the Belmont Report (1979) and Creswell (2014). The University of Lusaka Ethics Review Board sanctioned adherence to ethics. All participants were secured using informed consent openly informing them of the purpose, procedures, and voluntarism of the study as well as their right to withdraw at any time. Confidentiality is ensured by protecting data, which is accessed only by the researcher, and anonymity by avoiding identification information (e.g., names, employee numbers) in research instruments. Honesty and professionalism are ensured by portraying results without manipulation, upholding participants' rights and dignity throughout the research (Bryman & Bell, 2015).

3.11 Chapter Summary

This chapter has presented the research process for examining CSR implementation issues in private firms of Lusaka. The concurrent mixed-methods research approach, which employs quantitative surveying and qualitative interviewing, guarantees in-depth analysis. The concurrent research approach allows data collection to take place simultaneously, matching the study purposes. Top managers' target population of 20 randomly selected organizations and a sample of 150, as provided by Yamane's formula, guarantees representativeness. Data collection via the use of purposive and random sampling increases the quality of data, whereas ODK questionnaires and semi-structured interviews offer more data collection. Statistical and thematic proof through the use of Stata and QRS-Nvivo offers data analysis. Valid and moral research is obtained via validity, reliability, and moral values like informed consent and confidentiality. Chapter Three leads into Chapter Four, where results from the study are presented and analyzed.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the findings from the study aimed at exploring the challenges faced by private organizations in Lusaka, Zambia, in implementing Corporate Social Responsibility (CSR) programs. The specific objectives are to: (1) examine the challenges to CSR implementation, (2) investigate organizational factors hindering CSR, and (3) establish ways to encourage organizations to develop or improve CSR strategies and programs. A mixed-methods study design was used with quantitative data collected using structured questionnaires and qualitative data through semi-structured interviews. Quantitative data were statistically analyzed by descriptive and inferential statistics using Excel and SPSS, and qualitative data were analyzed thematically using QRS-Nvivo. The study aimed to get 120 senior management staff from 20 private firms in Lusaka with further qualitative data from 25 interviewees.

4.1.1 Response Rate

120 participants filled out the quantitative survey from a targeted sample of 120 with a response rate of 100%. For qualitative work, 25 interviews were carried out as scheduled to gather maximum data.

4.2 Demographic Profile of the Respondents

The demographic profile of the 120 surveyed respondents is depicted below for context to results. Information was gathered on gender, age, education level, job title, years of experience, industry, and organization type.

Table 4.1: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	54	45.0
	Female	66	55.0
Age Group	25-34	48	40.0
	35-44	48	40.0
	45-54	21	17.5

	55 and above	3	2.5
Education	Certificate	3	2.5
	Diploma	15	12.5
	Bachelor's degree	60	50.0
	Master's degree	39	32.5
	Other (e.g., CFA)	3	2.5
Position	Supervisor	36	30.0
	Manager	78	65.0
	Chief Executive Officer	3	2.5
	General Manager	3	2.5
Years of Service	Less than 1 year	12	10.0
	1-3 years	36	30.0
	4-6 years	24	20.0
	7-9 years	15	12.5
	10 years and above	33	27.5
Industry	Service	66	55.0
	Financial	18	15.0
	Manufacturing	12	10.0
	Health	6	5.0
	Retail/Wholesale	12	10.0
	Utility/Hospitality/Other	6	5.0
Organization Type	Private Limited Company	96	80.0
	Partnership	21	17.5
	Faith-based Organization	3	2.5

Table 4.1 displays the demographic profile that presents a number of significant trends. The gender balance is slight women's majority (55%) to men (45%), which contrasts with rising numbers of women in mid- and senior-level positions within Zambia's urban business community. This contrasts with overall trends towards more gender diversity in

professional and leadership positions, and most notably in the health and services sectors.

Age-wise, the greatest majority of the respondents pertain to the age group 25–44 years (80%), and the two age groups 25–34 and 35–44 have an equal share of 40%. The consequence is that the majority of the participants belong to working age and thus bound to be active decision-makers or involved in the implementation of CSR activities in a direct manner. The low percentage of 45 years and older respondents at 20% is an indication that the sample is very young and is attributed to newness and new CSR practices.

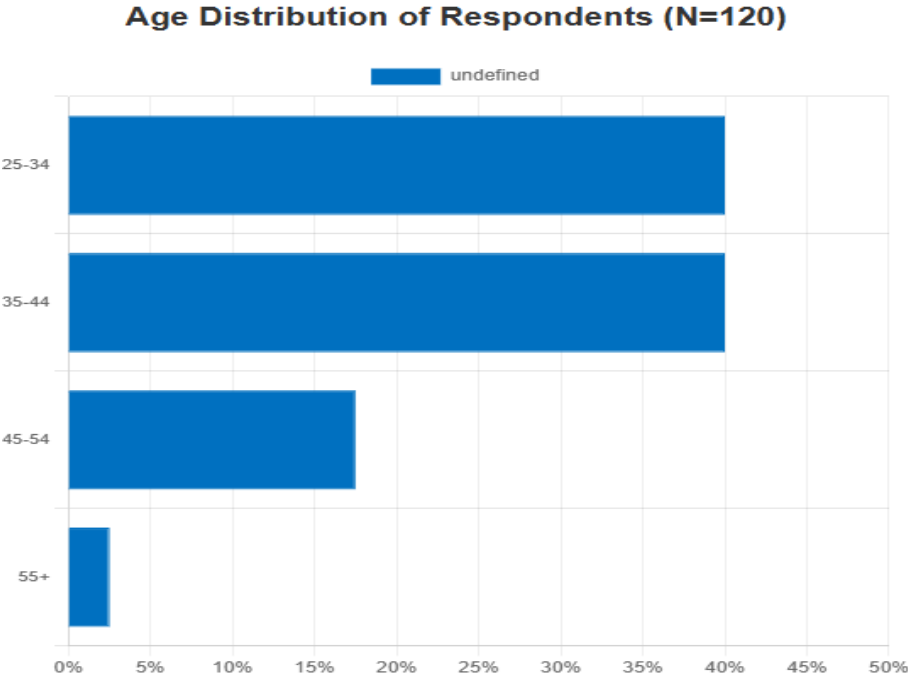
There is quality education, where 50% of the workforce possesses a bachelor's degree and 32.5% possess a master's degree. This shows that there is trained human resource capable of addressing complicated managerial and social issues. There is increased understanding of ethical responsibilities and social accountability created by higher education, and thus this is an indication of space for proper integration of CSR, as claimed by Jamali & Mirshak (2007) and Katamba et al. (2012).

Organizational level-wise, the majority responses are supervisors (30%) and managers (65%), hence putting the respondents in a position to provide well-informed opinions on CSR strategy and practice. A minority only is executive level (CEO and General Manager, 5%), reflecting access limitations but still has opinions from decision-making levels. Service years statistics indicate a bifurcation: 57.5% possess more than four years of experience in the service area, indicating profound organizational practice acumen, and 40% are reasonably inexperienced in professions (1–3 years), thereby to enable newer ideas on newer CSR practice.

Industry-wise, the services sector's predominance (55%) is a representation of Lusaka's urban economy that is service, finance, and trade-dominated (Fraser & Lungu, 2007). There is underrepresentation in the manufacturing (10%) and health (5%) industries but still contributes to diversity of opinions either way. Organizational form is predominantly private limited companies (80%), hence most CSR-practices here are occurring in the private sector, but not religious bodies nor partnerships.

Population statistics totals are an educated, professionally qualified, and strategically positioned sample of Zambia's private sector well positioned to form sound opinions on opportunity and challenge in the context of CSR. The sample happens at the same time as regional economic trends and research examining leadership, education, and industry context impact on corporate social responsibility results (Visser, 2006; Moon, 2007).

Figure 4.2.1: Age Distribution of Respondents



The age distribution of the respondents is noted to be predominantly middle-aged and young workforce. The highest proportion of the respondents in the sample were noted to be between 25–34 years and 35–44 years, both of which were 40%. This is a reflection that an overwhelming majority (80%) of the respondents are in the early-to-mid-career stage, meaning the likelihood that CSR outcomes are mostly sampled from active workers at the moment in working and managerial positions. The age group of 45–54 constituted 17.5%, while 2.5% were 55 years and older, constituting a negligible percentage of late-career professionals. Distribution by age mirrors Zambia's labour force in general, with younger professionals forming a high percentage of organizational personnel owing to rising levels of access to education and urban work patterns.

4.3 Descriptive Analysis of Key Variables

4.3.1 Descriptive Statistics for Objective 1: Challenges to CSR Implementation

This subsection deals with the problems organizations encounter in undertaking CSR initiatives, and it lists internal and external challenges.

Table 4.2: Frequency of Internal and External Challenges

Challenge	Frequency	Percentage (%)
Internal Factors		
Lack of resources	90	75.0
Lack of clear CSR strategies/policies	84	70.0
Lack of support from top management	60	50.0
Lack of training/capacity building	36	30.0
External Factors		
Harsh economic conditions	108	90.0
Poor government policies/regulations	48	40.0

The figures in Table 4.2 show internal and external barriers that can face organizations in undertaking Corporate Social Responsibility (CSR). Of the internal explanations given, a lack of sufficient resources was the most frequent barrier to be cited by 75% of the respondents. What this implies is that the majority of organizations cannot provide sufficient financial or human resource inputs into CSR activities—a widely-documented characteristic of CSR literature from developing countries (Fraser & Lungu, 2007; Visser, 2006).

Second of the themes covered was insufficient clear CSR strategies or policies, noted by 70% to be absent. This explains that there were no frameworks or institutions that would guide CSR application, which is bound to be unsustainable and ad hoc in character. The conclusion aligns with Ministry of Green Economy (2024) report that policy incoherence is a constraining factor to private sector contribution toward sustainable development.

Fifty percent (50%) also indicated poor senior management support. That is, CSR is not at all addressed at the leadership level, in concurrence with Katamba et al. (2012) who indicated that leadership commitment was among the key determinants to effective CSR implementation. Poor training and capacity building was indicated by 30%, the implication being that there are weaknesses in staff development programs in offering awareness and skills for the implementation of CSR.

Of the outside factors, a resounding 90% of the interviewees identified hard times in the economy as one of the biggest challenges, thus providing proof that business social investment has been impacted by macroeconomic instability. This supports the argument provided by Fraser and Lungu (2007) that the post-privatization economy of Zambia does not favor companies to contribute significantly towards social development. In this regard, poor policy and weak government regulation were given as limitations by 40%. This calls for the relevance of alternative enabling public policy contexts. This aligns with Nyoro (2015) and Moon (2007), who posit that CSR interventions are more effective where government incentives and regulations exist.

Collectively, these findings offer a dynamic inhibitions system to the strategic and sustainable use of CSR in Zambia's private sector that calls for coordinated effort on organizational and policy levels.

Table 4.3 Descriptive Statistics for Likert-Scale Questions

Statement	Mean	SD	% Agree/Strongly Agree
Lack of financial resources limits CSR	4.10	0.85	75.0%
Lack of funding is the major barrier	4.05	0.90	70.0%
Regulatory requirements hinder CSR	3.20	1.05	35.0%
There is lack of clear CSR policies	3.60	1.00	50.0%
Regulations/government support is weak	3.80	0.95	60.0%

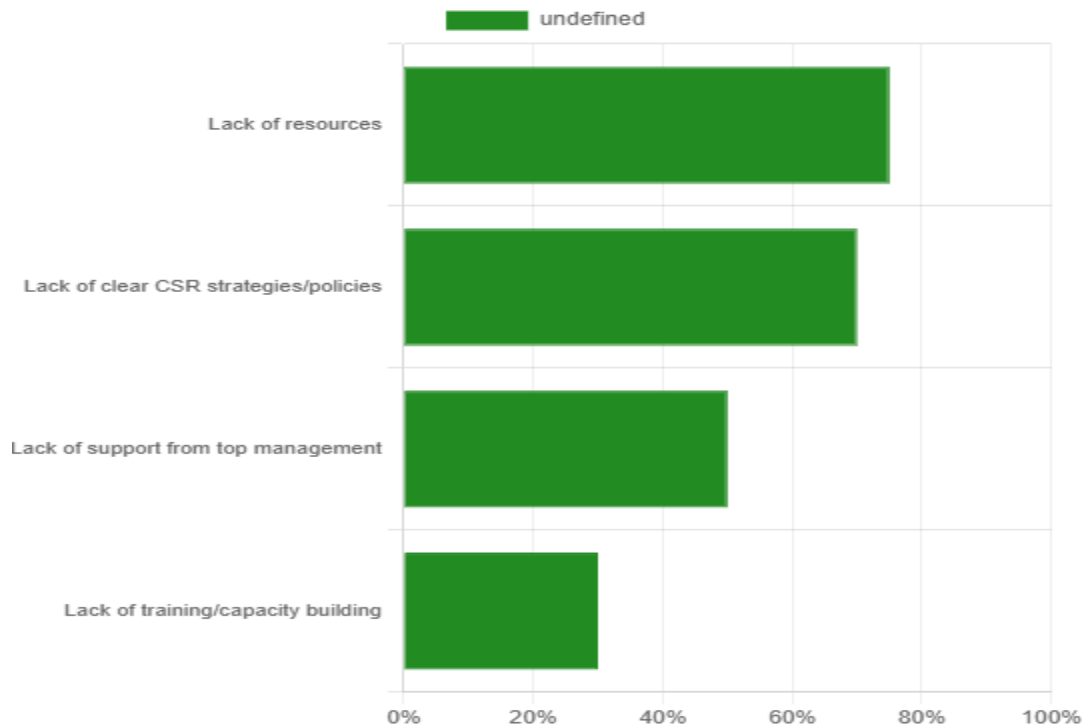
The descriptive statistics in Table 4.3 affirm the presence of the impact of financial constraints on the use of Corporate Social Responsibility (CSR) by private sector companies in Zambia. The two highest rated statements, "Lack of finance resource

constrains CSR" (M = 4.10, SD = 0.85) and "Lack of funds is the biggest hurdle" (M = 4.05, SD = 0.90), have the highest degrees of agreement by respondents at 75% and 70% respectively, which were agreed or strongly agreed. These findings support previous quantitative results (Table 4.2), which validate the hypothesis that CSR would often be relegated to the backburner because of low operating funds. This aligns with post-privatization company culture trend identified by Fraser and Lungu (2007) in Zambia where low margins and prioritizing core business at the cost of social investments is the trend. The relatively low standard deviations reflect the high levels of agreement between respondent groups, to the extent that financial restrictions being experienced are generally felt across sector and function.

Conversely, policy and regulatory issues were also considered less relevant, although important. Just 35% of the respondents agreed that "Regulatory requirements hinder CSR" (M = 3.20, SD = 1.05), indicating most firms do not see current government regulation as a major hindrance. However, 60% of them agreed that "Regulations/government support is weak" (M = 3.80, SD = 0.95), in disillusionment with the absence of strategic supporting policy platforms or incentives as opposed to overly restrictive limiting rules. This is a valid observation; regulation is not perceived to be oppressive, but the absence of strategic support discourages CSR involvement. Moreover, 50% of the respondents agreed with the "Lack of clear CSR policies" (M = 3.60, SD = 1.00) as supported by earlier research that there are no internal systems and guidelines. These results concur with Jamali and Mirshak (2007) and the Ministry of Green Economy and Environment (2024), who state that without any external linkage of policy and internal leadership, CSR is reactive and polarizing. Collectively, the findings indicate that economic ability is the most critical concern but there should be enhancement of internal regulation as well as extrinsic regulatory assistance so that space can be created for sustainable CSR practice.

Figure 4.3.1: Internal Challenges to CSR

Internal Challenges to CSR Implementation (N=120)



The bar chart illustrates the primary internal obstacles organisations face in their exercise of Corporate Social Responsibility (CSR) activity. The primary obstacle is a lack of resources, as noted by 75% of the respondents. This is to supplement the financial and infrastructural restraints that hinder CSR practice under normal circumstances, more so in developing economies like Zambia. No procedures or stated policies is a hair's breadth behind, with a reading of 70%, which indicates that while there is perhaps a will, firms have no policies to guide CSR implementation.

Even executive sponsorship is only 50%, and this means that leadership buy-in is excellent, in line with literature worries (e.g., Katamba et al., 2012) that CSR takes a backseat unless supported by executive sponsorship. Inadequate training or capacity building, cited by 30%, is a technical failure, and this is the lack of knowledge creation and in-house awareness. All of these combined are indicative of the requirement not just for monetary investment but also institutional planning, leadership involvement, and employee empowerment to substantively translate CSR into organizational culture.

4.3.2 Descriptive Statistics for Objective 2: Organizational Factors that are Hindering CSR

This section covers organizational barriers to the application of CSR.

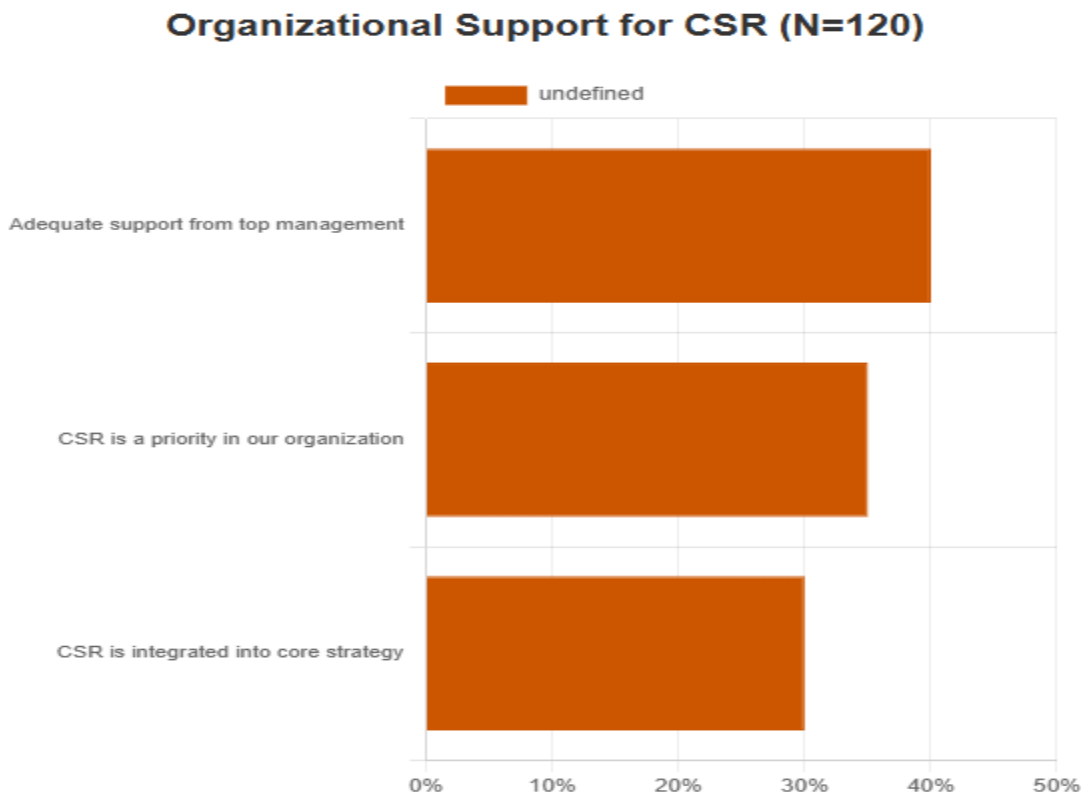
Table 4.4: Organizational Factors

Statement	Mean	SD	% Agree/Strongly Agree
Adequate support from top management	3.30	1.10	40.0%
CSR is a priority in our organization	3.20	1.15	35.0%
CSR is integrated into core business strategy	3.10	1.20	30.0%

Table 4.4 indicates that the findings indicate a declining trend towards organizational commitment to CSR in the sample companies. There was only 40% strong agreement or agreement with the assertion that there is adequate top-level management support for CSR programs. This comparably low rate of support is an ascertainable indicator that even highest-level executive management cannot officially endorse or actively support CSR programs as a field of concern for smooth integration and maintenance of CSR programs. In addition, 35% of the interviewees had viewed CSR as company concern only, and only 30% supported that CSR had been incorporated into the company's core business strategy. Such low levels are proof of a surface or broken CSR strategy wherein it is peripheral and not integrated in the corporations' operations and strategy.

These results are consistent with earlier research on CSR within the African context, for example, Katamba et al. (2012), which had indicated CSR initiatives are typically championed by middle management if not led by top management. Participation at the bottom level reduces the effectiveness of CSR and narrows the pool of resources from which dispersion can occur. It reduces the potential effect of CSR. The very high standard deviations (over 1.1) suggest differential perceptions between the respondents, and these are explained by differences in leadership commitment between departments or organizations. Overall, the findings are pointing to organizational leadership commitment and aligning CSR with dominant strategic frameworks as methods of making significant and enduring contributions towards society.

Figure 4.3.2: Organizational Support for CSR



The bar chart shows a largely low organizational level of top management support for CSR initiatives. The respondents confirm that only 40% have sufficient top management support for CSR in organizations. Leadership lack of support can be a regression towards the incorporation of CSR into organizational overall strategies because top management commitment is a motivational facilitator of sustainable adoption of CSR.

Only a minority of respondents (35%) see CSR as strategic imperative, and just 30% say CSR has been mainstreamed into the business mainstream. These statistics validate that CSR is still on the periphery in the minds of most businesses, not at the core of or value-enabling purpose. These findings support existing literature (e.g., Katamba et al., 2012) that CSR was initiated by middle managers when they did not have top leaders' support or strategic attention in the majority of African settings. The findings validate the necessity of more deliberate and purposeful organizational embedding of CSR through leader involvement, policy making, and operations integration.

4.3.3 Descriptive Statistics for Objective 3: Encouraging CSR Strategies

This subsection addresses drivers of CSR adoption.

Table 4.5: Encouraging Factors

Factor	Frequency	Percentage (%)
Government incentives/support	96	80.0
Increased awareness of CSR benefits	90	75.0
Clear policies and frameworks	84	70.0
Leadership training/advocacy	72	60.0
Stronger stakeholder pressure	60	50.0
Industry peer pressure/benchmarking	48	40.0

Table 4.5 findings integrate some of the overall conclusions of what the interviewees responded that led to or sparked increased Corporate Social Responsibility (CSR) activity in their companies. The most robust item amongst government incentive and incentives were the most significant, whereby 80% of the interviewed respondents counted its strongest use. The same also firmly holds opinion that policy and/or government finance incentives will trigger CSR investment and deserve social responsibility action. The research methodology is informed by publications such as Nyoro (2015), which included facilitation of government policy and incentives among the major driving factors for the application of CSR in the African context.

The second most important drivers are CSR benefit enhancement (75%) and clear policy guidance (70%), reflecting the function of expertise and institutional leadership in transforming corporations. Building leadership and advocacy were also on the agenda for 60% of respondents, showing the need for capacity building with managers to prepare them for campaigning on CSR. Furthermore, industry peer pressure and stakeholder pressure were indicated by 40% and by half the respondents, respectively, which shows how much of an impact outside expectations and competitive benchmarking have in driving CSR activities. These reinforcing dynamics show that economic incentives remain of utmost importance but a multifaceted initiative of education, policy clarity, leadership

development, and social responsibility must occur in order to improve CSR practice among Zambia's private sector.

Table 4.6: Descriptive Statistics for Encouragement Statements

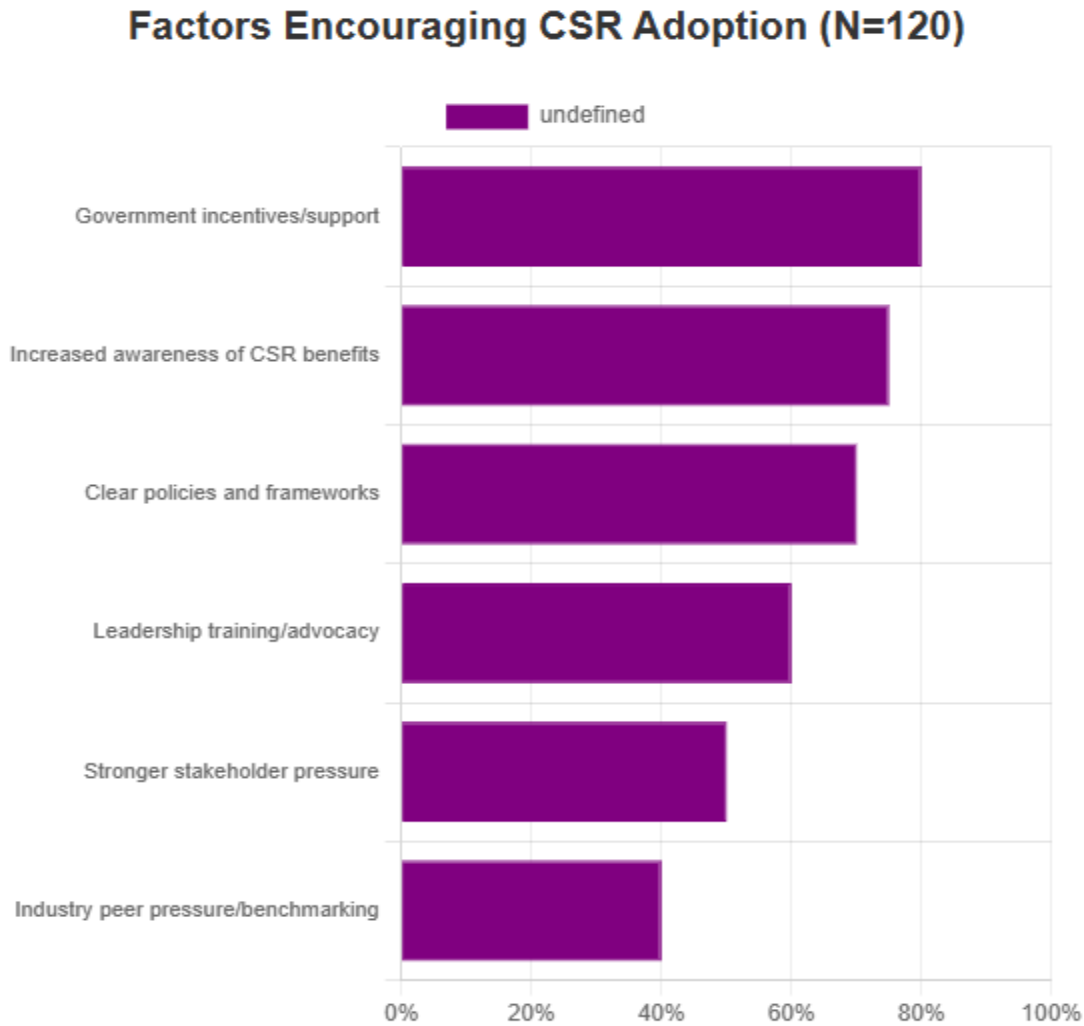
Statement	Mean	SD	% Agree/Strongly Agree
Clear government policies promote CSR	4.20	0.80	80.0%
CSR training improves implementation	4.15	0.85	75.0%
Challenges vary across industries	4.10	0.90	70.0%
CSR varies between multinational/local firms	4.05	0.95	65.0%

The numbers provided in Table 4.6 show extremely high consensus among the respondents on the factors that ensure successful implementation of Corporate Social Responsibility (CSR) schemes. The most commonly agreed (80%) was that government policy is clearly defined and they incentivize CSR, which supports the prevailing argument in CSR literature for strict regulation systems in guiding and motivating good business practice (Moon, 2007; Nyoro, 2015). Mean value of 4.20 and comparatively low standard deviation value of 0.80 reflect the significance of policy openness in enabling CSR implementation, as viewed by the opinions of the respondents.

Coming in second place to this was the 75% consensus that CSR training enables implementation, with capacity building and sensitization of the staff and leaders mentioned. This was the same as research pinning down education and leadership development as being key to CSR success (Jamali & Mirshak, 2007). Further, 70% of the respondents identified challenges as situational-specific, implementing situational CSR calling for tailored as opposed to recipe interventions. 65% agreement that multinational-national firm differences are material supports differential capabilities, motivations, and external pressures of different kinds of organizations as arguments of theorists such as Visser (2006). Overall, these findings are supportive of the argument of contention that while government assistance and training are of highest value, CSR strategy

development should have high regard for industry specificity and organizational particulars.

Figure 4.3.3: Factors Encouraging CSR



The bar chart emphasizes the high level of agreement among respondents to internal and external drivers causing Corporate Social Responsibility (CSR) action. The number one ranked by 80% of the respondents are government incentives contributing as major drivers. This is an indication of an agreement that government agency fiscal and regulatory incentives in the form of tax relief, grants, or CSR compelling would be effective in CSR uptake, especially where available resources are limited.

Tallying the second most sought after at 75% were calls for increased awareness of the benefits of CSR, and 70% again calling for healthy policies and guidelines. These are distinct indicators of the need for advice and learning by organizations to embrace and implement CSR in the right way. Meanwhile, 60% of the respondents chose training and influencing leaders as necessary in building managerial skills to impel CSR. Finally, 50% chose stakeholders' pressure as a driver citing pressures from regulators', communities', or customers' which can pressure CSR practice. Overall, the findings suggest that policy transparency, leadership development, and extrinsic incentives are impulses for rising CSR uptake by industries in keeping with the works of Visser (2006) and Nyoro (2015).

4.4 Inferential Statistics

4.4.1 Analysis for Objective 3: Relationships and Effects

For the purposes of determining determinants for CSR inducement, correlation and association tests were performed.

4.4.1.1. Correlation Analysis

Pearson Correlation: Statistically determined correlations between Likert-scale variables (e.g., government policies, financial constraints, support of top management).

Table 4.7: Pearson Correlation Matrix

Variable Pair	r	p-value	Interpretation
Lack of resources vs. CSR integration	-0.45	<0.001	Moderate negative correlation
Top management support vs. CSR priority	0.60	<0.001	Strong positive correlation
Clear government policies vs. CSR training	0.55	<0.001	Moderate positive correlation

Statistical significance of correlation outcomes in Table 4.7 indicates statistically significant correlations between noteworthy CSR-related variables. The negative

correlation between scarcity of resources and CSR incorporation ($r = -0.45, p < 0.001$) indicates that with more financial or scarcity of resources, the possibility of organizations to integrate CSR into core activities decreases. This negative weak association substantiates earlier descriptive studies and ongoing evidence towards the argument that economic constraints are a major impediment to strategic CSR practice, particularly in resource-constrained contexts like Zambia. This is in agreement with Fraser and Lungu (2007), who explained how financial scarcity in post-privatization economies restricts organizational maneuverability to engage in socially meaningful pursuits.

In contrast, the strong positive correlation between leadership commitment and the provision of CSR ($r = 0.60, p < 0.001$) reflects that organizational alignment of CSR rests almost entirely with leadership commitment. This accords with stakeholder theory (Freeman & McVea, 2001), which calls for leadership to take a key role in resolving stakeholder interests and social responsibility. Simultaneously, strong positive correlation between explicit government policy and CSR training ($r = 0.55, p < 0.001$) points to public policy as a facilitator. While explicit government arrangements and institutional willingness to spend on capacity building and staff training support longer-term uptake of CSR. Together these findings bring empirical heft to multi-level interventions internal leadership training and external regulatory clarity to facilitate more productive CSR engagement.

4.4.1.2 Chi-Square Test

Test: Correlation between sector type and CSR investment ratio.

Table 4.8: Chi-Square Test Results

Variables	χ^2	df	p-value	Interpretation
Industry vs. CSR Investment	18.50	8	0.018	Significant association

Outcome of the Chi-square test between Table 4.8 is that investment in CSR and industry type are statistically significant ($\chi^2 = 18.50, df = 8, p = 0.018$). This shows that the extent to which firms invest in CSR schemes varies with the industry the firm operates in. In particular, quantitative and qualitative evidence attests that health and finance sector

businesses are most likely to have additional CSR expenditure (typically more than 5%) than manufacturing industry businesses with negligible or no CSR expenditure, typically below 1%. Reasons behind the same are various sectoral variations like margins, regulatory needs, and stakeholder pressures. This is also supported by Tembo et al. (2024), which further broke down that service industries in highly exposed or regulative-exposure sectors will be inclined to participate in CSR in an attempt to preserve their reputational capital. The cause effect of such a relationship refers to the nature of industry-led CSR policy since they define sectoral context drivers launch and advance CSR.

4.4.1.3 Reliability Testing

Cronbach’s Alpha: Assessed internal consistency of Likert-scale constructs.

Table 4.9: Reliability Analysis

Construct	Items	Cronbach’s Alpha	Interpretation
CSR Challenges	5	0.82	Good consistency
Organizational Support	3	0.78	Acceptable consistency
Encouragement Factors	4	0.85	Good consistency

Cronbach's Alpha test verifies that Likert-type scales used in this study have high to good internal reliability and thus provide credibility and replicability. CSR Challenges had a Cronbach's Alpha of 0.82, indicative of adequate reliability since all items under this scale always indicate perceptions of CSR issues in question. Moreover, Organizational Support was reliable at 0.78 in the satisfactory range of internal consistency indicating the responses are consistent in reliability as compared to the three items used in measuring this construct. Encouragement Factors construct had the highest at $\alpha = 0.85$, a factor that is indexed by the grouped items to reflect factors seen to drive CSR implementation uniformly.

These results meet the minimum cut-off for $\alpha \geq 0.70$, common in social sciences (Creswell, 2014), to establish the scales statistically reliable in measuring the attitudes and perceptions of the sampled organisations. This high reliability not only contributes to

the internal validity of the constructs but also warrants further inferential statistical work on these measures as reliable.

4.5 Qualitative Findings

The qualitative part of the research was semi-structured interviews of 25 senior management personnel in manufacturing, service, and finance sectors of Lusaka, Zambia. Their thematic analysis through Braun and Clarke's (2006) procedure revealed four major themes that fulfill the criteria of this research.

Table 4.10: Qualitative Respondents' Demographics (N = 25)

Category	Description	Frequency (n)	Percentage (%)
Gender	Female	14	56%
	Male	11	44%
Age Group	25–34	8	32%
	35–44	12	48%
	45–54	2	8%
	55+	0	0%
Position	Manager	17	68%
	Supervisor	6	24%
	CEO	1	4%
	General Manager	1	4%
Years of Service	Less than 1 year	2	8%
	1–3 years	7	28%
	4–6 years	6	24%
	7–9 years	3	12%
	10+ years	7	28%
Industry	Service	15	60%
	Financial	4	16%
	Health	2	8%
	Manufacturing	2	8%
	Retail/Wholesale	1	4%

	Utility	1	4%
Organization Type	Private Limited Company	20	80%
	Partnership	4	16%
	Faith-based	1	4%

Theme 1: Financial Restraints (Objective 1)

Financial restraint was one of the top themes that came under the major obstacle to successful deployment of Corporate Social Responsibility (CSR). The respondents expressed that even though there was a desire to implement CSR, financial restraints only push companies towards prioritizing survival and not society.

"We would wish to give back value to society, yet our returns are hardly sufficient to sustain the business." (Manager, Manufacturing)

This is consistent with Fraser and Lungu (2007), who demonstrated how Zambia's economic liberalization and post-privatization controls constrained how far firms could reach in adopting socially responsible action. It also confirms the quantitative findings, where 75% of the respondents agreed that they have a hindrance in the form of limited financial resources. This is supported by evidence from Visser (2006), who determined that CSR in the majority of African environments is hindered by economic instability and narrow profitability margins, particularly in SMEs.

Theme 2: Lack of Appropriate Policies (Objective 1)

The second dominant theme was the absence of clear government or internal policy regarding CSR. Most of the respondents grumbled working with a policy vacuum that rendered CSR activities ad-hoc, uncoordinated, and sometimes nonexistent.

"There is no clear plan on CSR within our company or from the government, so we have little, isolated-random initiatives." (Service Supervisor)

What this result does indicate is the Ministry of Green Economy and Environment (2024) policy incoherence report on Zambia's sustainable corporate practice as a deterrent. Factually and numerically, 70% of the respondents to the survey agreed that the lack of

adequate strategic direction was to blame for CSR failure. This is consistent with studies like Jamali and Mirshak (2007) reaching the same conclusion of CSR in emerging markets being weak and ill-institutionalized due to regulatory uncertainty. Policy should incorporate policies to coordinate systematic, effective action in industries.

Theme 3: Weak Organizational Commitment (Objective 2)

Internal commitment shortfall was the third strand that emerged as a constraint. Senior managers who made choices concerning top management were more likely to perceive CSR as an unnecessary cost, while some middle managers and CSR officials were enthusiastic.

"Our executives see CSR as an expense, not an imperative, so middle managers have to get it done." (Manager, Financial)

This concurs with the quantitative finding that 40% of the respondents only believed that the top management was committed towards CSR. This theme is also consistent with Katamba et al. (2012), wherein CSR duty in the majority of Ugandan companies returns to the operating staff and not spearheaded by the management. This intranational apathy subdues strategic CSR integration into core business designs and results in ill-coordinated implementation. Carroll and Shabana (2010) also speculate that CSR can only be maintained on the assumption that it has support from executives, especially where there is profit-sensitive environment like Zambia's private sector.

Theme 4: External Support Needed (Objective 3)

Respondents continually brought up the issue of the need for external support, specifically from stakeholders and government, to encourage substantial CSR participation. Several respondents had the view that tax breaks, regulatory policies, and public-private partnerships would stimulate CSR integration.

"If the government offered tax incentives or clear guidelines, we'd invest more in CSR." (CEO, Service)

This is one finding that confirms the quantified finding that 80% of respondents interviewed supported government incentives for enhancing CSR. It also confirms

Nyoro's (2015) argument that policy-based CSR would be more effective in African countries whose businesses have conflicting economic agendas. Additionally, Moon (2007) argues that public policy has a great role in playing in shaping CSR behavior, especially in developing economies whose voluntary compliance is shallow.

4.6 Synthesis of Qualitative and Quantitative Findings

The overlapping of the two strands of information demonstrates extensive overlap in all three objectives, and it confirms the validity and strength of the findings.

✓ Objective 1: Challenges to CSR Implementation

Quantitative answers cited 75% as finance constraints and 70% as absence of policies as essential obstacles. These are mirrored in qualitative themes of finance constraints and absence of CSR-specific policies. Both themes reflect economic and structural limits on CSR in Zambia. This is consistent with Fraser & Lungu (2007) and Jamali & Mirshak (2007), who evidenced inadequate resources and policy gaps as pervasive in developing economies.

✓ Objective: 2. Organizational Commitment towards CSR

Both executive disinterest reports (via interviews) and surveys (40% support by executives) described low organizational commitment as an issue. Double confirmation that CSR is not strategically situated, yet discretionary or secondary, encompasses the current manner executives are working in their positions. Findings concur with Katamba et al. (2012) and Carroll & Shabana (2010), who placed highest priority on the primary role of executive leadership in embedding CSR in business systems.

✓ Objective 3: Role of External Support

All the objectives under enabling factors ended with the sixth one, and thus both data together offered extremely high support for government intervention. The survey revealed 80% support for preference regulation or tax incentives, and through interviewing, it was established that external incentives and simple guidelines were needed. This supports

the argument made by Nyoro (2015) and Moon (2007) that CSR thrives when there is a system of government support.

Synthesizing quantitative and qualitative results throws the analysis into darkness and leaves a lasting impression: CSR in Zambia is bounded by economic and institutional limitations but can be scaled up with energized policy reform, leadership activism, and stakeholder campaigning.

4.7 Chapter Summary

Empirical information based on the three objectives of the study was woven into quantitative and qualitative data in this chapter. The quantitative results suggested strong inhibiting factors in that 75% of the participants mentioned financial issues, 70% were short on strategic guidance in policy, and only 40% showed strong top management support. Facilitating factors such as government incentives (80%) and CSR training (75%) were found to be strong facilitators. Inferential statistics also brought out statistically significant differences, for example, a negative one between the absence of resources and CSR practice ($r = -0.45$), and differences across industries ($\chi^2 = 18.50$, $p < 0.05$) in the CSR activity.

Qualitative findings echoed and built on findings above. Four overarching themes were identified as fundamental from 25 senior HR staff interviewed: insufficient funds, absence of CSR policies, low executive engagement, and reliance on outside help. These themes repeated and built on the quantitative findings, providing context-specific stories of why and how these constraints are present. The convergence site for the two strands pointed towards the need for CSR strategies that are cooperative and supported by high-level management endorsement, policy tools in institutions, and public sector incentives. The findings establish the foundation for the final chapter where it will be possible to analyze the overall implications of the findings and move on to practical recommendations for policy and practice.

CHAPTER FIVE: DISCUSSION OF FINDINGS

5.0 Introduction

This chapter discusses and interprets the findings from the study exploring challenges to Corporate Social Responsibility (CSR) implementation in private organizations in Lusaka, Zambia. The purpose is to analyze the results in relation to the research objectives, compare them with existing literature, and highlight their implications for CSR practice and policy. The research sought to examine obstacles to CSR, examine organizational obstacles inhibiting its adoption, and identify measures that can facilitate CSR growth. A mixed-methods research approach was used involving quantitative data from 120 responses of a questionnaire survey and qualitative data from 25 interviews. This chapter is organized in this way: Section 5.1 sets out the research objectives, Section 5.2 outlines findings for each objective and compares them with existing research, and Section 5.3 summarizes the discussion, into conclusions and recommendations in Chapter 6.

5.1 Overview of Objectives

The study was guided by the following specific objectives:

- ✓ Objective 1: To examine the challenges to CSR implementation in private organizations in Lusaka, Zambia.
- ✓ Objective 2: To investigate organizational factors hindering CSR adoption in private organizations.
- ✓ Objective 3: To establish ways to encourage organizations to develop or improve CSR strategies and programs.

5.2 Discussion of Findings

5.2.1 Objective One: Challenges to CSR Implementation

The study identified key internal and external constraints to the adoption of CSR. Quantitatively, 75% of the respondents cited insufficient resources as the most constraining factor, followed by 70% citing uncertain CSR strategy/policy, 50% citing inadequate top management support, and 30% citing insufficient training (Table 4.2, Figure 4.3.1). Liker-scale assessments validated the above results with fine agreement

on hard times financially ($M = 4.10$, $SD = 0.85$) and baffling policies ($M = 3.60$, $SD = 1.00$) (Table 4.3). Externally, 90% consented it was hard times financially, and 40% indicated poor government policies. Qualitatively, there were thematic codes under financial stringencies and policy ambiguities that are not clear as cross-cutting themes, with the respondent's citing scarcity of funds and policy loopholes to CSR ad-hoc interventions (Table 4.10). One factory manager, for example, explained, "Our profits are barely enough to cover operations," a declaration of scarcity of resources.

These results are consistent with other research on CSR in developing nations. Fraser and Lungu (2007) noted the way the post-privatization economy in Zambia limits the capacity of firms to invest in social causes since profit levels are channeled towards survival exercises. The 75% rate of resource insufficiency lends support to their argument that economic liberalization limits CSR capacity, especially for SMEs. Similarly, Visser (2006) indicated that in African contexts, cash-strapped financing is a common concern where firms have divergent agendas. Putting questionable policies first (70%) also supports Jamali and Mirshak's (2007) view that CSR in developing economies is likely to emerge in the context of informal and piecemeal because of poor internal governance as well as monitoring systems. The Ministry of Green Economy and Environment (2024) also affirms the external threat of government policy collapse by quoting policy inconsistency as a danger to Zambia's sustainable initiative. Ad-hoc quality of qualitative CSR activity agrees with Katamba et al.'s (2012) argument that without systematic policies, CSR remains reactive and unsustainable within African regional settings.

It is few, if any, who deny these studies, but with some variation. For instance, Carroll and Shabana (2010) theorize top management support is not necessarily an obstacle in mature economies where CSR norms are established, whereas 50% indicated it was absent in this study. This is likely due to the business environment of Zambia. Here, profitability stands to be in defiance of societal commitments, particularly in private limited companies (80% of the sample). Moreover, this study aside, Moon (2007) examining regulatory barriers to some emerging markets, only 35% of the respondents in this study believed that regulations formed a barrier to CSR (Table 4.3), since Zambia's regulations are probably not too limiting or devoid of enabling incentives. They emphasize Zambia's

distinct post-privatization economic environment and restricted ability of the private sector in relation to more advanced markets.

5.2.2 Objective Two: Organizational Factors Hindering CSR

The organizational commitment to CSR was weak. Statistical evidence revealed that 40% of the respondents have endorsed that there is sufficient top management support, 35% placed CSR as a priority, and 30% endorsed that CSR is embedded in core strategies (Table 4.4, Figure 4.3.2). Low mean scores were recorded (e.g., $M = 3.30$ for top management support, $SD = 1.10$), and high standard deviations indicated diverse perceptions. Correlation test indicated that CSR prioritization and top management support correlated with each other at a strong positive degree ($r = 0.60$, $p < 0.001$), which implies strategic focus is led by the leadership (Table 4.7). Qualitatively, the low organizational commitment theme was represented, and respondents explicitly stated that executives perceive CSR as a cost, not a priority (e.g., "Our executives see CSR as a cost, not a priority" – Financial Manager) (Table 4.10). Middle managers often initiate CSR efforts with minimal support from executives.

These results are in line with Katamba et al. (2012), who reported that in African settings such as Uganda, CSR is led by middle management because of insufficient top-level buy-in, a reflection of the 40% top management support found here. Carroll and Shabana (2010) also reinforce that leadership sponsorship is key to integrating CSR, and its lack in Zambia concurs with their contention that without top-level buy-in, CSR will be peripheral. High correlation ($r = 0.60$) reinforces stakeholder theory (Freeman & McVea, 2001), which argues that CSR prioritization is driven by leadership alignment of interests with stakeholders. Qualitative theme weak commitment agrees with Jamali and Mirshak (2007), who clarified that in developing economies CSR is scattered since managers care about short-term profit over long-term social consequences, particularly in resource-poor environments such as Zambia's private sector (Fraser & Lungu, 2007).

There are various studies with varying arguments. For instance, in the developed world, Porter and Kramer (2006) verify that CSR is embedded deeper in core strategies because of competitive forces, compared to 30% in this study. The variance is probably accounted for by the economic conditions in Zambia, as low profit margins and economic

unpredictability (90% referred to tough times) restrain the application of strategic CSR. Moreover, whereas Moon (2007) anticipates that multinational firms tend to be more CSR loyal after international standards, this sample (80% private limited companies) possessed low integration (30%), perhaps attributable to the low exposure of local companies to international CSR practices. Such variations portend the impact of CSR trends in the international arena versus Zambia's domestic economic and organizational limitations.

5.2.3 Objective Three: Encouraging CSR Strategies

The research found a number of determinants to initiate CSR adoption. Qualitatively, 80% of the respondents mentioned government support/incentives as the most crucial driver followed by greater awareness of CSR benefits (75%), availability of clear policy/frameworks (70%), leadership training (60%), stakeholder pressure (50%), and peer industry pressure (40%) (Table 4.5, Figure 4.3.3). Likert-scale findings supported this, with clear agreement on open government policy ($M = 4.20$, $SD = 0.80$) and CSR training ($M = 4.15$, $SD = 0.85$) (Table 4.6). Clear policy and training relationship ($r = 0.55$, $p < 0.001$) indicates that policy clarity results in capacity development (Table 4.7). The chi-square test showed a significant association between industry type and CSR investment ($\chi^2 = 18.50$, $p = 0.018$), with financial/health sectors investing more (Table 4.8). Qualitatively, the need for external support emerged, with respondents emphasizing tax incentives and guidelines (e.g., "If the government offered tax incentives, we'd invest more" – Service CEO) (Table 4.10).

These results are consistent with Nyoro (2015), who reasoned that the involvement of government incentives plays a very important role in the adoption of CSR in African countries, consistent with 80% support demonstrated here. Moon (2007) also believes that public policy influences CSR practice in emerging economies, consistent with clear policy focus (70%) and state support (60% concurred that there is weak support, Table 4.3). The training-policy correlation ($r = 0.55$) supports Jamali and Mirshak (2007), who established that policy mechanisms and capacity building are inter-dependent facilitators of CSR in emerging markets. The qualitative imperative to external aid is consistent with Visser (2006), who viewed stakeholder pressure and regulatory push as determinants of

CSR in resource-poor environments. Industry variations (Table 4.8) are as found by Tembo et al. (2024), who established that higher CSR spending exists in Zambia's service sectors because they have exposure to the public and regulation.

Others differ. Porter and Kramer (2006), for example, give internal strategic needs (e.g., competitive advantage) greater priority compared to external incentives, as opposed to 80% given government incentives in this case. This is presumably because of Zambia's financial challenges, where companies can only bank on external incentives because there are hardly any internal means (90% gave the reason of stringent conditions). Also, while Carroll and Shabana (2010) make stakeholder pressure the leading driver among developed economies, just 50% of those who responded to this survey indicated it, perhaps due to less developed or vocal Zambia stakeholder environment (i.e., NGOs, communities) in contrast to global settings. Such variations suggest context-appropriate CSR practice within the private sector of Zambia.

5.3 Chapter Summary

Synthesis of Chapter 4 outcomes is the subject of this chapter by study objectives. Based on Objective 1, the strongest disincentives were financial restrictions (75%) and policy uncertainty (70%), consistent with qualitative trends and as hypothesized by Fraser and Lungu (2007) and Visser (2006), though less representative of developed economy literature (Carroll & Shabana, 2010). For Objective 2, Katamba et al. (2012) had low organizational commitment (40% top management support) but against international trends in strategic CSR integration (Porter & Kramer, 2006). For Objective 3, government incentives (80%) and training (75%), were the drivers, as compared to Nyoro (2015) and Moon (2007), with sector differences (Tembo et al., 2024) but fewer stakeholder pressures than in advanced economies. Such findings disclose how leadership, policy, and economic convergence exist in the context of Zambia's CSR and contribute to literature through the positioning of enablers and barriers within a post-privatization economy. Conclusions and practical implications from these findings will be in Chapter 6.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter brings together evidence from the Corporate Social Responsibility (CSR) issues of implementing CSR in private firms in Lusaka, Zambia, and offers a conclusion and recommendations. It synchronizes conclusions with research goals: exploring barriers to CSR, exploring organizational characteristics of adoption barriers, and determining ways to improve CSR development. The chapter offers stakeholder-guided pragmatic recommendations to private companies, policymakers, and business associations based on the quantitative (120 questionnaires) and qualitative (25 interviews) research data. The chapter also offers the study limitations like methodology and sampling as well as future research recommendations to support further CSR development in Zambia and beyond. The chapter ends with a conclusion arguing in favor of the contributions of the study in enhancing CSR practice among Zambia's private sector. The organization is as below: Section 6.2 is conclusions, Section 6.3 is recommendations, Section 6.4 is limitations, Section 6.5 is future research, and Section 6.6 is the summary of the chapter.

6.2 Conclusion (Research Objectives)

Objective 1: To investigate challenges to CSR implementation among private organizations in Lusaka, Zambia

Limited funds and ill-defined policies were established by the study to be the primary constraints to CSR implementation. Qualitatively, the respondents referred to inadequate resources (75%), ill-defined CSR strategies/policies (70%), and lean economic times (90%) as primary constraints (Table 4.2). Empirical justification using Likert scales confirmed high consensus regarding resource limitations ($M = 4.10$, $SD = 0.85$) and policy gaps ($M = 3.60$, $SD = 1.00$) (Table 4.3). Qualitatively, economic limitations and absence of established policies were persistent, with the participants reporting stretched budgets and improvised CSR initiatives in response to policy gaps (Table 4.10). The findings thus conclude that CSR in Zambia is being constrained by economic volatility and the lack of systematic internal and external policies, as observed by Fraser and Lungu (2007) in the context of resource deficits in post-privatization economies.

Objective 2: To examine organizational factors hindering CSR application in private organizations

The absence of firm organizational commitment, particularly from top management, significantly discourages CSR application. The respondents showed that only 40% said there was adequate top management support, 35% deemed CSR a priority, and 30% believed it was integrated into central strategies (Table 4.4). A strong leadership support-CSR prioritization relationship ($r = 0.60$, $p < 0.001$) emphasized the executive function (Table 4.7). Quantitatively, executives were characterized as seeing CSR as a cost, with middle managers having to spearhead initiatives (Table 4.10). This inference is that strict executive buy-in and strategic alignment limit the embedment of CSR in organizational culture, in line with the findings of Katamba et al. (2012) regarding inadequate leadership in African CSR contexts.

Objective 3: To establish ways to encourage organizations to develop or improve CSR strategies and programs

Government incentives, policy clarity, and capacity-building are the main drivers to promote the implementation of CSR. Quantitatively, 80% of the respondents preferred government incentives, 75% prefer raising awareness regarding CSR, and 70% stressed policies of clarity (Table 4.5). Likert-scale measurement showed high consensus on government policies ($M = 4.20$, $SD = 0.74$) and training ($M = 4.15$, $SD = 0.85$) (Table 4.6). A policy-training relationship ($r = 0.55$, $p < 0.001$) characterized their connection (Table 4.7). Incentives, guidelines, and taxes were identified by respondents as motivators to induce CSR qualitatively (Table 4.10). External support and internal capacity development were main drivers and conclude that the chi-square test ($\chi^2 = 18.50$, $p = 0.018$) verified industry-specific investment differences (Table 4.8). This consequently concludes that external support and internal capacity building are major drivers, confirming Nyoro's (2015) call for policy-influenced CSR in Africa.

6.3 Recommendations

- ✓ **Recommendation 1: Create Government Incentives for the Adoption of CSR**

In line with 80% of the respondents confirming that the government incentives were a major motivator (Table 4.5), governments such as the Ministry of Commerce, Trade, and Industry can create tax holidays and grants for organizations embracing CSR initiatives. This would alleviate cash shortage (75% said they did not have sufficient resources, Table 4.2) by alleviating social investment burden, which would motivate private company limiteds (80% of the sample) to arrange for CSR. Nyoro (2015) concurs, further clarifying that budgetary stimulus in African contexts elicits CSR adoption. This conforms with Moon's (2007) hypothesis that public policy induces CSR behavior, motivating sustainable behavior and enhancing social value added in Zambia's private sector.

✓ **Recommendation 2: Embed CSR Policy Frameworks in Organizations**

As 70% of the respondents reported vague CSR strategies/policies (Table 4.2) and qualitative themes reflected ad-hoc activities (Table 4.10), private organizations are recommended to develop suitable CSR policies as per their core strategies. Top management (65% managers, Table 4.1) must establish frameworks indicating CSR goals, budgets, and monitoring mechanisms. This would seal policy loopholes by giving proper guidance, making programs effective and sustainable. Jamali and Mirshak (2007) mention the point that formal policies facilitate CSR institutionalization in the developing world in order to enable increased strategic integration and stakeholder involvement in the private sector in Lusaka.

✓ **Recommendation 3: Increased Leadership Training on the Benefits of CSR**

Since only 40% of the respondents reported support from top-level management (Table 4.4) and qualitative data revealed lack of interest from executives (Table 4.10), there is a suggestion that industry associations, i.e., the Zambia Chamber of Commerce and Industry, organize CSR leadership training workshops for executives (e.g., CEOs, general managers, 5% of the sample). These must highlight CSR's long-term benefits, i.e., reputational capital and stakeholder trust. This would address poor commitment by the establishment of executive buy-in, as corroborated by Katamba et al. (2012), whose findings established that leadership training initiates CSR priority. This would augment complementing organizational alignment and CSR adoption in Zambia.

✓ **Recommendation 4: Enhance Industry-Specific CSR Benchmarking**

The significant chi-square test of 18.50 and corresponding significance level of $p = 0.018$ of sector of industry and CSR investment (Table 4.8) and 40% citation to industry peer pressure (Table 4.5) suggest sector-level benchmarking of CSR must be ensured by industry associations. ZACCI workshops, for example, can ensure financial (15%) and service (55%) sectors (Table 4.1) learn best practices. This would rectify industry imbalances with competitive CSR adoption because Tembo et al. (2024) acknowledge that public exposure drives CSR. This underscores growth in sector-level CSR involvement and information exchange in Zambia.

6.4 Limitations of the Study

The study was tainted by certain limitations that are bound to affect generalizability. The population was limited to 120 senior management personnel and 25 private sector organization respondents in Lusaka, which may not be generalizable to rural public or public sector firm opinion. Time limitations excluded the collection of longitudinal data, thus unable to examine CSR trends through time. Resource limitations excluded a cross-sectional design using self-reported data, which can capture response bias (e.g., social desirability when ranking CSR). Private limited company focus (80%) may not be able to extend to partnerships or religious communities at all. The limitations necessitate care in generalizing outside of urban, private-sector settings in Zambia, but mixed-methods design lends credibility of the study within context.

6.5 Directions for future Research

Later research can analyze longitudinal studies to find out trends of temporal CSR adoption patterns over a period. This would be useful to monitor trends in CSR barriers, activities, and impacts over time, especially following economic reforms, the passing of new legislation, or policy interventions in Zambia. The research design would avoid the weakness of the current research's cross-sectional analysis because it would produce less timely information on the over-time CSR adoption and performance trends and therefore allow more safe policy-relevant inferences.

Cross-sectional comparison between urban and rural private firms is also advised. Cross-comparison between Lusaka and rural areas, researchers can observe concerns, resources, and stakeholder expectations for particular environments. This would not only detect region-level difference but also make the maximum overall generalizability of CSR activities for various socio-economic settings in Zambia. Comparative studies would make it easy to articulate more universal and responsive CSR policies and practices at the local level.

6.6 Chapter Summary

This chapter ended the research of CSR challenges among Lusaka's private companies, reconciling findings with research objectives on examining obstacles, organizational factorization, and motivational measures. Major conclusions comprise financial and policy barriers (Objective 1), leadership commitment deficits (Objective 2), and government incentives and training (Objective 3). Policy recommendations for policymakers, private companies, and industry bodies provide sustainable measures in promoting CSR adoption. Notwithstanding the limitations, including the urban bias and cross-sectional nature of the study, the research adds meaningful contributions to Zambia's private-sector CSR, adding value to stakeholders in enhancing sustainable practice. The results provide a basis for future research and policy-making to further CSR in Zambia and other comparable African nations.

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Appendix A: Informed Consent

Informed Consent Form

Study Title: Challenges of Implementing Corporate Social Responsibility Programs in Private Organizations in Lusaka, Zambia

Researcher: Asha Hakoola, University of Lusaka

Purpose of the Study: The purpose of this study is to analyze problems private organizations have in implementing CSR programs, identify organizational factors that deter adoption, and develop mechanisms for promoting CSR development. Your response will entail primary information on CSR practice in Zambia.

Procedure: You are invited to fill in a survey (around 15 minutes) or a semi-structured interview (around 30 minutes). You can fill in the survey by responding to a Google Forms questionnaire, and the interview will be done as a face-to-face or phone interview with audio recording (if you are fine with it).

Voluntary Participation: Participation is voluntary. You may refuse or withdraw at any time without penalty. Failure to participate will not have any adverse effect on your relationship with your organisation or with the University of Lusaka.

Anonymity and Confidentiality: Yes, the responses will be kept confidential and used only for research. No identifying information (e.g., name, worker number, organization) will be requested or provided. The data will be kept confidential and will only be accessed by the researcher and University of Lusaka authorized personnel.

Risks and Benefits: None foreseen. Your feedback can contribute to better CSR practices in Zambia that can benefit organizations, policymakers, and society.

Consent: Signature below acknowledges that you have read and comprehend this form, have been given an opportunity to ask questions, and willingly agree to participate.

Participant Signature: _____ **Date:** _____

Appendix B: Survey Tool

Dear participants,

I am Asha Hakoola, a postgraduate student in the University of Lusaka, carrying out a research study on the Challenges of Corporate Social Responsibilities in Zambia. The research paper is required for the partial award of Masters of Science in Human Resource Management (MAHRM) in the School of Postgraduate studies. You are chosen to be included in the study and you must provide genuine responses that will show an authentic picture of the study. The research is academic and everything you will be providing will be treated with utmost confidentiality and anonymity for academic purposes. You will, therefore, not be asked to provide personal information that may result in identification disclosure. You are at liberty to participate voluntarily.

For inquiries, please use the undersigned.

The Research Supervisor: Dr. Mushibwe, E-Mail: christinemushibwe2@gmail.com

Instructions:

1. The questionnaire is close ended questions and section Five is interview guide with open ended questions. Answer the questions by placing your answer in the appropriate box or marking your answer on the space given. Do not sign your name.

Section A: Demographic information

Please tick (✓) the appropriate option.

1. Gender

- Male
- Female
- Prefer not to say

2. Age group

- Below 25

- 25–34
- 35–44
- 45–54
- 55 and above

3. Highest educational qualification:

- Diploma
- Bachelor's Degree
- Master's Degree
- Doctorate
- Other (please specify):

4. Position in the organization

- Chief Executive Officer
- General Manager
- Manager
- Other (please specify):

5. Years of service in the organization

- Less than 1 year
- 1–3 years
- 4–6 years
- 7–10 years

- More than 10 years

6. Type of industry of your organization

- Service
- Manufacturing
- Retail
- Wholesale
- Other (please specify):

7. Type of your organization

- Sole Proprietorship
- Partnership
- Private Limited Company
- Cooperative
- Other (please specify):

8. Number of employees in your organization

- Less than 10
- 10–39
- 40–69
- 70–99
- More than 100

Section B: Awareness and understanding of CSR

1. Are you familiar with the term CSR?

- Yes
- No

2. Does your organization have a formal CSR policy or program?

- Yes
- No
- Not sure

3. How would you rate your understanding of your organization's CSR initiatives?

- Very good
- Good
- Fair
- Poor

4. Does your company undertake CSR activities in areas such as education, culture, sports, health, poverty reduction, community disasters, etc.?

- Yes
- No
- Not sure

5. If yes, what percentage of revenue does the company invest in CSR or community programs?

- Less than 1%
- 1 to 2%

- 2 to 5%
 - More than 5%
 - Other (please specify)
-

6. What types of CSR initiatives has your organization implemented? (Select all that apply)

- Environmental sustainability
 - Community development
 - Employee engagement
 - Philanthropy
 - Other (please specify)
-

Section C: Challenges and factors hindering CSR implementation

1. In your opinion, what are the main internal factors that hinder CSR implementation?

- Lack of resources
 - Lack of support from top Management
 - Lack of organization culture supporting CSR
 - Lack of clear CSR strategies and policies
 - Other (please specify)
-

2. What external factors most significantly hinder CSR efforts?

- Poor government policies & regulations
 - Harsh Economic conditions
 - Community expectations
 - Other (please specify)
-

3. What factors would encourage your organization to develop or improve CSR strategies and programs?

- Government incentives or support
 - Stronger stakeholder pressure (e.g., customers, community)
 - Increased awareness of CSR benefits
 - Leadership training or advocacy
 - Industry peer pressure or benchmarking
 - Clear policies and frameworks
 - Other (please specify)
-

4. Who do you think should take the lead in driving CSR in your organization?

- Top management
- HR/CSR department
- Employees
- Board of Directors
- External stakeholders

- Other (please specify)
-

5. What challenges has your organization faced in implementing CSR programs? (Select all that apply)

- Financial constraints
 - Lack of top management support
 - Limited stakeholder engagement
 - Insufficient resources (human, technical, financial, etc.)
 - Other (please specify)
-

6. Which factors hinder CSR implementation in your organization? (Select all that apply)

- Lack of clear CSR strategy or policy
 - Inadequate training or capacity building for employees
 - Limited stakeholder buy-in or support
 - Insufficient regulatory framework or enforcement
 - Other (please specify)
-

7. What motivates your organization to implement CSR programs? (Select all that apply)

- Regulatory requirements
- Stakeholder expectations
- Reputation enhancement
- Cost savings

○ Other (please specify)

Section D: General structured questions

Please indicate the extent to which you agree or disagree with the following statements.

Scale:

1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Lack of financial resources limits CSR implementation.					
2.	Lack of funding is a major barrier to implementing CSR programs.					
3.	Regulatory requirements make it difficult to implement CSR effectively.					
4.	There is adequate support from top management for CSR activities					
5.	CSR is seen as a priority in the organization.					
6.	CSR is integrated into the organization's core business strategy.					
7.	There is a lack of clear CSR policies or guidelines in the organization.					

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
8.	Regulatory or government support for CSR is weak or unclear.					
9.	Clear government policies can promote better CSR practices.					
10.	CSR training for employees and leadership would improve implementation.					
11.	Challenges of CSR vary across different industries within the private sector.					
12.	The company size affects the scope and effectiveness of CSR programs in private firms.					
13	CSR implementation varies between multinational and local private businesses.					

Appendix C: Interview Guide

Interview Guide

Theme: **An examination of the challenges of corporate social responsibility implementation: A case of selected private organisations in Lusaka.**

Opening: Greetings and introductions:

I am **Asha Hakoola** a postgraduate student at the University of Lusaka undertaking a research study on the **Challenges of Corporate Social Responsibilities (CSR) in Zambia.**

The study is for academic purposes and all the information you will give will be treated as such and with utmost confidentiality and anonymity. Your decision to participate is voluntary.

I hope to use this information to help me complete my studies and also see possibilities of recommending some findings to the authorities (government, regulators, etc.).

The interview should take about 10 -15 minutes. I would like to ask you some questions about CSR. Are you available to respond to few questions?

This questionnaire consists of opened-ended questions. These interview questions are designed for key decision makers such as; senior managers and directors. The purpose of preparing these interview questions is with the assumption that a better and open responses will be given and the reliability of the data and quality may be enhanced.

Questions:

Read out the following:

(Topic) General demographic information (To be recorded)

1. Gender – Female Male
2. Are you in formal employment or an entrepreneur?
3. If so, what is your position?

4. What is your highest level of education?
5. 6 What is your profession/occupation?

(Topic) General CSR information (To be recorded)

1. Are you familiar with the word CSR?
2. What do you think are the major challenges faced by organizations in implementing CSR policies and activities?
3. What are the common barriers to CSR implementation in organizations?
4. How can organizations overcome CSR implementation challenges?
5. What strategies or support mechanisms would help organizations improve CSR implementation?
6. How can organizations balance financial performance with CSR commitments?
7. What role does leadership play in the successful implementation of CSR?
8. What are the ethical problems organizations face in CSR execution?
9. What role does government regulation play in the challenges of CSR implementation?
10. What role should policymakers and regulators play in promoting and enhancing CSR adoption among private organizations?
11. What recommendations would you give to organizations to improve CSR implementation?

Appendix D: Research Budget

Item Description	Quantity	Unit (ZMW)	Cost	Total (ZMW)	Cost
Stationery (notebooks, pens)	5	50		250	
Printing (questionnaires, consent forms)	150	5		750	
Internet (Google Forms, data analysis)	3 months	300		900	
Transport (visits to organizations)	20 trips	100		2,000	
Communication (phone calls, airtime)	3 months	200		600	
Data Analysis Softwares	1	2,500		2,500	
Refreshments (interviewees)	25	50		1,250	
Miscellaneous (unforeseen costs)	-	-		1,500	
Total				8500	

Appendix E: Timeline

Activity	Start Date	End Date	Duration
Finalize research instruments	01-Nov-24	15-Nov-24	2 weeks
Obtain ethical approval	16-Nov-24	30-Nov-24	2 weeks
Pilot testing of instruments	01-Dec-24	07-Dec-24	1 week
Data collection (surveys, interviews)	08-Dec-24	31-Jan-25	8 weeks
Data cleaning and coding	01-Feb-25	15-Feb-25	2 weeks
Quantitative data analysis (SPSS, Excel)	16-Feb-25	28-Feb-25	2 weeks
Qualitative data analysis (QRS-Nvivo)	01-Mar-25	15-Mar-25	2 weeks
Drafting Chapters 4 and 5	16-Mar-25	15-Apr-25	4 weeks
Drafting Chapter 6 and final report	16-Apr-25	15-May-25	4 weeks
Review and revisions	16-May-25	15-Jun-25	4 weeks
Final submission	16-Jun-25	30-Jun-25	2 weeks