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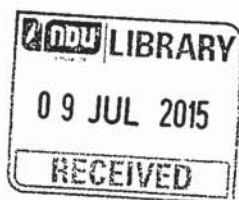
**The Lebanese Business Case for Green Economy and
Corporate Social Responsibility;
And a CSR Decision Making Model**

Submitted by:

Pierre EL HADDAD

Supervised by:

Dr. Elie Menassa



**A Thesis Submitted in Partial Fulfillment of the Requirements
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Approval Certificate

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Pierre EL HADDAD

GRADE: A+

Approved by

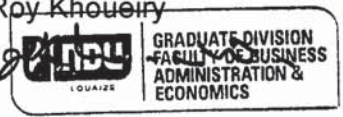
Supervisor's Name and Signature: Dr. Elie Menassa



Reader's Name and Signature: Dr. Yusuf Zgheib



Committee Chair Name and Signature: Dr. Roy Khoueiry



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DECLARATION

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**The Lebanese Business Case for Green Economy and Corporate
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Pierre EL HADDAD
Notre Dame University-Louaize, LEBANON

Abstract

Purpose – This paper has two purposes; attempting to identify a CSR decision making model and exploring the perception of Lebanese business leaders on Green Economy, CSR and their inter-relationships.

Design/methodology/approach – Qualitative and Deductive in nature, this paper uses 14 semi-structured and the thematic analysis framework to describe the perception of Lebanese business leaders in the exploratory study, and to test the developed proposition of the CSR decision making model in the conceptual research.

Findings – The findings provide evidence to confirm the CSR decision making model, and the prevalence of the stakeholder/sociopolitical theories in the Lebanese business perceptions towards CSR, while many leaders perceive their peers as not socially responsible. The CSR behavior of Lebanese business mostly extends from the basic social responsibilities of providing economic sustainability and job creation to the environmental responsibility, community and employee relationships but falls short of the strategic philanthropy of social change. A positive attitude of the business leaders towards adopting a Green Economy model in Lebanon emerged, supported by a general consensus on the government leadership essentiality in implementing CSR policies.

Research limitations/implications – Research on the conceived CSR decision making model and the relationship between Green Economy and CSR extending outside the national arena on the conceived would shed more light on the phenomena. Further quantitative research would achieve the commendable methodological mix of triangulating findings and confronting the ambiguities of CSR factors, CSR-business ethics, CSR-corporate governance and CSR-financial performance relationships.

Practical implications – At the practical level, the paper attempts to provide business leaders with a decision oriented information and management tool, and to better inform Green Economy and CSR policy making.

Originality/value – The theoretical originality of the CSR decision making model conceived in the research, and the highlighted relationship between Green Economy and CSR add to the value of the research. The application of the various CSR concepts to the local settings of cultural diversity shows that Green Economy and CSR engender shared social values and economic opportunity.

Keywords – Corporate social responsibility, Green Economy, CSR Decision making model, Business leaders.

Paper type – Research paper, MBA thesis.

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The Lebanese Business Case for Green Economy and Corporate Social Responsibility; And a CSR Decision Making Model

CHAPTER 1 Background and Motivations

**Pierre EL HADDAD
Notre Dame University-Louaize
LEBANON**

Supervised by Dr. Elie Menassa

1.1 Background

Economic growth, social equity and environmental sustainability describe a Green Economy; the disillusionment with the established economic paradigms (Attali *et al.* 2013; UNEP, 2010) and the “constant feeling of emergency” (Attali *et al.*, 2013, p. 239) commend the transition to a Green Economy which “means practicing a certain type of economy based on policies and investment that should be able to create a connection between economic development, biodiversity, ecosystem, climate change, health and welfare on the medium and long term” (Babonea and Joia, 2012, p.105). The enormous needs of society apply equally to advanced countries and developing economies (Porter and Kramer, 2013) whereas health systems reform, housing needs, aging populations, financial security, better nutrition and environmental damage are all stressing issues (Porter and Kramer, 2013); these issues add up to the defining challenge of inequality caused by rising household debt, income disparity, lagging middle class income and job creation weakness (Krugman, 2013). The previously cited dysfunctions have to be addressed in order to prevent the implosion of the global system (Attali *et al.*, 2013).

From the environmental perspective, the anthropogenic depletion of resources and services supplied by nature is being conducted at an alarming pace, leading to unbearable economic externalities, oppressing social and income inequity, natural and humanitarian catastrophes, community antagonisms, political turmoil and military endeavors. All of them reasons for instability and economic downturn, hampering business development and

prosperity. The alarming fact comes from the call that “transgressing one or more planetary boundaries may be deleterious or even catastrophic due to the risk of crossing thresholds that will trigger non-linear, abrupt environmental change within continental-to planetary-scale systems” (Rockström *et al.*, 2009, p.2). From this viewpoint, “damage to the global environment is reaching critical levels and threatens to lead to irreversible changes in global ecosystems” (World Economic and Social Survey Press Release, 2013, p.2) and “the overarching environmental challenge is anthropogenic climate change” (World Economic and Social Survey Press release, 2013, p.2) have become unavoidable themes in public policies and international affairs as much as in any strategic business planning.

The economic value creation interpreted by a product of capital and labor fails to explain the whole of the production function. Many theories attempted to explain the considerable residual: the Schumpeterian innovation heralding technological advance; Solow’s neo-classical growth theory citing the deepening of capital and the quality of capital goods (through R&D and innovation); or the Malinvaud econometrics estimating the residual at about 50% of the aggregate. Either explanation prevailing, the residual is an intrinsic product of the firm’s management and activities, managers taking decisions and steering their companies in the competitive atmosphere of business and the customary societal context. The societal context, though specific to each organization, follows a swelling pattern demanding supplementary responsiveness and corporate social responsibility.

In the public perspective, organizations are “widely perceived to be prospering at the expense of the broader community” (Porter and Kramer, 2013), therefore an evolution in the capitalist system is required to take it in the direction of an inclusive long term view (Attali *et al.*, 2013) and a social purpose that will generate an affirmative cycle of company and societal prosperity while creating economic value (Porter and Kramer, 2013). From the business standpoint, legitimacy theory overlapping with the stakeholder theory of the firm intends “to broaden the management vision of its role and responsibilities beyond profit maximization to comprise interest and claims of non-stockholding groups” (Menassa, 2010, p.8). In this vein, corporations seek a social contract to explain the ongoing relationship between them and society as a means of legitimizing their existence (Deegan *et al.*, 2000; Shocker and Sethi, 1974) in Menassa (2010). Clearly, firms and corporations’ *raison d’être* is to survive through making profit out of limited resources. However, being legitimate “enables organizations to attract resources necessary for survival (e.g. scarce materials, patronage, political approval)” (Hearit, 1995, p.2) in Tilling (2004). Hybels (1995, p.243) states that legitimacy theory must examine stakeholders’ direct and indirect influence on the flow of resources organizations need to be established, grow and survive (Tilling, 2004). Moreover, Tilling (2004) identified stakeholders of an organization as parties controlling needed resources: (1) State: legislation, regulation, contracts, grants (2) Public: patronage, support, labor (3) Financial Community: investment (4) Media: few direct resources, substantially influencing other stakeholders.

Society as we know it is at risk of collapse. Its viability depends on our ability to design a financially, environmentally and socially sustainable economic model. Growth model economies and businesses are often cited as being at odds with the more perspicuous, socially responsible, environmentally oriented Green Economy paradigm.

In the Lebanese context, the World Bank estimated the cost of local environmental degradation on the national economy at 3.4% of GDP in 2006, and 3.9% when global environment was included (World Bank Country Environmental Analysis, 2011), while growth figures in terms of aggregate output averaged 2% between 2011 and 2012 (Lebanon, Banque du Liban, 2013). Environmental degradation impact on the national economy has most likely aggravated in the years following 2006. Another illustrative frame is water scarcity and pollution, where regional fresh water reserves and precipitations, if properly managed will cover only 40% of surrounding countries' needs by 2050, while in Lebanon it would reach 80%, and estimates of water pollution cost on the Lebanese Economy were as high as 1.08% of GDP in 2006 (World Bank Country Environmental Analysis, 2011).

Historically, the Lebanese are perceived as relying on a pronounced entrepreneurship impulse and a mercantile opportunism that define the characteristics of the economy, business and market players. These characteristics are openness, short term investments and the narrow pursuit of profit. The latter riming with the economic theory of the firm favoring shareholder interest and clearly declaring that companies owed no social debt beyond being profitable, as stated by Milton Friedman (The New York Times

Magazine, June 1970). Whereas switching to Green Economy implies creating a “framework for promoting sustainable development on long terms” (Babonea and Joia, 2012, p.106).

The crucial transition to a Green Economy assuring sustainability of resource effluence, social stability, financial and economic crises’ mitigation rely on multiple policy instruments coherent with an economic strategy including legislation, regulation, incentives and awareness building. Policy Making in the Real World Report Executive Summary, issued by the Institute of Government of the UK (2011, p.12) states that “good policies emerge from a combination of the political (mobilizing support and managing opposition, presenting a vision, setting strategic objectives) and the technocratic (evidence of what works, robust policy design, realistic implementation plans)”. To the same extent, Leiserowitz (2006, p.45) declares “public risk perceptions are critical components of the socio-political context within which policy makers operate.”

It becomes clear that any Green Economy policy making and subsequent investment incentivization in Lebanon, should primarily rely on a representative research of the perception of market players of what a Green Economy stands for, their interpretation of its challenges and opportunities, and pertinently organizations’ responsibilities towards stakeholders or simply shareholders, as much as what should be achieved through the intended policies.

The present research is limited in scope and resources. It is unable to confront the issue of combining Decision Usefulness (Utilitarian) and

Economic (Rights) theories of the firm with the Social-political (Justice) theory, in order to come up with an economic construct favoring environmentally and socially sustainable business models in Lebanon. It covers only the one aspect of better understanding what spurs units of analysis in our broader quest for prosperity and equity. It is motivated by a firm belief in what Messarra (2013) expressed, that a vigilant citizenship and the active involvement of civil societies, advocating government and governance betterment, lead to incremental change towards re-aligning the socio-political issue in Lebanon from a power struggle towards the effective management of public endowments, the republican essence. A responsibility the researcher is literally assuming by advocating environmental culture, humanistic values and social equity through founding and presiding over an active non-governmental organization and anchoring a live environmental awareness radio program. In the willful quest towards a sustainable future, the present paper marks a milestone for further research.

1.2 Aims of this study and research questions

The primary objective of this research is to investigate the perception of business influencers and primary recipients about the socially responsible business model. Mapping preconceived interpretations of purposive respondents, serves to identify cores of support and cores of opposition, in view of designing robust arguments and policies, and implementing them through realistic planning. The present research is based on the perspective that successful policies are grounded in the legislative (legislation and

regulations), operational (Incentives) and personal (awareness). It attempts to examine the following:

- In recent years, the Lebanese economy exhausted substantial opportunities, but still faces monumental challenges. Untapped opportunities to steer the economy towards long term prosperity, might lie in the paradigm of Green Economy defined by economic growth, resource sustainability and social equity. Mapping of business leaders on Green Economy thinking segregates proponents from opponents of the concept.
- Lebanese ethnological personality studies lack substantially (Messarra, 2013). While short term investments and the narrow pursuit of profit seem to define the Lebanese business personality, social solidarity patent in family, religious and propinquity circles, is a vastly common trait of the social personality. Investigating the perception of research respondents concerning business liability, whether extending to societal stakeholders or conversely being limited to the fiduciary benefit of owners, serves to design effective policies.
- Consequently, respondents' perception of potential idiosyncratic strategic advantages benefiting Corporate Social Responsibility adhering businesses in legitimizing their existence, edging on non-adherents in terms of resource effluence, improves the focus of business strategists.
- Finally, understanding the cues and outcomes as perceived by the target population serves to depict a potentially generalizable CSR decision making model.

The purpose of the present research is to deliver a holistic analysis of direct influencers and recipients of intended Green Economy and CSR policies in Lebanon. The body of Green Economy and corporate social responsibility research in Lebanon is thin, therefore the practical implications of this study stretch from completing a fundamental milestone in mapping the caucus for an effective and efficient policy making, to highlighting sensible sectors where future research will be needed to advance the benefits of adopting the recommended constructs.

The remaining chapters are organized as follows: chapter 2 covers the literature review including the theoretical perspectives; chapter 3 expands on the adopted methodology starting with the philosophical dimension and reasoning approach, the population and sampling procedures, the research methodology and strategy, the data collection tool and the conceptual framework; chapter 4 exposes the analysis and findings starting with the analysis processes followed by the generation of the code book and its use, and the relationship between the conceptual framework and findings; chapter 5 summarizes the research, concludes the results and elaborates on issues of reliability, validity, limitations, and practical and theoretical contributions.

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CHAPTER 2 Literature Review

2.1 Introduction

The constant evolution of social sciences is the result of a critical approach synthesizing previous studies and a cumulative knowledge building on various epistemological views of research. The extensive literature review included herein offers a solid background enclosing, comparing, contrasting and evaluating extant research. It serves to identify the main theories in the field, gaps in the theory and the factors to include in the conceptual framework of the present research. The elaborate discussion of literature brings focus to our reasoning in the direction of relevant, current and original research elements. The second paragraph will go through the theoretical underpinning that will highlight the various perspectives in the literature brought forward in the third paragraph. The conceptual framework adopted for the research will complete the present chapter's outline.

2.2 Theoretical underpinning

Social values, historical path, societal development and ethnography all shape the economic construct of countries, leading to the development of a variety of national systems: the "Washington Consensus" focusing on free trade and free market role (Stiglitz, 2003; Rodrik, 2004), or the "National Systems of Innovation"- "Varieties of Capitalism" approach comprising various institutional and organizational characteristics such as relations between governments, business, banks and labor, and the existence of complementary organizations such as universities (Freeman 1995, Jackson and Deeg

2006) or the “East-Asian” approach where governmental intervention leads development (Chang 2002, Shapiro and Taylor 1990) in Boulouta and Pitelis (2014). The constant feeling of emergency (Attali *et al.*, 2013) caused by the disillusionment with the prevailing economic paradigm, and the sense of fatigue emanating from the many recent crises, gave strength to the Green Economy concept (UNEP, 2010). Economies are constantly threatened with a systemic collapse and face the challenge of rethinking their paradigms to make a transition in the direction of sustainability, implicating the government and private sector (Babonea and Joia, 2012), towards a “Green Economy” that maintains growth while preserving resources and social equity. In the same vein, the tertiary Lebanese economy and the “Lebanese system” rising since the 19th and 20th century, characterized by peripheral capitalist development and weak state authority, benefiting a mercantile-financial bourgeoisie along with a small political-bureaucratic elite (Gates, 1989) over-stretch its social resilience and environmental sustainability (World Bank Country Environmental Analysis, 2011).

Research regarding the paradigm shift required to resolve the current crisis and avoid collapse, is still in its infancy, only recently had it floated into public disclosures (UNEP, 2010) with varying names like Green Economy (Babonea and Joia, 2012), Positive Economy (Attali *et al.*, 2013) and Federative Economy, all drawing on firms incorporating social responsibility and environmental sustainability in the business

model and the finance model (Scholtens, 2006). Traditional concepts are re-written into new descriptions, such as Competitiveness defined by the European Commission as sustained rise in the standards of living (EC, 2008, p.15) in the frame of Europe 2020 strategy objective for smart, sustainable, and inclusive growth (Boulouta and Pitelis, 2014), or as a “nation’s ability to produce, distribute and service goods in the international economy while earning a rising standard of living” (Scott, 1985, p.14). The more elaborate descriptions of the paradigm shift are: (a) Positive Economy that was written by a group of experts presided by Jacques Attali (2013) proposing economy-targeted and society-targeted recommendations, taking into consideration social and environmental factors to restore long term sustainable development, and (b) Green Economy that was described by Babonea and Joia (2012) as maintaining growth while reducing the environmental and social deficit. The latter description is in line with the United Nations definition of Green Economy described as a result of “improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities” (UNEP, Green Economy Report, 2011). Green Economy description and name will be retained throughout the research.

Mounting evidence supports that there is no tradeoff between Green Economy and economic growth and job creation (UNEP, Green Economy Report, 2011), but ambiguity remains in the relationship between the Green Economy construct and corporate social responsibility (CSR) defined herein as the responsibility of business to

survive by maintaining profitability while addressing the challenge of improving the social states of stakeholders and preserving natural resources. CSR has gained a strategic importance in many governments agendas but “has not been conceptualized on the macro-economic level” (Boulouta and Pitelis, 2014), which points to a gap in the theory linking Corporate Social responsibility and Green Economy. From the firms perspective, The World Business Council for Sustainable Development (WBCSD) reports on business perception of corporate social responsibility (CSR) as “a continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large” (WBCSD, Making Good Business Sense report, Holme and Watts, 2000). From governmental and inter-governmental standpoints, CSR addresses both competitive interests of business and the interests of wider society (UK Government, Business innovation and Skills Report, 2008, p. 5) and is defined by the EU Commission beyond the “responsibility of enterprises for their impacts on society” to maximizing the shared value for society at large” (EC, 2011) in (Boulouta and Pitelis, 2014).

The corporate behavior can be ranked from socially irresponsible, to compliant with laws and regulations, to conform to social responsibility norms, upgrading to a socially responsible behavior, internalizing the values of social responsibility and forming a socially proactive behavioral attitude. But social responsibility is a dynamic concept, continuously changing along the perceptions of communities about

moral values. The evolving social paradigms and demographics, the empowerment of previously underprivileged social groups, the ramping culturally rich diversity within society, the technological proliferation and outreach, and the global exchange and porous frontiers are all adding to the celerity of change. The same is true about corporate social responsibility, where “community expectations are not considered static, but rather, change across time thereby requiring organizations to be responsive to the environment in which they operate. An organization could, accepting this view, lose its legitimacy even if it has not changed its activities from activities which were previously deemed acceptable (legitimate)” (Deegan et al., 2002).

Corporate social responsibility finds its roots in the early environmental concerns of the eighteenth century (Smith, 1993, p.172) in (Turker, 2009), and has a wide and extending body of research that studied a vast variety of aspects of CSR. Yet many facets remain unclear, un-researched or controversial. The multitude of theories attempting to explain corporate social behavior can be grouped under two main debates: The first debate opposes the (a) Shareholder theory stating that companies have no other responsibility except being profitable (Friedman, 1970), to the (b) Stakeholder theory (Freeman and Reed, 1983) advancing that companies need to legitimize their existence (Menassa, 2010) through CSR to assure resource effluence (Tilling, 2004). The second debate proposes three broad groups of theories (Gray *et al.*, 1995), the (i) Utilitarian (Decision usefulness) theory that assigns price tags on socially oriented decisions (West, 2004)

overlapping with the (ii) Economic theories based on the legal rights of the firm (Shaw, 2010), and anchored in the Positive Accounting theory and Agency theory (Gray *et al.*, 1995), opposing the third broad group of the (iii) Social-Political theories rooted in Kantian philosophy. Stakeholder theory and Social-Political theory hold the 'social contract' as central to companies legitimizing their existence (Deegan *et al.*, 2000).

Shareholder Theory vs. Stakeholder Theory

First introduced by Milton Friedman in his 1962 University of Chicago Press book "Capitalism and Freedom", Shareholder theory posits that funds advanced by stockholders are spent by managers in ways authorized by the former (Smith, 2003) and intrinsic to the principal-agent relationship (Mansell, 2013). Echoed by other scholars like Goodpaster (1991), Sternberg (2000, 2004), and Marcoux (2003), the most influential shareholder theorist remains Friedman asserting that the only social responsibility of business is to "engage in activities designed to increase its profits so long as it engages in open and free competition, without deception or fraud" (Friedman, 1962). Based on deontological principles, Shareholder theory views non-shareholders as solely 'means' to the 'ends' of profitability (Smith, 2003), serving the ultimate goal of maximizing the financial value of shareholders. This theory is still widely accepted among numbers of managers (Mansell, 2013), though acceptance varies significantly across cultures of capitalism (Hampden-Turner and Trompenaars, 1993). Shareholder

theory has been challenged from a wide range of ethical perspectives (Mansell, 2013) anchored in the concept of 'legitimacy' and 'social contract' leading to the opposing Stakeholder theory.

The Stakeholder theory was originally approached by business strategists that elaborated the terms 'Wide Sense of Stakeholders' and 'Narrow Sense of Stakeholders'; the first being "any identifiable group or individual who can affect the achievement of an organization's objectives. This definition allows the analysis of all external forces and pressures whether they are friendly or hostile." The 'Narrow Sense of Stakeholders' is defined as any identifiable group or individual on which the organization is dependent for its continued survival (Freeman and Reed, 1983). Building on a Stanford research institute (1963) reference to stakeholders as "those groups without whose support the organization would cease to exist", stakeholder strategists unified the non-synonyms, 'Responsibilities' and 'Objectives' in a "Stakeholders Theory of Objectives" (Corporate Strategy, Ansoff, 1965), leading to two processes (a) Stakeholder Strategy Process, relying on behavioral analysis, actual and potential (How can they help? How can they prevent organizational objectives achievement?), and (b) Stakeholder Audit Process: a systematic method to identify stakeholders and assess the effectiveness of current organizational strategy (Freeman and Reed, 1983).

With years of practice and research, Stakeholder theory has "evolved from a corporate-centric perspective into a more comprehensive research field which addresses business-society relations" (Steurer,

2006) and came to define “the constituency of a corporation as a person or group that can affect or is affected by the achievement of the organizations’ objectives” (Adhikari *et al.*, 2005, p.126). Stakeholder theory asserts that “managers have a duty to both the corporation’s shareholders and individuals and constituencies that contribute, either voluntarily or involuntarily, to wealth-creating capacity and activities, and who are therefore its potential beneficiaries and/or risk bearers” (Post *et al.*, 2002). Stakeholder theory redefined the responsibilities of managers, who became agents of stakeholders, and their duty is “to ensure that the ethical rights of no stakeholder are violated and to balance the legitimate interests of stockholders when making decisions” (Smith, 2003). The revisited principles for the nexus of directors’ legal responsibilities became “a Duty of Care (towards non-shareholders) and a Duty of Loyalty (towards shareholders)” (Ellsworth, 2002, p.348).

From the Shareholder theory side, the assertion by Friedman that the managers’ duty to increase the wealth of stockholder by engaging in activities is confined within the limits of what is socially acceptable, paved the way for scholars to re-interpret the theory. The Shareholder theory view of the managers ‘duties of right’ towards stockholders, could be reconciled with their ‘duties of virtue’ towards non-stockholders (Mansell, 2013), and with Smith (2003) assuring that the “enlightened self-interest” of managers in Shareholder theory leads to the long-term orientation of the stakeholder views, both theories seem to come closer.

Utilitarian Theory and Economic Theory vs. Social-Political Theory

Empirical and perceptual research investigating Corporate Social Responsibility framed the related theories into three main groups describing the relationship between society and organizations: (1) Decision-usefulness (Utilitarian) theory, (2) Economic theory anchored in the Positive Accounting theory and Agency theory, and (3) Social-political theory (Gray *et al.*, 1995).

Utilitarianism claims that the morally correct action is the action that produces the most good (Stanford Encyclopedia of Philosophy). It is perceived in its consequentialist (Decision-usefulness) approach to business ethics accounting for the sum of the positive or negative consequences -or utilities- of any corporate decision on all social agents. This approach is credited with the impartial view regarding the consequences of business decision making on all social tenants, but impaired by its inability to deal with the rights (legal and moral rights) and justice dilemmas. "However mis-specified and under-theorized it may be, the decision-usefulness literature has had the potentially important effect of raising the visibility of non-financial, non-economic factors" (Gray *et al.*, 1995, p.51). The Utilitarian approach should not to be confounded with self-interest, with its basic principles taking into consideration (a) the consequences on all social agents, (b) the immediate and all foreseeable consequences, and (c) the comparison of consequences between all decision alternatives.

Ford Pinto's emblematic case illustrates Utilitarian reasoning when in the late seventies Ford Motor Company, under pressing market circumstances and bleak prospects, took the decision to maintain the original hazardous gas tank design of the new Pinto instead of modifying it. The design modification would have cost its customers base about three times the "legal" cost of potential life loss, injuries, and material damage (Hoffman, Case Study: The Ford Pinto, 2012).

Economic theories drawing on empirical research revealing real-life practice of business shored on the Positive Accounting theory and subsequent Agency theory. Unlike normative theories that prescribe the proper ethical conduct, Economic theories try to describe and foresee managers' decisions. Positive Accounting theory views firms as the aggregate of their contractual engagements, Jensen and Meckling (1976) in Jensen (1983, p.326) posit that "it is productive to define an organization as a legal entity that serves as a nexus for a complex set of contracts (written and unwritten) among disparate individuals". It assumes companies to be organized efficiently (i.e. maximizing firm value) to reduce the costs of their contracts stipulated in terms of hard accounting information and financial ratios. In fact "systems present within the organization of the firm allocate decisions among managers, measure, reward and punish managerial performance" (Watts and Zimmerman, 1990, p.113). In its purely materialistic perspective, Positive Accounting theory favors opportunistic decision making. The subsequent Positive Agency

theorized by Fama (1980) advances the “irrelevance of the ownership of the firm” especially in large publicly owned corporations, and “addresses the potential lack of alignment of goals, preferences, and actions between agents (managers) and principals (shareholders)” (Gerhardt *et al.*, 2010, p.1030). It results that the principle tenets of Economic theories: (a) not concerned with what “should be”, (b) defer “all wisdom to allegedly free markets” and (c) in line with “the central assumption that all actions are motivated by a morally degenerate form of short-term self-interest” (Gray *et al.*, 1995, p.52).

Social-Political and Legitimacy theories address the “central issue of organization-society relation and recognize the corresponding structural inequities” (Gray *et al.*, 1995, p.53). Rooted in the Kantian ethics advancing the categorical imperative of always treating human beings as “ends”, and the ‘imperfect’ duty of the “contractual obligation to further the interests of the shareholders where these interests ought to not include just capital gains and dividends but also the happiness and well-being of the corporation’s non-share owning stakeholders” (Mansell, 2013, p.584), adding to the ‘perfect’ duty of respecting the freedom of others (Mansell, 2013). In Social-Political theories companies strive to legitimize their existence through holding the ‘social contract’ (Rousseau; Locke) as central to their existence (Deegan *et al.*, 2000). In fact, the consent of social constituents to the organizational behavior confers legitimacy that generates stability and support. Legitimacy introduced by Max Weber, evolved in the

Legitimacy theory of the firm to a two-part typology of (i) cognitive legitimacy and (ii) sociopolitical-moral and regulatory-legitimacy (Aldrich, 1999), and developed to a three basis system of legitimacy (i) regulative system, (ii) normative system and (iii) cultural-cognitive system, based on the three pillars of institution (Scott, 2001). Legitimacy theory posits that businesses are bound by the social contract in which the firms' actions "are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions" (Suchman, 1995, p.574), in return for approval of its objectives and other rewards, and this ultimately guarantees its continued existence. Managers are concerned with the continuity of their businesses (Gray *et al.*, 1995), therefore they seek society's approval of their social strategies and activities, since being legitimate "enables organizations to attract resources necessary for survival (e.g. scarce materials, patronage, political approval)" (Hearit, 1995, p.2). From the empirical and pragmatic standpoints, the argument is that good models in legitimacy theory must examine the relevant stakeholders, and how "each influences the flow of resources crucial to the organizations' establishment, growth, and survival, either through direct control or by the communication of good will" (Hybels, 1995 , p.243). Legitimacy assessment needs to concentrate on measuring it in terms of the resources stakeholders provide (Tilling, 2004). The definition of stakeholders will be briefly discussed in what follows.

The Stakeholders

Classification methods underpinning quantitative, qualitative, academic or professional research on stakeholders have mostly taken a conceptual rather than an empirical approach resulting in a stakeholder group typology. Generally, the theory on stakeholders defines the constituents of a corporation as any person or group that can have effect or be affected by the organizations' endeavor (Adhikari *et al.*, 2005). Historically stakeholder definitions derived from business practitioners with General Electric Company identified, during the great depression, four major stakeholder groups: shareholders, employees, customers, and the general public, then Johnson & Johnson's president in mid twentieth century listed 'strictly business' stakeholders as customers, employees, managers, and shareholders (Preston, 1990) in (Clarkson, 1995). Conceptual elaboration followed: from a stakeholders' angle, Clarkson (1995, p.106) defined the latter as "persons or groups that have, or claim, ownership rights, or interests in a corporation and its activities, past, present, or future". From the organizations' angle, two stakeholder groups are differentiated (i) "Primary stakeholder group without whose continuing participation the corporation cannot survive (shareholders and investors, employees, customers, and suppliers), and (ii) Public stakeholder group (the governments and communities that provide infrastructure and markets, whose laws and regulations must be obeyed)" (Clarkson, 1995, p.106). A more general approach considers a stakeholder as an entity that has "to present at least one out of three stakeholder attributes: power, legitimacy and urgency" (Mitchell *et al.*, 1997) in Santana (2012,

p.257). Nevertheless, a common attribute to all stakeholder definition is that a stakeholder represents a legitimate object of managerial and organizational attention (Phillips, 2003). Legitimacy in stakeholder research was picked up by Phillips (2003) segregating Normative stakeholders (based on direct moral obligation) from Derivative stakeholders (based on the power to help or harm the organization), and Mitchell *et al.* (1997) identifying legitimate and 'dangerous' or 'dormant' stakeholders who have no legitimate relationship but are able to affect the corporation. A more practical categorization of stakeholder groups came from business commissioned research based on two crucial questions: whom business should talk to? And why should business talk to them? (WBCSD, Holme and Watts, 2000). Considering their legitimacy (stakeholder interest in corporation's issues), contribution (in making business more responsible), influence (on business or other stakeholders), and outcome (of stakeholder engagement in the long run), stakeholder groups became nine: Company owners/Shareholders/Investors, Employees, Customers, Business partners, Suppliers, Competitors, Government Regulators, NGOs/Pressure groups/Influencers, Communities. Of the many typologies of stakeholders emerging from theory, and because of its plausibility, comprehensiveness and practicality, the present research adopts the "critical organizational stakeholders" classification defined by Tilling (2004) and the resources they control: (1) The state (Contracts, grants, legislation, regulation, tax), (2) The public (Patronage as customer, support as community interest, labor, (3) The

financial community (Investment), (4) The media (few direct resources, however can substantially influence the decisions of other stakeholders). Although cogent, the undergone classifications invite further research in the area of investigating the taxonomy of stakeholder groups and comparing it with the typology framework, particularly in the Lebanese context.

Corporate Social Responsibility and Corporate Ethics

There is an ecological interdependence between society and the enterprise. Society needs business to prosper, civilize and advance, and corporations prosper in a thriving and inclusive environment, which warrants the two rationales standing behind the social responsibility of business: (1) the Instrumental rationale, and (2) the Normative rationale. The Instrumental rationale derives from the need for firms to survive and prosper through exploiting, in the bottom line of financial performance, their organizational resource stemming out of responsiveness to societal stakeholder. The Normative rationale follows the ethical obligation to respect stakeholders and humane values. Corporate social responsibility covers corporate ethics and a wide range of corporate issues such as plant closures, employee relations, human rights, community relations and the environment (Moir, 2001). The assessment of corporate social performance, as defined by large European companies, uses input, output, outcome, and process indicators of ethical performance, as well as workplace climate, marketplace, environment, community and local economic

development, and human rights indicators (CSR Europe, 2000). Their reporting guidelines look at the area of ethics and the areas of workplace (employees), marketplace (customers, suppliers), environment, community, and human rights (CSR Europe, 2000). Therefore Corporate Social Responsibility and Corporate Ethics are not the same: CSR is a generalization of good practices, while business ethics are a guideline view of moral standards. This view is supported by Carroll (1999, p.283) stating that CSR is inclusive of ethics and that “the social responsibility of business encompasses the economic, legal, ethical, and discretionary (philanthropic), expectations that society has of organizations”. Therefore, ethics as the common sense to live and prosper, short of harming others, and deriving from the dynamic perception of humane moral values, are but one part of the social responsibility of business, the normative dimension, that should guide the responsiveness of corporations to society’s expectations whether Reactive, Accommodative or Proactive -as opposed to being defensive- (Wartick and Cochran, 1985 in Clarkson, 1995). Legitimacy of corporations is an organizational resource that CSR attempts to mine inside society by applying the principle of “Fairness”, and to capture its value in order to compete and survive (Phillips, 2003).

A multitude of definitions of CSR arose from theory, the concentric core of social responsibility and nuances advanced by various authors are comprehended by the following definitional statements: “CSR is the configuration of the principles of social responsibility, processes of social responsiveness, and policies, programs and observable

outcomes as they relate to the firm's societal relationships" (Wood, 1991); the World Business Council for Sustainable Development (WBCSD) added a macro dimension by defining CSR as "a continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large" (Holme and Watts, 2000, p.8). A more general approach states the aim of CSR as "to create higher and higher standards of living while preserving the corporation, for people both within and outside the corporation" (Hopkins, 2003, p.1); while the British Government added a compliance and legal overtones to the context by defining CSR as "the voluntary actions that business can take, over and above compliance with minimum legal requirement, to address both its own competitive interests and the interests of wider society" (UK Government, Business Innovation and Skills, 2008, p.5). The EU Commission approach reflected the importance of value creation by adopting the definition of CSR as "the responsibility of enterprises for their impacts on society, with the aim of maximizing the creation of shared value for all stakeholders and society at large" (EC, 2011). Surfacing in all explanations is the notion that "organizations seek to establish congruence between the social values associated with or implied by their activities and the norms of acceptable behavior in the larger social system in which they are a part" (Tilling, 2004).

The essence of CSR is to concentrate on the common good, while seeking the organizational bottom line as *raison d'être* and justification

for companies that should go about “the art of doing well by doing good” (Economist, 2005), combining business economic management, social equity and environmental sustainability (Henderson, 2001) in Aguilera *et al.* (2007). The “profit of values” concept (UNIAPAC, CSR Protocol for a Comprehensive Management of Enterprises, 2009) emboldens three CSR values (i) the centering of the person and inclusion of all stakeholders, (ii) social values and humane principles and (iii) sustainability.

Finally, it becomes clear that Corporate Social Responsibility is a willful investment commanded by norms of ethical behavior; that has societal benefits and financial return on the long-run; and that is advised by stakeholder expectations and responsiveness. CSR is the generalization of corporate best practices beyond short-termism, and has the attribute of being self-nurturing in the sense that socially responsible actions grow firms’ long term financial prospects, and tend to enhance the social juncture and stakeholder expectations, leading to higher corporate social performance.

Factors of Corporate Social Responsibility

The UN Global Compact approaches CSR from the dutiful perspective of business towards ten principles, grouped under four titles:

(i) Businesses should: (1) Support and respect Human rights, (2) Make sure they are not complicit in human rights abuse; (ii) Labor standards: Businesses should uphold: (3) Freedom of association and

right of collective bargaining, (4) Elimination of forced and compulsory labor, (5) Abolition of child labor, (6) Elimination of discrimination in employment and occupation; (iii) Environment: Businesses should (7) Support a precautionary approach to environment, (8) Promote environmental responsibility, (9) Develop and diffuse Environment Friendly Technology; (iv) Anti-corruption: (10) Businesses should work against corruption including extortion and bribery.

The internationalization of best practices viewed in the global CSR standards (Chen and Bouvain, 2009), offers a variety of approaches identifying the CSR factors to measure and manage. The International Standardization Organization's ISO 26000 Standard stresses on the interdependence of its seven core CSR subjects: (1) Organizational governance, (2) Labor practice, (3) Fair operating practices, (4) Consumer issues, (5) Human rights, (6) Environment, (7) Community involvement and development, with the organizational governance at the core of the system. The Global Reporting Initiative's (GRI) G4 guideline, explicates the key CSR issues as: (1) Environmental performance, (2) Labor practices and decent work social performance, (3) Human rights social performance, (4) Societal performance (including corruption and anti-competitive behavior), (5) Product responsibility. Other standards such as the AccountAbility Organization's standard AA1000 stress the inclusivity, materiality and responsiveness, while Social Accountability's SA8000 is focused on employment and working conditions (Gobbels and Jonker, 2003).

From the management perspective, the adage from Peter Drucker, “What gets measured, gets managed” illustrates the need to breakdown the concept of corporate social responsibility into identifiable and measurable elements, a subject that was conceptually and empirically approached by research. Turker (2009) theorized a four dimensional structure of CSR based on (a) Social and non-social stakeholders, (b) Employees, (c) Customers, and (d) Government. The subsequent factor analysis yielded five CSR elements: (1) CSR to society, natural environment, future generations, NGOs, (2) CSR to employees, (3) CSR to customers, (4) CSR to government, and (5) Compliance with legal requirements and tax codes. In an empirical research on corporate social disclosure, the “most commonly recurring themes in CSR reporting” (Chen and Bouvain, 2009), warranted six CSR elements: (1) Workers, (2) Customers, (3) Suppliers, (4) Community, (5) Environment, and (6) Society.

Grounded in the conviction that Compliance (with laws, rules and regulations), and Corporate Governance are both confined within the loyalty to shareholders, and duty towards stakeholders and the larger society (Analysis of Legal Statutes, Ellsworth, p.348), and that they fall under the umbrella of social responsibility, the present research espouses the following elemental categorization of CSR: (1) Community, (2) Corporate governance, (3) Diversity, (4) Employee relations, (5) Environment, (6) Human rights, and (7) Product. This categorization was elaborated and is being implemented by the CSR tracking and rating organization KLD Research and Analytics Inc.

Corporate Social Responsibility Motivation

Managers concerned with the continuity of their businesses (Gray *et al.*, 1995; Roberts, 1992) seek society's approval of their strategies and activities (Menassa, 2010), even in a shareholder wealth-maximizing framework, firms seek social legitimation in order to survive (Aguilera *et al.*, 2007) with Friedman (1970) in his utilitarian streak advising companies to adhere to the ethical expectations of society, It becomes clear that a socially responsible organizational culture and a legitimate status in society is a fundamental organizational resource for firms' survival and prosperity. The corporate social responsibility as an organizational culture is made up of factors such as ethical leadership, accountability, values, and a comprehensive framework that encourages communication of behavior expectations, also training on ethics and compliance issues, stakeholder input, and a responsive feedback loop (Weber, Business Week Online, 2009). To embark on social policies, the climate and commitment of top management is essential, which directly leads to the pivotal subject of understanding what motivates business leaders to adopt corporate social responsibility. Many theories attempt to unravel the socially responsible decision making, but not a single theory explains sufficiently the process of engaging in CSR; number of these theories does not compete nor does it contradict, each showing inherent limitations in explaining individually the socially responsible decision making. Arguably, they complete each other and catalyze a comprehensive

understanding of what spurs corporate social behavior. The theories that will be addressed are (1) the Multi-level theory of social change in organizations (Aguilera et al., 2007), (2) Rational Egoism (Woiceshyn, 2011), (3) the Theory of Planned Behavior (Ajzen, 1991), (4) Conformity, Compliance and Forming and Attitude, finally (5) the Implicit and Explicit Attitude Theory (Greenwald and Banaji, 1995; Perugini, 2005; Gawronski and Bodenhausen, 2006).

Multi-level Theory of Social Change in Organizations

This theory was built on the Multiple Needs theory by transposing theoretical constructs from the individual level to the organizational, national, and transnational levels. It defines a four level framework of elements that pressures organizations to engage, either reactively or proactively, in increasingly robust CSR initiatives” (Aguilera et al., 2007): (i) the individual level, (ii) the organizational level, (iii) the national level, and (iv) the transnational level. Studying the multiple actors at each level of analysis (e.g. employees, consumers, management, institutional investors, governments, NGOs, transnational institutions,...) and their three main motives: (1) instrumental (self-interest driven), (2) relational (concerned with relationships among group members), and (3) moral (concerned with ethical standards and moral principles), Aguilera et al. (2007) developed a matrix (Table I) identifying fifteen potential fields of sensitivity that incite managers to steer their firms towards corporate social responsibility.

Table I

CSR Motives at Multiple Levels of Analysis
(Aguilera et al., 2007)

<u>Motives</u> \ <u>Level</u>	Individual	Organizational	National	Transnational	
				Intergovernmental Entities	Corporate Interest Groups and NGOs
Moral	Need for Meaningful Existence	Stewardship interests	Collective responsibility	Collective responsibility	Altruism
		Higher-order values			
Relational	Need for belongingness	Stakeholder interests	Social cohesion	Social cohesion	Interest alignment, collaboration and quasi-regulation
		Legitimation/Collective identity (long term)			
Instrumental	Need for Control	Shareholder Interests (short term)	Competitiveness	Competitiveness	Power (obtain scarce resources)

Drawn on the research studying employee justice perception and employee perceived fairness of the working environment, affecting both employee well-being (e.g., job satisfaction, stress, health, emotion), and organizationally relevant outcomes, such as employee commitment, turnover, absenteeism, job performance, citizenship behavior, and counter-productivity (Aguilera *et al.*, 2007), the first level of analysis yielded that Individual Employees' Needs for control (instrumental), for belongingness (relational), and for a meaningful existence (moral) will lead them to exert an upward pressure on firms to engage in social change through CSR. On the second level (organizational level) of analysis, Stewardship theory suggests that organizational actors bring their personal morality-based values into the firm, which might go beyond economic interests or self-fulfillment

(Davis *et al.*, 1997) in Aguilera *et al.* (2007). Internal organizational actors', e.g. shareholders', managers', shareholder interests (instrumental), stakeholder interests (relational), and stewardship (moral) interests will lead them to exert downward pressure on the firm to engage in CSR. External organizational actors', e.g. consumers', interests (relational-collective identity, moral-higher order values) will motivate these actors to exert upward pressure for CSR. On the national and inter-governmental levels of analysis, a cumulative aggregate (national level) and a multiplicative aggregate (inter-governmental) of compensatory motives (the -instrumental- competitiveness, the -relational- social cohesion and the -moral- collective responsibility), will lead governments to pressure firms to adopt CSR policies (Aguilera *et al.*, 2007).

Another multiplicative aggregate of motives on the transnational level, will lead NGOs' need for power and to obtain scarce resources, their need for alignments/collaborations/quasi-regulations, and their altruistic needs, to exert pressure on firms to engage in CSR. The other transnational level of corporate interest groups assumed to aggregate for only instrumental (the power to obtain scarce resources) and relational (for alignments/collaborations/quasi-regulations), will equally lead to CSR oriented pressure on firms.

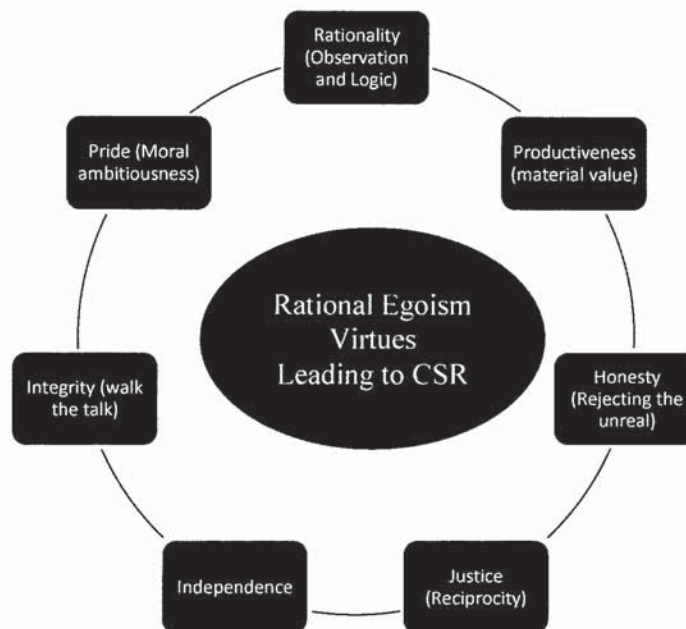
Theory of Rational Egoism in Corporate Decision Making

Rational egoism applied to ethical principles leads to corporate social responsibility. The science of decision making is dominated by

research on the dual processing of intuitive, sub-conscious reasoning and conscious reasoning (Woiceshyn, 2011). Human intuition is based on guiding principles formed by mental integration of three consecutive orders: (1) Integrating Perceptual Data to form Concepts, (2) Integrating first-level concepts into a more abstract one, (3) Integrating concepts into Guiding Principles (Oliver and Ross, 2005; Locke, 2002). "Principles are generalizations drawn from past experience, acquired in every field of human endeavor" (Peikoff, 1989) in Woiceshyn (2011, p.314). The integration of past experiences into principles serves to "condense information to store it more easily and recall it rapidly when needed" (Woiceshyn, 2011, p.314), therefore facilitating decision making especially in complex and stressing settings. For managers, the process of integrating principles comprises material principles and moral principles: Material principles include reality (facts and organizational capabilities) and value creation (long-term prospect of generating material values principles) (Woiceshyn, 2011). Integrating explicitly moral principles includes the principle of justice (objective evaluation and treatment), honesty (not lying or faking reality), and the principle of Egoistic self-interest: (a) pursuing personal values and not putting others first, and (b) prioritizing the long-term performance of their firms. The theory of Rational Egoism tends to explain the managers' decision making toward corporate social responsibility by integration of material and moral principles in the decision making process. In the egoist view, ethics show us how to lead a happy life and prosper, in consistency with the common sense that ethics guide

our lives into prosperity without harming others (Donaldson and Dunfee, 1999). The virtues of Rational Egoism of managers that lead to socially responsible decision making and value creation, as defined by Woiceshyn (2011) are: (1) Rationality (adhering to reality through observation and logic), (2) Productiveness (the bottom line and material value), (3) Honesty (rejecting what is unreal), (4) Justice (reciprocity), (5) Independence (own judgment and decision), (6) Integrity (walking the talk, adhering to Rational Egoism principles), (7) Pride (moral ambitiousness). (See Fig. 1)

Fig. 1
The seven virtues of Rational Egoism (Woiceshyn, 2011)



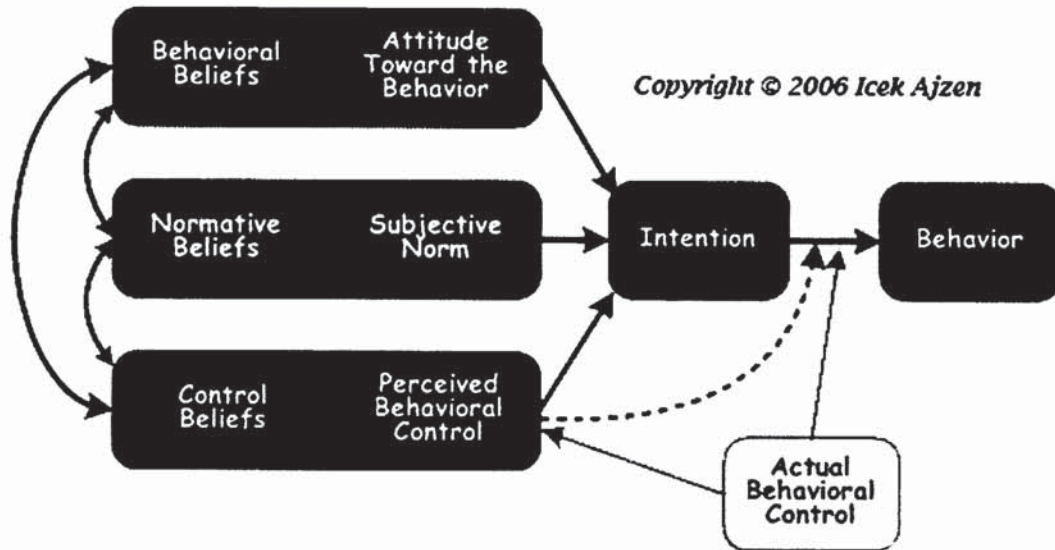
The Theory of Planned Behavior in Corporate Social Decision Making

The theory of Planned Behavior applied to the corporate social decision making provides an understanding of why managers sometimes cross the line between intent and actual decision making, and why sometimes they do not. The theory of planned behavior provides a “useful conceptual framework for dealing with the complexities of human social behavior” (Ajzen, 1991). Layered down on the corporate social decision making, it permits to better understand (sometimes predict), the behavior of corporate managers in the specific context of firms social responsibility. The behavioral achievement of managers “depends jointly on motivation (intention) and ability (behavioral control: perceived and actual)” (Ajzen, 1991, p.182). The volitional intentions to behave ensuing from: (a) attitude formation, as a product of a manager’s social attitude, personality trait and cognitive self-regulation (Ajzen, 1991), (b) subjective norms resulting from normative self-beliefs, and (c) perceived behavioral controls, are again affected by actual behavioral controls (Fig. II).

Managers intent to take the leap in the direction of actual socially responsible behavior have evaluated the action and have formed their positive attitude towards the action in question; they have appraised the perceived social pressure and formulated their subjective norms supporting the action; they have already anticipated the perceived behavioral controls in their intention. What might impede their CSR decision making are the salient information and beliefs about the ‘actual behavioral’ controls that prevent them from the actual behavior.

Fig. II

Theory of Planned Behavior TPB (Ajzen, 1991)



Compliance, Conformity, Attitude and Cooperation

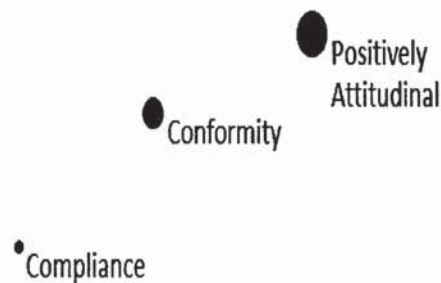
Companies that incorporate social rights and sustainability in their business model are in a stronger position to meet their business challenges, reduce risk, capitalize on opportunities and create value for their shareholders, consumers, employees and communities (World Economic Forum, 2014). Sets of standards, rules and regulations around the world are being introduced to address the issues of social equity and environmental sustainability in the business framework. In fact, “governments’ interests in establishing competitive business environments, promoting social cohesion, and fostering collective responsibility for the betterment of society will lead them to push firms to engage in social change through CSR” (Aguilera *et al.*, 2007). Business research in its majority supports the claim that CSR is

positively related to firms' financial performance (Boulouta and Pitelis, 2014; Wagner and Bloom, 2012; Aguilera *et al.*, 2007), serving to comfort the skeptical and the cynical of business leaders to adopt CSR. The claim that "companies that out-behave their competitors ethically will generally out-perform them financially" (Kaye, 2012, p.20), is substantiated by empirical literature and meta-analytic studies that "confirmed a positive link between financial and social performance" (Margolis and Walsh, 2001; Orlitzky *et al.*, 2003; Beurden and Gossling, 2008 in Boulouta and Pitelis, 2014). In their corporate social responsibility stances, managers' positive disposition towards CSR laws and regulations is defined as compliance; their positive disposition towards norms is defined as conformity; and the implicit organizational values deriving from managers' leadership might escalate to become a positive attitude towards social responsibility (Fig. III). In the psychological dictionary, compliance is the fact of abiding by rules and regulations, which is the attribute of corporate compliance and corporate governance. Compliance's dominant vector is instrumental since the breach of rules and regulations leads, in principle, to costly fines, litigation, and legal punishment. With its dominant relational factor, conformity is further ahead in abiding by the more comprehensive, though sometimes less punishable, social norms. Conformity occurs for informational reasons when the manager lacks information and looks out for collective wisdom, or for the normative reasons of belonging (Deutsch and Gerard, 1955). Internalizing social values by managers has a weighing moral strand, especially when

personal morality-based values are brought in to the firm (Stewardship theory, Davis *et al.* 1997) in Aguilera *et al.* (2007), going beyond economic interests or self-fulfillment, leads the most powerful of stakeholders, the top management, to forming positive personal attitudes and instilling positive organizational attitudes towards CSR. Positive Organizational attitudes towards CSR offer companies a competitive leadership edge through value capture strategies (Boulouta and Pitelis, 2014) and innovation (Babonea and Joia, 2012; Cochran, 2007), while preventing them costly litigation and stakeholder pressure (Boulouta and Pitelis, 2014; Wagner and Bloom, 2012).

Fig. III

Compliance, Conformity and Positively Attitudinal



Implicit and Explicit Attitude Theory

In a delicate environment where companies are closely identified with their managers' personalities, and perceived by propinquity circles to reflect personal values of their owners, the challenge is to segregate

implicit attitudes from explicit responses, as mandatory path to explain socially responsible behavior of business leaders. The implicit and explicit attitudes theory of human behavior has been a central theme in recent sociological research (Gawronski and Bodenhausen, 2006). Implicit attitudes associated with automatic responses “have long been assumed to be central factors influencing behavior” (Perugini, 2005, p.29), but sociological research shows that explicit attitudes associated with –the slower to emerge- deliberative responses “can also predict a significant range of behaviors” (Perugini, 2005, p.29). The respondents among business leaders might be tempted to explicit CSR attitudes while implicitly favoring the John Calvin Coolidge saying “the business of business is business”. The attempt is to uncover managers’ implicit attitudes towards social responsibility, and whether subsequent responses are automatically associated with subconscious stances or proposed by thorough reasoning. The exercise is to understand the perception of business leaders of what thwarts truthful attitudes from emerging in investigated answers. In other words, the challenge is to understand whether managers’ adopting CSR are authentic in their position, or if their answers are biased by their perception of what “the responses should be”.

2.3 Perspectives in the literature

The present research has two dimensions, an investigative part and a conceptual part. The investigative part carries on the perception of business leaders on the thinly theorized paradigm of Green Economy,

and the ambiguous relationship between Green Economy and Corporate Social responsibility which constitutes a gap in the literature. It also investigates which theory is perceived to explain CSR within the two broad debates of Shareholder/Stakeholder and Utilitarian-Economic/Sociopolitical theories.

The research also investigates the perception of business leaders as to: who are the organizational stakeholders (State, Public, Financial community, Media); what is the relationship between CSR and Business Ethics; and what are the factors of CSR (Community, Corporate governance, Diversity, Employee relations, Environment, Human rights, Product).

The conceptual part presents a review of the relevant research questions relating to the theoretical frameworks of corporate social responsibility motivation, a discussion on the interplay of the theoretical frameworks, and a suggestion of a seven nodal model (Diagram I: Seven Nodal CSR Decision Making Model, echoed in Diagram II: CSR Decision Making Loop) which projects a better insight into the phenomenon and the implication of the proposed model. The Multi-level theory of social change in organizations depicts the fifteen sensitive fields on the motivation/level of analysis matrix, and that pressure firms to adopt CSR -the first node. The pressure on firms translates into pressure exerted on managers to take effective, efficient and socially responsible decisions. The mechanism of these decisions abides by the theory of Rational Egoism -the second node- based on its virtues of Rationality (adhering to reality through observation and

logic), Productiveness (the bottom line and material value), Honesty (rejecting what is unreal), Justice (reciprocity), Independence (own judgment and decision), Integrity (walking the talk, adhering to Rational Egoism principles), and Pride (moral ambitiousness). The third node is the interplay between Rational Egoism and Planned Behavior. Managers intent to take the leap in the direction of actual socially responsible behavior have already evaluated the action and have formed their positive attitude towards the action in question; they have appraised the perceived social pressure and formulated their subjective norms supporting the action; they also anticipated the perceived behavioral controls in their intention. What might prevent the behavior from happening is the presence of actual behavioral controls as stipulated by the theory of Planned Behavior-the fourth node. The interplay between Rational Egoism decision mechanism and Planned Behavior is the relationship between the actual behavioral controls of the latter and the material value of the virtues of the former. In other words, the impediment of CSR decision making is a result of the salient information and beliefs about the 'actual behavioral' controls that touches the productiveness of the CSR stance. At the present stage of the endeavor, the adopted stance is mostly subjected to, and motivated by, either instrumental pressures leading to a compliant attitude, or relational pressures leading to a socially conform attitude, or the higher order moral pressures leading to a positive CSR attitude -the fifth node. On the sixth node, the adopted implicit attitude radiates further pressures on the elements of the motivational/levels of analysis matrix

of the Multi-Level theory of social change in organizations -the first node, closing the loop of a CSR decision making. The sequence of these theories generates a synergy in the understanding, and the undertaking of CSR. The seventh and last node of the stipulated model spins out of the CSR loop, whereas the Implicit and Explicit Attitude theory explains the difference between the automatic attitude (implicit), and the exhibited attitude (explicit). The pressures to explicit a different attitude from the internalized values is a result of one, or a combination of instrumental, relational and moral pressures.

Diagram I

Seven Nodal CSR Decision Making Model

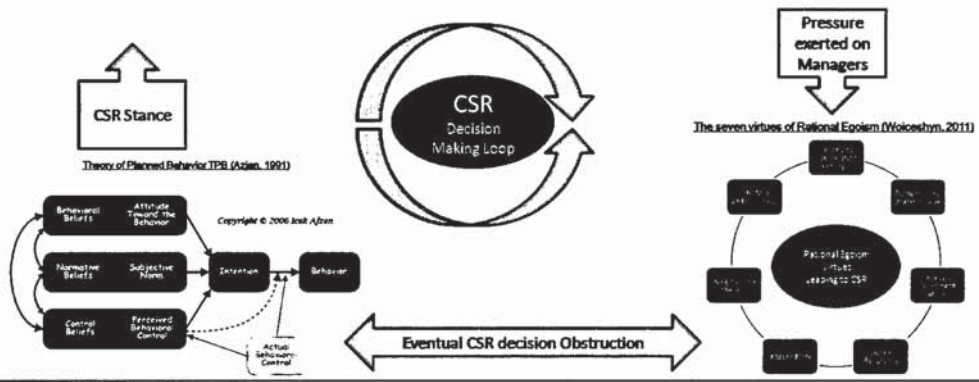
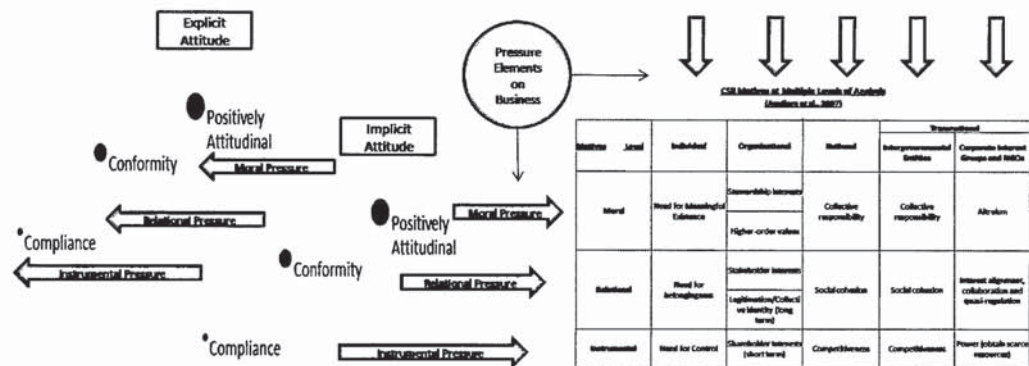
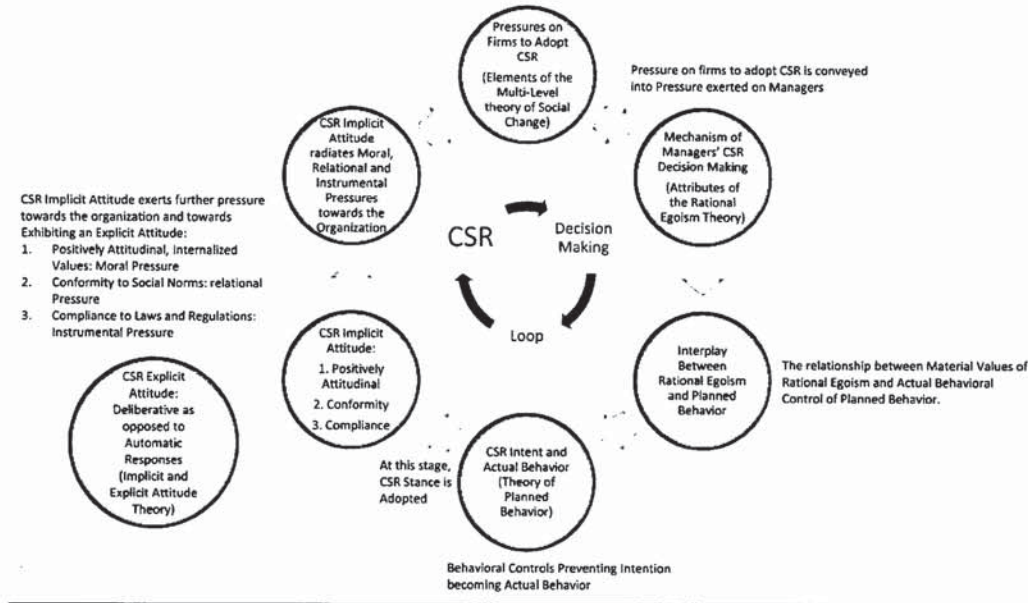


Diagram II

Seven Nodal CSR Decision Making Model

CSR Decision Making Loop



The model is an amalgam of different theories; it is useful in better understanding the individual theories, and submits a more comprehensive understanding of the socially responsible decision making. The relevance of encompassing all five theories in a single model is to provide a wider and more illuminating frame than the confines of a single theory. The concept requires more development and refinement.

The Lebanese Business Case for Green Economy and Corporate Social Responsibility; And a CSR Decision Making Model

CHAPTER 3 Methodology

3.1 Introduction:

In the evolutionary epistemology environment of research, studies are constantly and intensely scrutinized by a contentious community of researchers; only methodologically robust studies in terms of validity (transferability and credibility), reliability (dependability) and objectivity (confirmability) will survive through the evolutionary process of public vetting, and will be retained by the research community (Trochim and Donnelly, 2008). The retained research should be apt to be replicated by the inspecting community of social sciences, who must be able to “check the truth of reported observations and findings” (Gross, 2010, p.44). From this perspective, the methodology part guides the reader between the research problem conceptualized in the theoretical part and the research design. The elaboration of the methodology assures the fluid passage from the theoretical part of the thesis to the practicalities of the research.

The present research captures the understanding of Lebanese business leaders of (1) what is Green Economy, and (2) what Corporate Social Responsibility is; then captures the double perception of respondents on (3) whether the present national paradigm is one of Green Economy or not, and (4) whether or not it should become one; it delineates the business leaders' perception (5) whether there is a relationship between Green Economy and CSR; it also investigates business leaders' evaluation regarding which theory within the theoretical shareholder/stakeholder debate is perceived by the

Lebanese business body (6) to explain CSR and (7) which one should; and what is their evaluation regarding which theory within the empirical Utilitarian-Economic/Sociopolitical debate is perceived by the Lebanese business body (8) to explain CSR (9) and which one should; the investigative part of the research depicts respondents' perception relating to (10) who are the organizational stakeholders, (11) what the relationship between CSR and corporate ethics is, and (12) what are the factors of CSR. The last two questions address Lebanese business leaders' (13) perception of what motivates them to adopt CSR, and (14) whether the Seven Nodal Model described in the theoretical part explains CSR decision making.

The second paragraph of this chapter will go through the philosophical approach of the research, followed by an explanation on the population and sampling procedures. The fourth paragraph will elaborate on the research methodology and strategy, followed by an explanatory paragraph on the data collection tool, discussing its sections, questions and protocol. The sixth paragraph closes the outline with a summary of the chapter, and provides the links with the analysis framework.

3.2 Philosophical dimension and reasoning approach

Understanding their perceptions, then reaching deeper for what motivates market players to hold a stance for or against their perceptions lead to an epistemological discussion on the nature of knowledge. Perceptual studies have a phenomenological propensity

elicited by its holistic view and the subjectivity of respondents, researchers and instruments (Trochim and Donnelly, 2008). The CSR decision making model is of a constructivist approach that might partially benefit – in only some of its instrumental elements- from the comfort of numbers in a positivist inclination. However, the rationale behind the present research of 'Capturing an insightful and communicable delineation towards the business leaders perception on Green Economy, Corporate Social Responsibility, and the CSR motivation and decision making model', is anchored in the post-positivist philosophy of combining theoretical reasoning with experience-based evidence (Trochim and Donnelly, 2008). Reducing subjectivity of respondents and the subtle interpretation of observations remain the principle challenges to seal the confirmability of the present research.

Knowledge has advanced through sequential phases of inductive and deductive studies, as well as qualitative and quantitative methods (Merton, 1957; Wallace, 1971), and research must be qualified and quantified allowing scientists to verify reported observations and findings (Richardson, 1991 in Gross, 2010). The same is iterated by Creswell (2003) stating that using solely a qualitative method or a quantitative one comes short of the main approaches used currently in social sciences. The limited resources and time constraints of the present research confines its scope to qualitative findings that will serve to devise hypotheses for future quantitative research, permitting

the triangulation of findings useful to “check each other on the basis that they are likely to involve different sorts of threat to validity” (Hammersley 1996, p.167) hence consolidating the sheer value of the findings.

From another angle, the present study adopts a deductive approach to explain CSR decision making following the traditional top-down sequence generated in (1) theory, deriving into the (2) hypothesis, then the (3) observation, to the (4) confirmation of the finding. The investigative part adopts a qualitative descriptive case study approach. The adopted philosophical approach combined with the resources and time constraints directed the reasoning towards the present qualitative research in the Lebanese business community context, and guided the choices in the subsequent elements of the research strategy and methods.

3.3 Population and sampling procedures

The population, subject matter of our research, extends to the business caucus in Lebanon. This is the body of business leaders whose opinion weighs on the Lebanese economy and society as a whole, and whose engagement (or disengagement) is crucially relevant to adopting a Green Economy and generating a financially sound, environmentally sustainable and socially equitable business model with long term success potential and vision.

The Lebanese economy is dominated by the tertiary sector, with the financial sector, especially banks taking the leading part in the economy followed by trade and tourism. Real estate, the construction and contracting business is another influential sector in terms of economic and financial weight, and the most environmentally and socially transformative on the Lebanese natural and social landscapes. Industry is dominated by the jewelry sector followed by the metal industries (including electric transformers and generators) and the printing press industry. The agriculture sector is suffering and lags in the economy though employing around 40% of the local workforce. Some sectors of the real economy are witnessing substantial and sustained growth such as vineyards, the wine industry, software and the recycling business. From another perspective, the vertical lines dividing the Lebanese society following dogmatic criteria (Messara, 2013) dictates confessional and political considerations in the sampling procedure. Miles and Huberman (1994, p.10) noticed that "qualitative researchers usually work with small samples of people, nested in their context", and face the dichotomist dilemma of bounding the data against the opposing action of creating a large frame to help uncover hidden meanings (Miles and Huberman, 1994).

The choice of purposive respondents targeted by the research covers a comprehensive palette of the business sectors, confessional and political landscape in Lebanon. Accessibility criterion of respondents prevented a random formation of the sample, which may have hampered the transferability of the research to the whole population,

but the saturation of content assured the inclusion of all possible responses. The latter serve as control variables guiding the choice of Non-probability/Heterogeneity sampling and Non-proportional Quota sample in order to include all views of the sampling frame, disregarding the proportions of representation. In the same vein, Miles and Huberman (1994, p.10) asserted that “qualitative samples tend to be purposive rather than random, and can evolve once field work begins”, comforting the research in its sampling procedure.

The choice of the sample among empowered business leaders, representative of the ensemble of economic sectors, and covering the social and dogmatic divisions, all in the confines of the qualitative orientation of the research added to the trustworthiness and reliability of the list of respondents supporting its authoritativeness. The list of participants, served the purpose of the research to untangle currents of thoughts running across society and business players. The qualitative nature of the study assures transferability to the wider population.

3.4 Research Methodology and Strategy

Green Economy as mold frame to the financially, socially and environmentally sustainable business model is a novel concept on the international level. CSR is internationally well-established, but only recently is it starting to be introduced into mainstream Lebanese managerial agendas. The novelty of the CSR decision making models especially the Seven Nodal Model adds to the ambiguity reigning over the extent of apprehension of the research questions. Therefore the

holistic nature of the research and the need to have insightful information, justified the strategic decision to survey the leverage caucus. The substantial lack of public debate about Green Economy and public disclosures about CSR, added to the difficulty of assessing responses due to the absence of a widespread adopted lexicon on the matter, and a further deficit in a unified common understanding of the key words of the research. Interviews, comprising perceptual, open ended and semi-structured questions served the purpose of digging for insightful understanding of interviewees' responses.

3.5 Data Collection tool

The literature review, philosophical underpinning, methodology of the research and research questions guided the recursive structuring of the conceptual framework and the data collection tool, a semi-structured interview questionnaire. The formulation of the research questions preceded the development of the conceptual framework (Miles and Huberman, 1994) which were elaborated and refined as the project progressed (Braun and Clarke, 2006), along with their corresponding prompts to guide the data collection interviews; they were revisited back and forth as the qualitative data generated were emerging, helping the research "to get beyond initial conceptions and to generate or revise conceptual frameworks" (Miles and Huberman, 1994, p.1). Capturing the perceptions, feelings, knowledge and behavior of informants and the complexities of meanings produced by the interviews, were considered paramount to identify implicit and explicit

ideas within the textual data, and to convey the 'real life' holistic experiences under scrutiny (MacQueen and Namey, 2012).

Any researcher comes to fieldwork with some orienting ideas (Miles and Huberman, 1994), as it is "impossible to embark upon research without some idea of what one is looking for and foolish not to make that quest explicit" (Wolcott, 1982, p.175). Driven by the research's theoretical and analytical interest in the area (Braun and Clarke, 2006), and based on the fourteen research questions elaborated in the first paragraph of the present chapter, the original interview questions were conceived to extract explicit meanings as well as latent (Implicit, interpretive, beyond surface description, seeking the underlying) ideas, assumptions and conceptualizations from the data set (Braun and Clarke, 2006). An important stage to design the data collection was an exchange of emails and two meetings of two hours with a PhD in organizational psychology and another two hour meeting with a practicing psychologist and MD. At this stage, the objective was to confirm the plausibility and solidity of the grounds of the Seven Nodal CSR Decision Making Model conceived in the theoretical part.

Following the confirmation by the psychology experts about the plausibility and realism of the decision making model, the interview questions' sequence was arranged to lead the conversation from the general aspect of the national economic construct, to the more specific aspect of the business experience, to the circumscribed aspect of decision making. The objective of the sequence was to forge an understanding of the specific aspects of the perceptual/investigative

part, and to confirm the decision making model of the conceptual part in the research. The succession of questions assured the fluid flow of information in the conversation, taking into consideration that in general, the Lebanese business person is much more unconstrained during economic conversations than during business management discussions. This order helped establish a mundane rapport between the researcher and the informant, and de-stress the conversation even with the most reluctant. The first not-so-common question relating to the definition of Green Economy, was intentionally placed at the beginning of the interview in the purpose of 'mildly intimidating' the observed by confirming the knowledge ability of the interviewer, thus balancing the event from the start. After conceiving the original interview questionnaire, including the eventual prompts that would serve to unravel the mind of the observed, informal discussions with one director of a large offshore company and one small business owner served to test the questionnaire and to tune the prompts towards the desired results; two points surfaced from these informal discussions: (1) alternating different names for the same concept e.g. environment conservation/environment degradation or social equity/social inequity keeps interview parties more focused, reaches deeper into the implicit, and pushes the interviewee outside its pre-conceived company version responses; (2) the fact that the interview should be averted from going into the details of the individual theories forming the Seven Nodal CSR Decision Making Model; the purpose being to confirm the sequences and interaction of these previously

theorized and reviewed concepts; hazarding into the details of the 'Multilevel Theory of Social Change in Organizations', 'Rational Egoism', 'Theory of Planned Behavior' and 'Conformity and Cooperation theories' would have disorientated the discussion and its parties. Fourteen interviews in total, yielding a satisfactory data corpus, resulted in a code book saturation that was reached towards the fifth interview. Interview times ranged between forty minutes and two hours; Recorded interview times, shown in the appended interview contact form, ranged between twenty five and seventy five minutes, although pre-requested interview time was confined to forty or a maximum of fifty minutes, proving the interest of the business leaders in the research subject and questions. The interview questionnaire in its deductive approach included two parts: Part (I) the investigative part, descriptive and exploratory oriented, content driven, included sixteen questions with the rationale of 'understanding the perception of Lebanese business leaders about Green Economy, CSR and the relationship between both'; Part (II) the conceptual part, hypothesis confirmation oriented, confirmatory hypothesis: Seven Nodal CSR Decision Making Model, has the rationale of 'understanding the CSR decision making process, particularly in the Lebanese business leaders' context.

A research interview is a "co-elaborated act on the part of both parties (the interviewer and the interviewee), not a gathering of information by one party" (Miles and Huberman, 1994, p.8). The interviewer's role included facilitating the interviewee's expression of thought without any

insinuation or directive questions, taking side notes of non-recordable impressions, noticing gestures, eye contact and body language, while appropriately steering the conversation within the cast of the research. Semi-structured interviews were used because of adaptability to the interviewee's interest, giving him/her the freedom to raise relevant issues, while maintaining the comparability of answers (Kumar, 2005); questions were slightly adjusted to the interview's context and unfolding of information, but respecting the pre-arranged plan.

Prior to the interview, respondents were contacted by phone and mail, explaining the purpose of the research, and that it intends to investigate the "social responsibility of business" without any elaboration on the subject. Time required for the interview, the ethical constraints and the requirements of the research were specified: 'the interview should be conducted with top management, without prior knowledge of the questions'. Many businesses, especially banks, insisted on having the questionnaire in advance, which was declined, or their responses discarded.

The ethical aspects of the present research were guided by the EU Data Protection Directives of 1995, echoed in the UK Data Protection Act (DPA, 1998), covering the issues of transparency, informed consent and rights of interviewees to disclose or withhold their identities and responses, and their rights to refuse to give answers or to complete the interviews. At the beginning of each interview the purpose of the research, the ethical aspects, and the possibility to attend its defense and having a copy of its final version were explicitly

mentioned. Some interviewees accepted the disclosure of their identity, rank and position, while others declined. It was decided that the identities of the observed and the names of their companies to be kept discreet.

The interviews were conducted in English language, Arabic and French. Transcription and translation were assured by the researcher, no later than one day after the interview date. Notes concerning non-recordable impressions and implicit ideas were marked on the transcript margins. The data corpus was rich, sometimes trespassing on the boundaries of the present research subject. The data set that was kept is complete, saturated, varied and insightful, sufficiently elaborate to conduct a thematic analysis. The interview guide is found in appendix 6.

3.6 Conceptual Framework

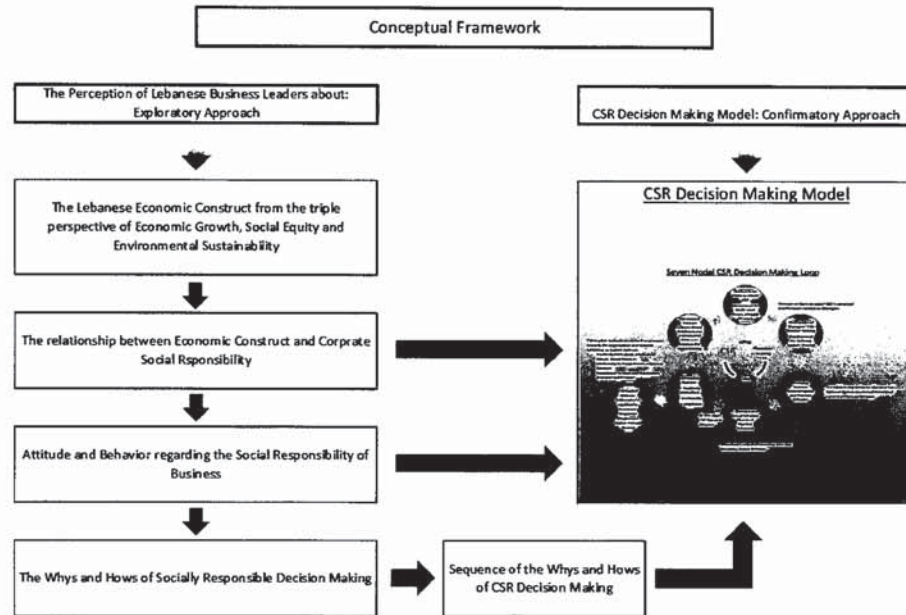
The conceptual framework stands at the center of the hour glass of research, "it is not an independent element in a research; It draws its construction from the research problem, the research objectives and questions, and the literature review" (Oppong, 2013, p.36). Research in general and qualitative studies in particular "aim to describe and explain a pattern of relationships, which can only be done with a set of conceptually specified categories" (Mishler, 1990, p.431); they involve the conceptual thinking of connecting words and ideas in terms of relationships (Berman, 2013). The relevance and importance of the study is "demonstrated through the linkages made between research

questions and larger theoretical concepts, demonstrating how the particulars of the study serve to illuminate larger issues” (Oppong, 2013, p.36). Visibility and accessibility to the reader of the “interlinked concepts that together provide a comprehensive understanding of a phenomenon or phenomena” (Jabareen, 2009, p.51) are better provided through the juncture of the conceptual framework that becomes a focal point linking literature, questions, methodology, data collection and analysis. It has a visual and intrinsic value in “(i) defining the research problem; (ii) establishing theoretical coherence; (iii) organizing research design and implementation; and (iv) framing conceptual conclusions” (Berman, 2013, p.3).

The conceptual framework of the present research and the data collection tool were structured recursively and revisited simultaneously as interviews and data capture were ongoing; their inter-structuring was appropriate to achieve the research aim and analyze the requested relationships.

Though at the data analysis stage interview questions and answers were divided into eight sections, at the data collection stage the interview questionnaire was conceived into two parts: the first part comprising sixteen interview questions broaching the perception of the respondents about the Lebanese economic construct from the triple vectors of growth, environmental sustainability and social equity, their perception, attitude and behavior about corporate social responsibility, and the relationships between the national economic paradigm and

CSR; many signals emerging from this part served as confirmatory cues for the decision making model of the second part, as illustrated in the conceptual framework found below and in appendix 7.



The second part of the questionnaire comprised thirteen questions concentrating on understanding the decision making process of Lebanese business leaders when it comes to corporate social responsibility, and whether the 'why's and 'how's relevant to these leaders and their sequence, as conceived in the Seven Nodal CSR Decision Making Model is explanatory; confirmatory cues from business decision making practitioners towards and inside the sequence and interactions of the theorized model emerged from this part, as visible in the conceptual framework. Brief mundane questions on their self-perception and their perception of the general corporate social responsibility situation in Lebanon wrapped up the interview.

3.7 Conclusion:

In a post-positivist disposition, and an inclination toward mixed methodologies, the present research followed the qualitative streak to explain phenomena and their founding factors, advancing a step further in knowledge.

The deductive research design was built around a phenomenologist perceptual/exploratory part, and a constructivist confirmatory part. The exploratory part covering the perception of Lebanese business leaders about Green Economy, Corporate Social Responsibility and their relationships, induced cues that were subsumed in the 'Seven Nodal CSR Decision Making Model' confirmatory part; the model was equally ascertained with psychology experts.

The recursive structuring of the semi-structured questionnaire as data collection tool with the research's conceptual framework, and the early saturation of data supported by effective and efficient purposive sampling, generated a rich body of data and inter-linkages that proved valuable in the applied thematic analysis framework chosen to extract scientific knowledge in the targeted fields.

The Lebanese Business Case for Green Economy and Corporate Social Responsibility; And a CSR Decision Making Model

CHAPTER 4 Analysis and Findings

4.1 Introduction:

Problems in the real world are multi-dimensional and highly complex (Mingers and Brocklesby, 1997); focusing on a single aspect to understand these problems does not rise up to explicate phenomena; using various paradigms each focusing “attention on different aspects of the situation will be necessary to deal effectively with the full richness of the real world” (Mingers and Brocklesby, 1997, p.491). Capturing the meaning of the research subject requires a multi-methodology approach using qualitative and quantitative strategies; The same is prescribed by Mingers and Brocklesby (1997, p.490) affirming “it is desirable to go beyond using a single methodology to generally combining several methodologies”, Abdel-Khalik and Ajinkya (1979, p.21) writing that a methodological mix will enhance the “measure of confidence in the findings of the underlying theory”, and Creswell (2003) stating that in a mixed methods approach, investigators make use of qualitative and quantitative data because they thrive to deliver the best understanding of a research problem. The limited time and resources of the present research confined it to the qualitative approach that will lead subsequent quantitative hypotheses blending in the future within a multi-methodology research that might include Facilitation “when one approach acts as a source of hypotheses, or as basis for development of research strategies in the other” (Hammersley 1996, p.167), Complementarity when “the two approaches provide different sorts of information that complement one another” (Hammersley 1996, p.167) or Triangulation of findings when

they will be used to “check each other on the basis that they are likely to involve different sorts of threat to validity” (Hammersley 1996, p.167). The credence of the research is assured by “Clarity on process and practice of method” (Braun and Clarke, 2006, p.80); the “arguments of systematicity and visibility of methods and procedures” (MacQueen and Namey, 2012, p.5), contribute to seal the credibility of research. The former elaboration on the position of the researcher is an essential component to enhance the authority of the research in the framework of a qualitative analysis -the thematic analysis framework in this respect- as advised by Braun and Clarke (2006, p.81) declaring “It is important that the theoretical position of a thematic analysis is made clear”. The selection of the thematic analysis framework came as a result of the three stages process described by Mingers and Brocklesby (1997): (1) Creativity: initial exploration of the situation, (2) Choice: the selection of a particular methodology, and (3) Implementation: putting the methodology into action.

The following paragraph will elaborate on the thematic analysis framework, followed by paragraph three exhibiting the analysis and findings of the research. Paragraph four will show the relationship between the conceptual framework and the findings of the research. The last paragraph will summarize and conclude the present chapter.

4.2 Analysis Framework: Thematic Analysis

The initial exploration of the research subjects, the relevant physical constraints and appended material obstacles, promoted the choice of a

thematic analysis framework, endorsed by its ability to address many philosophical leanings, "It is what we do with qualitative data, and not the methods themselves, that define whether you are engaged in a research endeavor that is interpretive, positivist or hybrid of the two" (MacQueen and Namey, 2012, p.5). Thematic analysis is the most functional and convenient in seizing complexities of meaning with textual data (MacQueen and Namey, 2012); the discovery aspect of going after and exploring the themes and concepts embedded in the interviews (Braun and Clarke, 2006) adds to the scientific stimulation and thrill. Thematic analysis' primary goal is to understand and describe the way people feel, think or behave in specific circumstances relating to a contextual research subject (MacQueen and Namey, 2012). The method applied to the study "searches for certain themes or patterns across an entire data set" (Braun and Clarke, 2006, p.81) abiding by a clear practice guidelines (Braun and Clarke, 2006), enshrining the thematic analysis framework in the category of "methods that are credible, dependable, and replicable in qualitative terms" (Miles and Huberman, 1994, p.2). The emphasis on supporting ascertainments emerging from the analysis with the data at hand remains ubiquitous throughout the processing phases (MacQueen and Namey, 2012). The process though, is deceptively simple: (1) read verbatim transcripts (2) identify possible themes (3) compare and contrast themes, identifying structure among them and (4) build theoretical models (Bernard and Ryan, 1998) or confirm theoretical models (Miles and Huberman, 1994); constantly checking them against

data. Thematic analysis method identifies, analyzes and reports patterns (themes) present in the data (Braun and Clarke, 2006), "It minimally organizes and describes your data set" (Braun and Clarke, 2006, p.79). The present research observed the checklist of thematic analysis phases adhering to Braun and Clarke (2006, p.87) breakdown;

- (1) Familiarization with data: transcription and multiple reading of data;
- (2) Generating initial code: a code is a word, phrase, paragraph, relationship, feeling, belief or a context that is distinctive and could be isolated as such or included in patterns;
- (3) Searching for themes: patterns, relationships or patterns of relationships that could be formed with a single code or a group of codes;
- (4) Reviewing themes: while constantly checking, opposing and verifying against the data set;
- (5) Defining and naming themes, and finally
- (6) Producing the report.

Reducing data, isolating codes and themes, defining and naming them all require the researcher's judgment while retaining some flexibility; the refinement of analysis will often result in overall themes, and sub-themes within those (Braun and Clarke, 2006). The credibility, dependability, confirmability, transferability and replicability as inescapable validation processes of the research, are integrally anchored in a sphere of constant transparency and traceability tuning with the omnipresent principle of accessibility to the reader of the analysis method and its processes, as expressed by Bernard, H. R. (1993, p.1) "Methods belong to all of us".

Thematic analysis is customizable to the duality of the endeavor of the present research; a rich thematic description reflecting the content of

the entire data at the expense of depth and complexity (Braun and Clarke, 2006), lends itself to the exploratory/descriptive path in the perceptual part where participants' views are unknown (Braun and Clarke, 2006), and where the data collected with moderately restraining instrumentation is rich, holistic and focuses on naturally occurring ordinary 'real life' events (Miles and Huberman, 1994).

Thematic analysis also accommodates the confirmatory path of the decision making model, targeting a specific area of interest for details and a nuanced account of a particular theme (Braun and Clarke, 2006), namely the Seven Nodal CSR Decision Making Loop. This type of analysis unearths the dialectical relationship coexisting between structures and meaning (Mingers and Brocklesby, 1997) revealed by the data generated "with relatively focused research questions and a well-bounded sample of persons, then a well structured instrument designs" (Miles and Huberman, 1994, p.35) defining 'what the case' is, and 'where does the case leave-off' (Miles and Huberman, 1994). Finally, thematic analysis protrudes implicit and explicit ideas within the data, outcrops themes (MacQueen and Namey, 2012) and delivers findings "organized in incidents and stories that have a concrete, vivid, meaningful flavor" (Miles and Huberman, 1994, p.1) that have the quality of being convincing, undeniable and providing an analytic generalization (Miles and Huberman, 1994).

Analysis Processes

The particular challenge of a qualitative researcher, in light of the richness of the qualitative data, remains “focusing and bounding the territory, defining the case” (Miles and Huberman, 1994, p.25). The additional vivid challenge of the present research, was to haul two different paths and orientations in its design and analysis; the descriptive/exploratory orientation of the perceptual part similar to when the researcher asks “what do x people think about y?” (MacQueen and Namey, 2012, p.7); and the confirmatory part when the research hypothesis is similar to “x people think z about y” (MacQueen and Namey, 2012, p.7) with its analytic categories and codes pre-determined and specified (MacQueen and Namey, 2012). This double path proved worthy and rewarding in the design, data collection and analysis phases. In the design and data collection phase the differently oriented interview questions in their sequence facilitated the pronouncement of thoughts of participants and completed the loopholes of expressing the experiences and beliefs of interviewees, thus improving construct validity. In the analysis phase, meanings and themes extracted in both parts of the analysis were triangulated against each other to enhance the conclusion validity.

Following the literature review, the elaboration of the research problems and decision making model, the design of the semi-structured interview questionnaire and conceptual framework were attended by two pilot interviews that were not included in the final data corpus. The in-depth conversations with psychology experts intended

to harden the Seven Nodal CSR Decision Making Model preceded the data collection procedure summing up to fourteen interviews conducted within a two month span. The interview questionnaire was divided into eight sections, each section treated one or more of the research questions: Section (I) embraced questions (1) what is Green Economy and (3) whether the present national paradigm is one of Green Economy or not; Section (II) embraced questions (2) what is Corporate Social Responsibility, and (5) is there a relationship between Green Economy and CSR; Section (III) addressed question (13) what motivates Lebanese business leaders to adopt CSR; Section (IV) addressed question (11) what is the relationship between CSR and corporate ethics; Section (V) addressed questions (6) which theory within the theoretical shareholder/stakeholder debate is perceived by the Lebanese business body to explain CSR, (7) which one should, and (10) who are the organizational stakeholders; Section (VI) captured questions (8) what is the Lebanese business leaders' evaluation regarding which theory within the empirical Utilitarian-Economic/Sociopolitical debate is perceived to explain CSR, (9) which one should, and (12) what are the factors of CSR; Section (VII) treated question (14) does the Seven Nodal Model explain CSR decision making; Finally section (VIII) captured the self-perception and perception of business leaders about Lebanese business social responsibility. The reason why the interview questions did not follow the order of the research question is that they were sequenced from the general to the specific and then the punctual, assuring a fluid flow

of ideas with limited hops and prances between the holistic views and the specifics of the interviewee and his or her organization, which would have distracted the concentration of the event contributors and reduced the time efficiency of the interview.

Consequently, The research abided by common analytic practices that are used across various qualitative research types (Miles and Huberman, 1994):

- Transcribing the data, field notes and interview observations in the following few hours of the event while non-recorded impressions and discussions were still clear and bold (Lafland and Lafland, 1984) in Miles and Huberman (1994).
- Filling-up the contact summary form (Miles and Huberman, 1994) found in appendix 2, with the position of the participant, his or her industry, description of his or her organization, recording time, and interview time.
- Reading transcripts and noting remarks in the margins.
- Re-reading transcripts and notes, while marking research relevant data issues with colors.
- Noting remarkable interviewee quotes and copying them into a quote book found in appendix 11.
- Re-reading marks and remarks, and reducing data.
- Emailing three randomly chosen participants with their main transcribed thoughts that they expressed during their interviews, asking them to reconfirm them, with the aim of improving confirmability. A single coder undergoing an adequate training

coded the data in two overlapping rounds to benefit from the learning cycle; this process enhanced the dependability and reliability of the coding (Mime and Adler, 1999).

- Extracting code from the sets of original and reduced data, and copying them to the code book.
- Re-reading transcripts, notes and remarks and affixing code to chunks of data then adding them to the code book.
- Refining, sifting and sorting processed material to identify similar phrases, relationships, patterns and distinctions.
- Isolating patterns, relationships and distinctions and translating them into themes.
- Gradually developing a smaller set of themes that covered the consistent results pruning out of analysis.
- Verification of findings either in “as brief as a short excursion back to field notes or thorough and elaborate, with lengthy argumentation and review with colleagues to develop intersubjective consensus” (Miles and Huberman, 1994, p.11)
- Discussing extracted patterns, themes, common understanding and generalizations with experts and business leaders to enhance conclusion validity.
- Supporting these themes with participant quotes extracted from the data.
- Elaborating generalizations, oppositions and outliers.
- Finalizing and writing down the findings.

The analytic steps afore-mentioned were not conducted exclusively in the order they are displayed, rather recursively, iteratively and repeatedly with continuous trips back and forth to the data set and elaborate discussions to consolidate findings. The lack of public debate on the subject of Green Economy, and the novelty of Corporate Social Responsibility and CSR decision making in the Lebanese agenda put an acute attention and stress on the wedge of the analysis framework and processes that is the code book generation and use discussed in the following paragraphs. The code book is found in appendix 1.

Generation of Codebook

Reaching till the code book is attaining a milestone, “any researcher who wishes to become proficient at doing qualitative analysis must learn to code well and easily” (Strauss A. L., 1987, p.27). Codes are the dictionary of a research, whether qualitative or quantitative, they “allow the researcher to reduce large quantities of information into a form that can be more easily handled” (Guide to Codebooks, ICPSR, 2011, p.1), distinctly in a qualitative inquiry “the excellence of the research rests in large part on the excellence of the coding” (Strauss A. L., 1987, p.27). Codes pertaining to the research are ordered and displayed in a codebook that “describes the contents, structure and layout of a data collection” (Guide to Codebooks, ICPSR, 2011, p.1), they include information intended to be complete and self-explanatory about each chunk of data used in the analysis (Guide to the National Longitudinal Surveys, Bureau of Labor Statistics, 2011); in a qualitative

research a code “is most often a word or short phrase that symbolically assigns a collective, salient, essence-capturing, and/or evocative attribute for a portion of language-based or visual data” (Saldana, 2009, p. 3), it represents to a datum or data in terms of evoking content and essence, what a title represents for a poem or book (Saldana, 2009). Before generating a codebook, the researcher needs to determine what data is actually needed in the analysis phase (Princeton University Library, Data and Statistical Services, 2014), and as prescribed by Miles and Huberman (1994, p.56) “coding is analysis”. Technically, codes are “features of basic data elements” (Braun and Clarke, 2006, p.87), exhibited through “tags or labels assigning units of meaning to the descriptive or inferential information compiled during a study” (Miles and Huberman, 1994, p.56). Distinction is made between codes and “units of analysis which are usually broader than codes” (Braun and Clarke, 2006, p.87); codes are “attached to words, phrases, sentences or whole paragraphs....they can take the form of straight forward category or metaphor” (Miles and Huberman, 1994, p.56), and can express: “(1) acts: temporally brief action, (2) activities: actions in a major duration, (3) meanings: verbal productions that define and direct action, (4) participation: involvement of people in a situation, (5) relationships, and (6) settings: the entire setting under study conceived as the unit of analysis” (Lafland, 1971) in Miles and Huberman (1994, p.61). Another classification of coding is expressed by Bogdan and Biklen (1992): “(1) Setting/context, (2) Definition of the situation, (3) Perspectives: way of thinking about settings, (4) Ways of thinking about

people and objects, (5) Process: sequence of events, (6) Activities: regularly occurring kinds of behavior, (7) Events: specific activities, (8) Strategies: ways of accomplishing things, (9) Relationships and social structures, (10) Methods” (Miles and Huberman, 1994, p.61). The primary code inventory of the present study was generated through repetitive reading of the data corpus to define a list of what is in the data then clipped down to the research specific data set, and reduced to produce an initial code listing (Braun and Clarke, 2006). The dispensation of code was inspired by the four step coding process advised by Miles and Huberman (1994): (I) Creating code, (II) Revising code, (III) Definition of code, and (IV) Naming codes. The finalized codebook, ubiquitously serving as base foundation to the analysis elaboration, was inspired by the “Guide to Codebooks” (ICPSR, 2011) and includes nine columns:

1. Code symbol
2. Code: whether a Definition, Perspective, Perception, Process, Activity or Behavior, Event, Strategy, Relationship.
3. Code label: When needed, a brief description to identify the variable for the reader.
4. Question text: Where applicable, the exact wording from survey questions.
5. Values: The coded values of the data (Y/N, 1/0 or blank).
6. Value labels: The textual definition of the code (Yes/No, Approved/Disapproved or Not-Mentioned). The Not-Mentioned Value replaces the conventional Missing data column; Missing

data are important to include in the codebook since they can bias an analysis.

7. Summary statistics: Where appropriate, frequency counts statistics served to identify consensus, majority, variance and outliers in the qualitative realm of the research. The statistical considered Y= one respondent endorsement of the statement in the code, N= one respondent disapproving the statement in the code, Blank= one missing data –statement in the code was not mentioned during the interview with the respondent; in the Seven Nodal CSR Decision Making Model the statistics took 1= one approval, 0= one disapproval, Void= one missing.
8. Universe skip patterns: Information about the context to which the variable refers when applicable.
9. Notes: Comments that contextualize the information conveyed in the variable.

The codebook is found in appendix 1.

The use of the Codebook

The shared craft of conducting qualitative research (Miles and Huberman, 1994) underpins the data reduction, display of code, and the inter-structuration of the codebook and data matrix worksheet “that is, the explicit, systematic methods we use to draw conclusions and to test them carefully” (Miles and Huberman, 1994, p.2). The dexterity of the qualitative research in the use of the codebook follows the three step road map of: (1) delimiting codes into categories, and sub-

categories where needed, (2) analyzing the categories and codes and “collating them to form over-reaching themes” (Miles and Huberman, 1994, p.92) or concepts, and (3) extracting from within the themes and concepts, the ‘story to tell’ or the theory to expose (Saldana, 2008). The theme or the concept “is an outcome of coding, categorization, and analytic reflection” (Saldana, 2009, p.13); the exercise of “grouping themes into patterns or (larger) themes” (Miles and Huberman, 1994, p.92) produces explanatory pattern codes or inferential codes (Braun and Clarke, 2006) that are anchored in the data and that “identify our emergent theme, configuration or explanation” (Miles and Huberman, 1994, p.69); these pattern codes (themes) “summarize themes, causes/explanations, relationships and more theoretical constructs” (Miles and Huberman, 1994, p.69). The final themes have revealing names, with their content and scope described in concise sentences, and reflect “a fairly good idea of what your different themes are, how they fit together and the overall story they tell about the data” (Miles and Huberman, 1994, p.92).

The synthesis of the research codebook resulted in grouping the ninety-one codes into ten categories; one of them is a single code category, five multiple-code categories without subdivisions, and four categories that include sub-categories. Borders of the analytic categories coincided with the borders of the questionnaire sections and research questions, although these categories (and sub-categories) are intertwined in the meanings and findings drawn out of reflection and analysis. These categories and sub-categories are:

- I. Green Economy
 - 1) Green Economy prior knowledge
 - 2) Green Economy definition
- II. Green Economy construct
 - 1) Growth in the Lebanese economic system
 - 2) Social equity in the Lebanese economic system
 - 3) Environmental sustainability in the Lebanese economic system
 - 4) Relationship between economic growth and social equity
 - 5) Relationship between economic growth and environment
 - 6) Relationship between environment and social equity
 - 7) Relationship between economic growth, social equity and environmental sustainability
- III. Social responsibility of business in the Lebanese perspective
- IV. Relationship between CSR and profitability
- V. Relationship between CSR and business ethics
- VI. CSR engages employees
- VII. Stakeholder theory in the Lebanese business perception
- VIII. Sociopolitical perspective in the Lebanese business perception and CSR factors
- IX. Seven Nodal CSR Decision Making Model
 - 1) Pressure parties for CSR
 - 2) CSR decision making between moral and material values
 - 3) CSR behavior impediments

4) Implicit and explicit attitudes vis-à-vis CSR

X. Perception of self and Lebanese business community stance as regarding to CSR

The analysis of categories and their sub-categories instructed thirty two themes, patterns, relationships and constructs that are anchored in the data and related to the main research questions. These patterns themes became the basis of the analysis and findings exposed in the next paragraph. The list of pattern themes is found in appendix 10.

4.3 Analysis and findings

The entwined streams of data reduction, coding, pattern coding, displaying and analyzing data within and across themes directed the findings of the research and focused the conclusions within the delimited territory of the research case (Miles and Huberman, 1994). Reporting the findings is organized in a logical chain of evidence and built into concrete, vivid, meaningful and convincing stories (Miles and Huberman, 1994). The analysis of findings met the crucial challenge of estimating the prevalence of the themes (Braun and Clarke, 2006). The prevalence, as in 'majority of participants', 'many participants', 'number of participants' or 'one participant', was less binding in the exploratory/descriptive part than in the confirmatory part; the occurrence of the themes in the decision making part was more dominant in the prevalence judgment. The narrative includes the number of occurrences of the themes in a precise and holistic format:

(no. of approvals-no. of disapprovals-no. of missing/Total no. of participants), e.g. (14-0-0/14) reflecting a consensus, (13-1-0/14) reflecting a big majority and one outlier, and (7-6-1/14) ostensibly reflecting a somehow even split in the opinion on a theme. The recounting is supported by data extracts “embedded within an analytic narrative” going “beyond description of the data, to make an argument in relation to the research questions” (Braun and Clarke, 2006, p.93).

Exploring the Lebanese business leaders’ caucus to describe their perceptions yielded consensus results and less generalizable patterns:

Green Economy, CSR and their inter-relationship

In the first and second sections apropos the perception of Lebanese business leaders regarding Green Economy, corporate social responsibility and the relationship between the two concepts, the propensity of Lebanese business leaders to express macro-economic views is evident. The absence of knowledge on green economy is almost unanimous (12-2-0/14) with twelve business leaders having no prior acquaintance with the concept, and two fuzzy explanations; the name of the concept inspired respondents to describe it as “hurting the environment less” (7-0-7/14) or “Green Economy is an economy that is sustainable, fostering the protection of natural resources and enabling our future generations to enjoy what we have today”; yet two female directors with no prior awareness of green economy, consecutively managing the regional and local arms of multi-national companies, properly defined the triple bottom line underlying green economy “we

are having growth but there are no foundations, at a certain point in time it might collapse,...because the basis to everything that is the environment...and the equity and the fair access to many things for everybody, it is not there”, thus leaving us to ask a question outside the boundaries of the present research, is it organizational culture or gender sensitivity to the social person that added the social equity dimension to the ‘green’ wording inspired environmental conservation, and ‘economy’ wording inspired growth?

The answers of participants on the status of the actual national economic construct revealed a perception of an amply lax system described by a pharmaceutical industry owner-manager saying “the absence of a system is a system by itself” and a recycling factory manager saying “the Lebanese system does not exist actually, it is an individual system that is aggregated to become the Lebanese system, here also we go back to individualism”. The majority has a perception that the system allows growth (10-4-0/14), but is thwarted from full potential growth and long term growth because of corruption or legal modernization stalling (9-0-5/14) as expressed by the owner-manager of a construction company “to promote long term growth, you need to institutionalize the public and private structures” (i.e. read stop corruption and modernize laws). It also revealed a large majority perception of a system that minimally and insufficiently promotes social equity (13-1-0/14) clearly mirrored by “the Lebanese system does not promote basic security for the workers, let alone social equity, but as a company we assume this role” and opposed by the outlying owner-

manager of the private for-profit hospital that sees otherwise; the same reasons of corruption or legal modernization stalling (8-0-4/12) were mentioned to be behind this deficit. A unanimous view describes a system that does not promote environmental sustainability (14-0-0/14) also because of corruption or stalling legal modernization (5-0-9/14), but enhanced by public sensitivity to the environment (3-0-11/14), in support of this view comes the following quote “when there is no law for a specific matter, a Lebanese business man will always choose what is cheaper” brought up by the owner-manager of a staple food trade and confectionery industry, and the manager of a large recycling facility unfolding that “Lebanese businesses will assume their environmental responsibilities when laws are enforced”.

There seems to be a consensus on the importance of having a Green Economy construct, with the environment being more ‘visible’ to business leaders than social equity in general, excepting for employees who remain the central concern of the managers as clear in “the lack of social responsibility from the government pushes you as an economic sector to protect your people to be able to be sustainable and to grow in the framework that you have put” phrased by the recycling factory manager. One outlier vote claimed that “economic growth, social equity and environmental destruction grow together...you cannot grow without destroying the environment”. The rationale of business leaders’ opinion supporting the triple bottom line crosshairs rests in a long term view expressed by the president of a national interest group and a manufacturing industry head stating “I am a firm believer in free market

and at the same time a firm believer in social pact to preserve the interest of the free market in the long term” and asking for an “equilibrium, an integrated approach between the social aspect and economic prosperity”.

The analysis of the data matrix worksheet drew a large majority approving that business has a corporate social responsibility (12-1-1/14) as in the multinational jeweler’s Lebanon manager saying “I think that every big enterprise that is capable of helping society should help society” or the owner-manager of an insurance group voicing “companies should take their role in social responsibility, and there should be a partnership between the government and the private sector”. A more idealistic vision coming from the owner-manager of a multi-country real estate development company expressed with “Lebanese businesses’ role in social equity eases the government burden”, was counter-weighted by another owner manager with a mercantile disposition saying outright “I do not encourage social responsibility in my company, I ‘have’ to be responsible with my employees”. A more erudite expression coming from the pharmaceutical manufacturer defending the Friedmanist view that “Lebanese business is taking the place of government in social responsibility” though “businesses are not equipped to do good”, the company’s responsibility “is to take care of the interest of the shareholder in a capitalistic economy” was counter-balanced by the same respondent announcing “this does not mean we should not be socially responsible” and repeatedly mentioning the French saying “the

wallet is on the right and the heart is on the left". A pertinently modern definition of CSR was expressed by the regional manager of the multi-national pharmaceutical company as "contemporary corporate responsibility is at the intersection of three things, business needs, society needs, and organizational expertise and assets".

Finally in this section, on the relationship between green economy and corporate social responsibility, thematic breakdown highlighted the role of government as more important and decisive than businesses in promoting economic growth, environmental sustainability (4-0-10/14) and social equity (2-1-11/14), substantiated by the medical sector's for-profit manager saying that "no business can promote social equity, government promotes social equity by legislating and enforcing laws, everywhere social equity was introduced by force at first, then it entered into the culture and was maintained there". The theme of 'main drivers of CSR are enforced laws and regulations' (7-0-7/14) illustrates the relationship between green economy and CSR and is supported by the alpha bank credit committee member and the manager of the branches network and retail and middle markets saying "Green Economy starts with the government through spreading awareness, issuing laws and afterwards it reaches the private sector and the public in general", also supportive of the claim the staple foods trader's "the key player in environmental sustainability is the government not business". The jewelers' manager affirming the centrality of the government that "has a crucial role to show the direction of SR", and the multi-national pharmaceutical regional director expressing the need

for laws “to drive Corporate Responsibility, then you thrive and you innovate, you become creative”, it is likely that the Lebanese business leader’s community adopts the “National Systems of Innovation”- “Varieties of Capitalism” approach (Freeman 1995, Jackson and Deeg 2006) that invites government direction while maintaining the impulsiveness and initiative of the private sector.

Motivations to adopt CSR

The third section undertakes the understanding of the Lebanese business leaders’ motivations to adopt CSR. Business leaders coming from opposing perspectives of the CSR spectrum, with antagonistic attitudes towards the social responsibility of business, behave in similar socially responsible manners, which seem to confirm the adage that the solidarity in the propinquity circles of the Lebanese business leader’s social ethnography dominates his/her behavior. The first motivation is of a healthy mercantile nature; it is confirmed by the theme: CSR is profitable for business (11-0-3/14); when solely a long term time span is specified, a large majority is maintained (10-1-3/14). The short term span reduces but maintains an approving majority (8-1-5/14) regarding the profitability of CSR. The mercantile nature of the Lebanese business personality, eventually motivating corporate social behavior is manifest in the contracting company owner-manager’s “the Lebanese has a mercantile nature” (read the narrow pursuit of profit)...”Lebanese business promotes environmental sustainability because there are incentives”, and another civil works contractor

explicit that his private “clients take green as marketing to sell better, this is not an internal conviction”. The environmental “quality systems promoting sustainability benefit business” was mentioned by the manager of the pastry manufacturer and franchise outlets, and “when employees are in a justice environment they will work better and the business will be better off” said the staple foods and confectionery manager. Laws, regulations and their power is another instrumental driver of CSR; in fact, it is the single most common feature in the code book (present in 16/91 codes in total). The mercantile, and commendable, motivation is obvious in the ‘business is not a charitable organization’ theme (3-0-6/14) and is echoed in the moral/material values trade-off of section VII below. A legitimization vector has powerful motivations for business leaders to adopt CSR: CSR is good for the public image of the company (8-0-6/14) and engages employees (5-0-9/14); the manager of the staple foods and confectionery company saying that “employees are proud when they work in a company that is socially responsible” seem to agree with the recycling industry manager mentioning “CSR towards employees ties them better to the company”, and who, in a larger circle advised that “social responsibility plays a role in protecting your people and the people around the company, to help you find and secure qualified people to run your operation sustainably and grow”. In a relational streak, CSR motivations as perceived by Lebanese business leaders were inherent in the banker’s quote “CSR is trending in Lebanon”, and the pastry manufacturer manager’s quote “Lebanese business is doing

extremely important things to society e.g. bonding it together". The moral motivations with a long term view generated stewardship motivations apparent in the president of the industry interest group's saying "before giving our children companies we want to give them the country" and the real estate developer's quote "when we become, as business leaders, socially responsible, we will have no problem in our country, the business sector has the capacity to change everything". The environmental responsibility of business was mentioned in a standalone positive impact on profitability (2-1-11/14) and marketing (2-0-12/14); social equity per se was not mentioned in a standalone quote. Finally, for this section the banker's quotation captures the group of motivations behind CSR, by saying "we should do it, because there are the ethics, the responsibility, the trend and the benefit if not direct then indirect, and if not on the short term then on the long term".

The relationship between CSR and corporate ethics

Section IV investigating the relationship between CSR and corporate ethics revealed a sure relation described by the hospital manager in "corporate governance and CSR affect each other"; it also revealed a controversy reflected in section VII's part below, with some leaders considering corporate governance, which is thinly tackled by most business leaders and taken for solely business ethics, as part of CSR, or CSR as part of corporate governance. Half the respondents estimate that CSR is different from corporate ethics (7-3-4/14), while a minority of three considers they do not diverge. The ambiguity of the

relationship between CSR and corporate ethics shows in the 'CSR is beyond business ethics' theme (2-0-12/14), or 'CSR is within business ethics' theme (3-0-11/14), or the leading banker's quote "when you say ethical business, it means socially responsible, business cannot be ethical without being socially responsible". The ambiguity also reflected in the high variance of responses in the coded corporate governance as CSR factor. One interesting theme emerged from the data: CSR is business ethics with financial means (3-0-11/14) and was echoed in the material impediments of CSR behavior in the 'Decision Making Model'.

Stakeholder theory vs. Shareholder theory

In the fifth section, even the only Friedmanist respondent that insisted on "our responsibility is to take care of the interest of the shareholder" and the staple food unabated mercantile dealer, have agreed to the theme that 'Business has a duty towards stakeholders' (14-0-0/14); This and the seemingly emerging consensus in defining the stakeholders as, Government (13-1-0/14), Public as clients and workforce (14-0-0/14), Financial community (12-1-1/14) and Media (12-1-1/14), reflects the perception of the leaders that it is the stakeholder theory of the firm within the theoretical stakeholder/shareholder debate that explains CSR in the Lebanese business caucus.

Factors of CSR

Section VI investigating the perception of Lebanese business leaders about the taxonomic factors forming the corporate social responsibility, found consensus in the factors of Employees (14-0-0/14), Environment (14-0-0/14) and Community (14-0-0/14); majority in the factors of Human rights (10-3-1/14) and Diversity (13-0-1/14); a non-decisive equality in Product (4-4-6/14), and a non-explanatory result relating to Corporate Governance (1-0-13/14) as factor of CSR. Nonetheless, the preceding results of the CSR factors theme coupled with the result of the 'Business has a Corporate Social Responsibility' theme (12-1-1/14) betrays a patent tendency towards the sociopolitical vision of the firm in the empirical debate opposing the utilitarian-economic/sociopolitical explanations. The poor score of corporate governance as factor of CSR might be a result of it not being a clear concept in the Lebanese business leaders' minds, although number of them emphasized on transparency like the banker enumerating it among moral values considered by managers, laws (16 out of 61 total codes in the codebook), compliance e.g. the regional manager of the big pharmaceutical saying "compliance is above everything" and integrity (4-1-9/14), all of them being features of corporate governance.

Seven Nodal CSR Decision Making Model

The seventh section draws on the confirmatory part investigating the relevance of the Seven Nodal CSR Decision Making Model. The business leaders responding to our research did not object nor did they

recur on the sequence of the Model. The discussion of the steps inducing socially responsible decision making went in parallel with the sequence of the model. The flow of questions and answers in this section was rapid, fluid and unambiguous, requesting few explanations. Responses from business leaders discussed distinctly the seven nodes of the decision making model in their sequence, which is the individual theories and the interactions between them; more precisely starting with the theme of 'un-expecting managers compelled to adopt CSR behavior' (11-3-0/14), moving to the themes describing companies subjected to multi-party-multi-motivation pressures to adopt CSR: Parties putting pressures on organizations to be socially responsible: Individual (10-3-1/14), Organizational (13-0-1/14), National (13-1-0/14), Intergovernmental (2-5-7/14), and Corporate Interest Groups and NGOs (7-0-7/14). Motivations for putting pressure on organizations to be SR: Instrumental (8-2-4/14), Relational (13-0-1/14), and Moral (6-1-7/14). The differences in the multi-party-multi-motivation pressures are industry and company specific. After the approval of the multi-party-multi-motivation pressures on a company, the sequence went on to confirm the Model's 'pressures on a company' translating into pressures on managers to take a decision. The business leaders unanimously approved the duality of material and moral values (14-0-0/14) and a near consensus on the theme of 'Material values prime over moral values' (13-1-0/14). On this element a rich collection of quotes cast back the hesitation of only some to avow the primacy of the financial bottom line in the business realm: the jewelers

representative stated immediately “should be the moral values, but it is always the material values because it is a company”; and the Arabic pastry manufacturer unhesitatingly answering “trade-off between material and moral values happen each moment, at the end your goal is material, and you cannot play with the subject, if you concede for a social issue, it is because it will give you a return in the future, لا ضرر و لا ضرار” that can be translated into “don’t harm and don’t be harmed”, and justifications coming for the contractors in the form of “losses because of CSR will have a long term positive effect on profitability, so there really is no trade-off between moral and material values” or the staple food traders and confectioners stating “the first duty of a manager is to make his business richer, second duty to make himself richer, third duty is to make his employees better”; a hesitating yet clear answer came from the ink manufacturer “frankly, I think first of material considerations for a simple reason that the company is based on finances and there should be calculations to be made; if the company is ruined, it will serve no one, therefore material consideration are primed”, and the hospital owner manager answering the question don't you have a (material) red line, the answer was “yes, without any embarrassment”. The private and public works contractor was more hesitating saying “it is the moral that primes, but in the limit of what is possible, in the limit of what is reasonable”; and the industry interest group president answering “I will not go against my principles, (but) I cannot close the factory, I have 200 people working here, moral or not moral, you have to be responsible”. The last two revealing quotes

came from the multi-national pharmaceutical “do you make money out of CSR? For sure, at the end you are not a charitable organization”, and from the multi-country industrialist and construction developer pronouncing the Lebanese popular wisdom “بحبك يا اسوارتي، بس مش قد ايدي” that could be translated into “I love you my bracelet, but not as much as my hand”.

The material values approved by the respondents met the near consensus for Rationality (10-0-4/14) and a majority for Productiveness (9-0-5/14). As for the moral values mentioned or approved, they included transparency mentioned twice and which could be confounded with Honesty (4-0-10/14), adding to all the other theory induced values: Integrity (4-1-9/14), Pride (5-1-8/14), Justice (5-0-9/14) with a controversy over Independence (6-3-5/14), ranging from total independence vis-à-vis peers and community to relative independence realistically expressed by the private and civil works contractor saying “we are leaders in social equity but in our business case of oligarchy we have to keep a minimum relationship between each other”. A majority confirmed the likeliness of a trade-off between material and moral values (9-3-2/14) as mentioned by the banker “whenever you have to make a decision, it means there is a trade-off between material and moral values”, but some refuted the claim. The landmark theme that ‘Material values are primed over Moral Values’ received a near consensus (13-1-0/14), with the only objection coming from the Friedman-shareholder theory advocate, who stressed on the unabated-

ness of moral values, thus comforting our early finding on the dominance of the social character of the Lebanese business leader. Following in the sequence of the Seven Nodal CSR Decision Making Model, the actual impediments against socially responsible behavior of the firm resulted in the mostly instrumental taking the first place: Financial (8-0-6/14), Legal (8-1-5/1), and Security and Physical harm (1-0-13/14), seconded by relational, Industry (5-0-9/14) and Community (3-0-11/14). Organizational impediments were brought up in the form of Shareholder interest (2-0-12/14), Leadership as mentioned by the big pharmaceutical “leadership skills might be an impediment to SR behavior, because they do not allow you to drive people...people need to see the why”, and the absence of proper skills and training among personnel noted by the local pharmaceutical industry “actual impediments to go CSR are financial and organizational, CSR requires trained and qualified personnel”. No actual impediments preventing managers from SR behavior received a minority but noticeable vote (4-0-10/14). The decision making model’s node illustrating the interplay between the Theory of Planned Behavior and the Theory of Rational Egoism, was evident in the business leaders expressed thoughts when actual impediments cued in the material values where managers were weighing socially responsible decisions. The following node in the sequence, ‘managers having an implicit and explicit attitude about their CSR stance’, received a majority (8-4-2/14), with the ‘implicit attitude adding pressure on companies to adopt CSR’ confirmed by Individual (employees), and top managers or owners, as Organizational parties,

exerting pressures (respectively 10-3-1/14 and 13-0-1/14) on their companies to adopt CSR, which closed the loop of the Seven Nodal CSR Decision Making Model. To sum up the seventh section of the research analysis, the 'no objection' status on the sequence of the nodes, the series of the whys and hows of CSR decision making, the fluid passage from one theory to the other, and the speed or rolling over seem to confirm the proposed model, that was theorized at an earlier stage of the research and approved for plausibility and solidity with a practicing psychologist and an organizational psychology expert.

Self-perception and perception on peers

The eighth and last section capturing the self-perception of the participants' social responsibility, and that of the Lebanese business leaders' community, screened the following results: managers perceive themselves as socially responsible (14-0-0/14), with their companies' CSR behavior evolving (11-1-2/14), while the other business leaders in general are not socially responsible (6-6-2/14), illustrated by the country manager of the international jewelry company "Businesses should have a social responsibility, but in a country that is too much to the right, they are not very much concerned". The interviewed respondents also perceive Lebanese CSR as personal image driven (4-0-10/14), with a proclivity that in general Lebanese business leaders have an implicit and explicit CSR attitude (7-6-1/14), and a few estimating that CSR explicit attitude is short lived (3-0-11/14). The interaction between the exploratory part of the research and the

confirmatory study will be explained in the next paragraph relating the rapport between the conceptual framework and the findings.

4.4 Conceptual framework and findings

The coherent combination of methodology, research design, data collection and analysis is consistently visible in the conceptual framework, divulging the convergence of the exploratory study with the confirmatory stream. Based on the literature reference that “qualitative research can be outright confirmatory” (Miles and Huberman, 1994, p.17), the deductive confirmatory part to support the decision making loop flowed from theoretical design, to preliminary testing, then in-depth discussion with experts, and assenting examination with interviewees all casting in the Seven Nodal CSR Decision Making Model. Exploring the perception of the purposive sample of Lebanese business leaders about the triple bottom line on the macro level, then converging towards the organizational level, followed by the specifics of their motivations, attitudes, behaviors and decision making processes revealed substantial findings. The exploratory stream exposed substantive factors cuing into the decision making model. Cues flowing from the exploratory study originated from the perception of managers about the relationship between the economic construct and corporate social responsibility; namely instrumental-legal basis and the moral-stewardship source. A number of cues pouring into the decision making loop, emerged from the leaders’ perception of their motivations (mercantile, social and higher order), personal attitude

towards CSR, and outright behavior. The discussion with respondents regarding the series and sequence of the reasons (why) they encourage CSR decisions, and the way they translate it (how), was a decisive confirmatory cue adding to crystallizing the Seven Nodal CSR Decision Making Model.

4.5 Conclusion

This chapter started with a discussion on the merits of mixed-methodologies in the social sciences research field, then proceeded to explain the reasons of confining the study to a qualitative frame, and the choice of the thematic analysis framework. Explicating the processes including the research design in its exploratory and confirmatory streams, and elaborating on the data tool and collection, the production of the codebook, the generation of patterns and their use, and their relationship with the conceptual framework came to ascertain the credibility and dependability of a replicable analytic method in qualitative terms (Miles and Huberman, 1994). As Firestone (1990, p.123) noted, the research enterprise justification is that it develops “approximations of the truth that have a firmer warrant than common sense”. In that sense, the research findings exposed an understanding of the Lebanese business caucus perception on the research subjects and a confirmation of the theorized decision making model.

Business leaders in Lebanon in their majority do not know about the Green Economy paradigm, although a number of them defined it

exactly as should be, promoting economic growth, environmental sustainability and social equity. Unanimously, they support installing the concept in the national economy. The social responsibility of corporations is not a clearly delimited subject; of the three-concentric-circles of CSR (Sage Brief Guide to Corporate Social Responsibility, 2012). The inner circle of basic economic functions (deliver growth and jobs) and the intermediate circle of social responsiveness (environment, employees and community relations...) are prescriptive of the business leaders' perception of CSR; the outer circle of strategic philanthropy (Sage Brief Guide to Corporate Social Responsibility, 2012) surfaced in a minority of the findings. The business leaders' perception about the relationship between Green Economy and Corporate Social Responsibility confirms a welcome leadership from the government through instilling Green Economy rules and regulations. On the shareholder/stakeholder social responsibility of business, business leaders adopt a stakeholder perspective as they think business should, while an even split considers that in general Lebanese business leaders are not socially responsible and a third believes that Lebanese CSR is personal image driven. On the empirical front, the debate between the utilitarian-economic and sociopolitical theories is settled on the latter, as all business leaders appear to adopt this explanation and believe that other businesses should. Stakeholder definition (Government, Public as clients and suppliers of the workforce, Financial Community, Media) included an overwhelming majority. The relationship between CSR and business

ethics betrayed an ambiguity with business leaders putting one or the other on top. The empirical debate's CSR factors portrayed a consensus on employees, environment, community and diversity; a clear majority on human rights, and no clear evidence on the inclusion of the product or corporate governance in the factors. The Lebanese business leaders' understanding of the corporate governance concept falls outside the scope of our research, yet it might be useful to mention that it is thinly defined in their community. The motivations of business leaders to adopt CSR range from the instrumental, to the relational and moral; the instrumental includes a majority that believes CSR is profitable on the long term, or the long and short terms, and the power of laws and regulations; the relational includes a weaker, but still majority believing that CSR enhances employee relations, pride and engagement, and legitimizes businesses in the community; the higher-order moral motivations includes very few businessmen with long-term stewardship concerns. These motivations contributed to the confirmation of the Seven Nodal CSR Decision Making Model by closing the loop linking the implicit attitude of individuals (managers, owners and employees) and adding their motives to the reasons causing social responsiveness that are included in the model. The confirmation of the model went through the corroboration of 'pressures on firms translating into pressures on bosses'; managers deciding to adopt CSR, while balancing moral and material values were reactive to actual impediments, an derivative stances were anchored in the

attitudes of business leaders. The Seven Nodal CSR Decision Making Model is approved and supported by the present research.

The following final chapter elaborates on the issues of reliability and validity, as well as research limitations, implications, and future research overtures.

**The Lebanese Business Case for Green Economy and Corporate Social
Responsibility;
And a CSR Decision Making Model**

**CHAPTER 5
Conclusion**

The insightful and communicable delineation of the perception of Lebanese business leaders on the subjects of corporate social responsibility, CSR decision making, Green Economy and the relationship between the latter and the social responsibility of corporations, initiated the present research advancing a qualitative approach. The research brought forward thirteen perceptual/exploratory questions and a last fourteenth confirmatory question ensued from the theorized CSR decision making loop. The research questions are:

1. What is Green Economy?
2. What is Corporate Social Responsibility?
3. Is the present national paradigm one of Green Economy?
4. Should the national construct become a Green Economy?
5. Is there a relationship between Green Economy and CSR?
6. Which theory within the theoretical shareholder/stakeholder debate is perceived by the Lebanese business body to explain CSR?
7. Which one should?
8. Which theory within the empirical Utilitarian-Economic/Sociopolitical debate is perceived by the Lebanese business body to explain CSR?
9. Which one should?
10. What is the Lebanese business leaders' perception as to who are the organizational stakeholders?
11. What is the relationship between CSR and corporate ethics?

12. What are the factors of CSR?

13. What motivates Lebanese business leaders to adopt CSR?

14. Is the Seven Nodal CSR Decision Making Model confirmed?

The findings ranging from total unanimity to clear majority pertinently show that the Green Economy subject was not previously broached by the Lebanese business leaders, though they are supportive of installing the concept in the Lebanese system, which presently is far from being growth prone on the long term, nor environmentally sustainable or socially equitable. Corporate social responsibility is perceived to include the basic economic functions of delivering growth and jobs, and the circle of social responsiveness towards environment, employees and communities while seldom reaching farther to the strategic vision of improving society. The business caucus believes that government should introduce the Green Economy paradigm that drives CSR. Adopting CSR is motivated by the perception that it is profitable for business on the long run and sometimes on a shorter span; and motivated by the instrumental power of laws and regulations, and the relational advantages of being responsive to employees and communities; few think of the higher-order moral principles and the relationship between CSR and business ethics remains ambiguous.

Corporate social responsibility is apparently explained by the stakeholder theory, as leaders behave accordingly and think all businesses should, while a considerable number of them perceive the general Lebanese business environment as more shareholder prone.

The business leaders' community defines the government, public,

financial institutions and media as organizational stakeholders. From another angle, the sociopolitical theory is representative of the Lebanese firms' CSR behavior, perceived by leaders to be the correct streak as opposed to the mercantile and egocentric image a number of those leaders have of most of their peers. The empirical debate's CSR factors reached a consensus among business leaders on employees, environment, community and diversity; a clear majority on human rights, leaving the product and the corporate governance unconcluded in the factors.

The Lebanese business leaders' understanding of the corporate governance concept falls outside the scope of our research, yet it is useful to mention that it is thinly defined in their community.

The Seven Nodal CSR Decision Making Model is confirmed by the perceptual cues induced into the loop, the approval of the theorized sequence of the model and the affirmation of the individual theories and their relationships forming the consequent nodes.

Reliability and validity

Findings in qualitative research are evocative and metaphorical (Miles and Huberman, 1994); they could also be wrong if the methods and processes are not mastered enough to conform to issues of validity and reliability (Miles and Huberman, 1994). In qualitative terms, 'reliability' is said 'dependability'; 'generalizability' becomes 'transferability'; 'internal validity' is 'credibility'; 'objectivity' is named 'confirmability' (Trochim and Donnelly, 2008). The issue of

representativeness of the data as one concern for generalizability, and the confirmability of coding through single coder learning cycle and confirming responses with respondents were explained in the text; generalizability was further tested by extracting the same findings when the sample was split. The issues of improving construct validity through proper instrumentation and operationalization; verification of findings through argumentation and review with experts and business leaders, and supporting them with quotes extracted from the data were means of improving conclusion validity (Miles and Huberman, 1994); Opposing majority arguments to outliers and checking the latter's meanings; triangulating the findings emerging from the exploratory research with findings of the confirmatory approach; all weighed in favor of concurrent and conclusion validity. The transparency and expression of the systematic processes used in the method warrant the replicability of the research and findings for further utilization or application (Miles and Huberman, 1994).

Limitations and contribution

Time limitation and material constraints prevented the research from undertaking a quantitative method to oppose findings and complete the commendable methodological mix. Deeper insight into the phenomena would emerge from studying Lebanese industries separately which requires a much larger sample base that exceeds the available capacity. Further resources and research is needed to shed more light on the research subjects both in the Lebanese case and a wider arena.

Many theories attempt to explicate socially responsible decision making, but few of them were applied to the Lebanese context; the present research contributes to disclose the black box of the Lebanese case. A wider spanned contribution might come from the Seven Nodal CSR Decision Making Model, whose newness and originality have the potential to demonstrate insight and scientific value on the international CSR decision making scene. On the practical level, the delineation of the Lebanese business leaders' perceptions and motivations regarding the research subjects will help policy makers design better awareness, incentivization and legal policies; furthermore business people will have better decision-oriented information and management tools.

Possible future research

The present research paves the way for many future studies as expressed by the participating president of the corporate interest group commenting the interview by saying "each question in this interview is a thesis by itself". Of particular interest, emerge the possibilities to expand the research about the Seven Nodal CSR Decision Making Model on the national and international scenes for both developed and developing countries, and the theoretical gap linking the Green Economy construct to the corporate social responsibility. Other promising research opportunities in the Lebanese context, both holistically and industry-specific pertain to the relationship between business ethics and CSR, corporate governance and CSR, motivations to adopt CSR policies, and the impact of adopting these policies on the

financial performance of companies. Ethnographic research on the personality of the Lebanese business leaders attempting to explain the adoption of the stakeholder/sociopolitical perspective of corporate responsibility, while mostly perceiving peers as non-adherents adds to the research potential.

Ending remarks

Environmental sustainability and social equity represent acute challenges for managers and business leaders; transforming these challenges into opportunities by ways of innovating products, operational processes, human resource policies, decision making mechanisms, marketing, management and strategies will forcefully find their route to the figures in the bottom line. CSR strategies are tested, reliable, and credible tools to guide this change, which might prove to be salutary in the future of any corporate endeavor. In the same spectrum, the shift in the Lebanese economic construct towards a Green Economy paradigm, spearheading and guiding CSR policies seem to be the sole advance out of the long entrenched national crisis; this advancement cannot be achieved without the businessmen and women actively pursuing and advocating the case.

The exciting field of social science research boarded with the present study, the multitude of possibilities to expand the research in the corporate social responsibility field, the socially responsible innovations, the environmentally sustainable business model, and the possibility of confronting his findings with scholars and practitioners

excite and thrill the scientific curiosity of the researcher. His belief in his self-administered role of activist consultant, and the foreseen opportunities that further academic studies will engender in pursuing his quest in promoting humanistic values and a prosperous society lead by actively involved social and corporate citizens, motivate the researcher, as many others, in his quest for the general well-being, knowledge and truth.

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Appendices

- Appendix 1: Codebook
- Appendix 2: Contact summary form
- Appendix 3: Data Matrix Worksheet
- Appendix 4: Interview Questionnaire
- Appendix 5: Transcript sample
- Appendix 6: Conceptual Framework
- Appendix 7: Seven Nodal CSR Model Decision Making Model
- Appendix 8: Seven Nodal CSR Model Decision Making Loop
- Appendix 9: Themes and Pattern Codes
- Appendix 10: Quote book

Group No.	Code No.	Code	Question	Response	Score	Weight	Total Score	Percentage
I	I-1	1	Q1: What is Green Economy?	Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
II	II-1	2	Q2: What is CSR?	Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
III	III-1	3	Q3: Is there a relationship between Green Economy and CSR?	Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
IV	IV-1	4	Q4: What is the relationship between CSR and corporate ethics?	Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
V	V-1	5	Q5: How is the organizational culture of a company related to CSR?	Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
VI	VI-1	6	Q6: How do you define CSR?	Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
VII	VII-1	7	Q7: How do you define CSR?	Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
VIII	VIII-1	8	Q8: How do you define CSR?	Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
IX	IX-1	9	Q9: How do you define CSR?	Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
X	X-1	10	Q10: How do you define CSR?	Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%
				Y	1	1	1	100%

Section VIII: Self-perception and the Lebanese Context

Section VII: Seven Modal CSR Decision Making Model

Section VI: CSR Factors

Section V: Who are the stakeholders?

Section IV: CSR and business ethics

Section III: Business leaders' motivations behind adopting CSR

Section II: The relationship between Economic Growth, Social Equity and Environmental sustainability

Section I: The relationship between Economic Growth, Social Equity and Environmental sustainability

Appendix 2: Contact summary form

	Description of Company	Position of Respondent	Interview date	Interview Recording time	Total interview time
1	MNC Big Pharma MENA Region	General Manager	25-Aug-14	53:00	1:30:00
2	SME Printing Ink Production	Large shareholder/Manager	27-Aug-14	44:00	1:20:00
3	Insurance and Reinsurance Company/Part of a Holding of Insurance companies and other businesses	Shareholder in family holding/General Manager of Insurance company	26-Aug-14	40:00	1:10:00
4	Staple food Trade/Chocolate Spread Production	Owner/General Manager of both companies	2-Sep-14	1:09:00	1:50:00
5	Fast Growing Contracting Company	Owner/Manager	3-Sep-14	42:00	1:00:00
6	Multi-Country Multi-Industry Construction Developers/Schools	Shareholder Family Business/Manager Lebanon business	3-Sep-14	45:00	55:00
7	Cardboard converting and Packaging Production	Large shareholder/Manager/President National Interest Group	10-Sep-14	25:00	45:00
8	Large Private and Public Civil Works Contractor/Construction Developers/Expanding in Qatar	Shareholder Family Business/Manager Lebanon business	12-Sep-14	40:00	1:00:00
9	Arabic Sweets Production/Developping in the gulf/Franchising outlets and restaurants	Large shareholder Family Business/Manager headquarter and main production facility	11-Sep-14	27:00	40:00
10	For-profit medium sized Hospital	Large Shareholder Family Business/Hospital General Manager	11-Sep-14	52:00	1:20:00
11	Cardboard Recycling Production/Part of a large regional diversified Holding	General Manager	16-Sep-14	42:00	1:00:00
12	Pharmaceuticals Production	Large shareholder/General Manager	19-Sep-14	58:00	1:35:00
13	International Jewelry	General Manager Lebanon Boutiques	20-Sep-14	32:00	50:00
14	Alfa Bank	Retail, Branches and Middle Market Manager/Credit Committee Member	30-Sep-14	24:00	1:55:00
				Total Interview time:	16:50:00
				Total Recording time:	9:53:00

Code	Question	Code Label	Question	Value	Value Label	Number of Y or 1	Number of Blank or Y or 1	Unlabeled portion	Rank
1	What is a Green Economy?		What is a Green Economy?	VN or Blank	VN or Blank, Blank Not Mentioned	2	13	GE	
2	Do you think the Lebanese economic system promotes growth?		Do you think the Lebanese economic system promotes growth?	VN or Blank	VN or Blank, Blank Not Mentioned	7	6	GE	
3	Do you think the Lebanese economic system promotes environmental sustainability?		Do you think the Lebanese economic system promotes environmental sustainability?	VN or Blank	VN or Blank, Blank Not Mentioned	11	2	GE	
4	Do you think there is a relationship between economic growth and social equity?		Do you think there is a relationship between economic growth and social equity?	VN or Blank	VN or Blank, Blank Not Mentioned	10	4	GE	
5	Do you think there is a relationship between environmental degradation and social equity?		Do you think there is a relationship between environmental degradation and social equity?	VN or Blank	VN or Blank, Blank Not Mentioned	9	5	GE	
6	Do you think there is a relationship between economic growth and environmental degradation?		Do you think there is a relationship between economic growth and environmental degradation?	VN or Blank	VN or Blank, Blank Not Mentioned	13	2	GE	
7	Do you think the Lebanese business sector has a role in environmental sustainability?		Do you think the Lebanese business sector has a role in environmental sustainability?	VN or Blank	VN or Blank, Blank Not Mentioned	14	0	GE	
8	In general, do businesses have a social responsibility?		In general, do businesses have a social responsibility?	VN or Blank	VN or Blank, Blank Not Mentioned	10	1	GE	
9	Do you think there is a relationship between CSR and business profitability?		Do you think there is a relationship between CSR and business profitability?	VN or Blank	VN or Blank, Blank Not Mentioned	8	0	GE	
10	Can you see the relationship between CSR and business success?		Can you see the relationship between CSR and business success?	VN or Blank	VN or Blank, Blank Not Mentioned	7	0	GE	
11	Do businesses have a responsibility towards non-owners of the business?		Do businesses have a responsibility towards non-owners of the business?	VN or Blank	VN or Blank, Blank Not Mentioned	14	0	GE	
12	What are the factors that are relevant to CSR?		What are the factors that are relevant to CSR?	VN or Blank	VN or Blank, Blank Not Mentioned	14	0	GE	
13	Have you ever been faced with a situation in your company where you were compelled to adopt a socially responsible attitude?		Have you ever been faced with a situation in your company where you were compelled to adopt a socially responsible attitude?	Yes or No	Yes or No, Yes Not Mentioned	11	3	GE	
14	Which social, right or interest is an organization to assume social and environmental responsibilities?		Which social, right or interest is an organization to assume social and environmental responsibilities?	Yes or No	Yes or No, Yes Not Mentioned	13	0	GE	
15	What are the motivational reasons that a company might be subject to in order to assume social and environmental responsibility?		What are the motivational reasons that a company might be subject to in order to assume social and environmental responsibility?	Yes or No	Yes or No, Yes Not Mentioned	7	0	GE	
16	When a manager is confronted with pressure to adopt CSR, are the material values or the moral values prioritized?		When a manager is confronted with pressure to adopt CSR, are the material values or the moral values prioritized?	Yes or No	Yes or No, Yes Not Mentioned	18	0	GE	
17	Do you think that what is the material values considered by managers when confronted to rectify responsible decisions?		Do you think that what is the material values considered by managers when confronted to rectify responsible decisions?	Yes or No	Yes or No, Yes Not Mentioned	10	0	GE	
18	Can you please specify what are the moral values considered by managers when confronted to rectify responsible decisions?		Can you please specify what are the moral values considered by managers when confronted to rectify responsible decisions?	Yes or No	Yes or No, Yes Not Mentioned	9	0	GE	
19	Is there a trade-off in business decisions between ethical/moral and material values?		Is there a trade-off in business decisions between ethical/moral and material values?	Yes or No	Yes or No, Yes Not Mentioned	4	0	GE	
20	When managers decide to take socially responsible action in their companies, might there be any actual impediments to managers' socially responsible behavior?		When managers decide to take socially responsible action in their companies, might there be any actual impediments to managers' socially responsible behavior?	Yes or No	Yes or No, Yes Not Mentioned	8	0	GE	
21	Might managers be tempted to show socially responsible attitude when in reality they are unconvinced?		Might managers be tempted to show socially responsible attitude when in reality they are unconvinced?	Yes or No	Yes or No, Yes Not Mentioned	8	0	GE	
22	Do you personally encourage your company to adopt a socially responsible attitude?		Do you personally encourage your company to adopt a socially responsible attitude?	Yes or No	Yes or No, Yes Not Mentioned	11	1	GE	
23	In general, do you think Lebanese business leaders are socially responsible?		In general, do you think Lebanese business leaders are socially responsible?	Yes or No	Yes or No, Yes Not Mentioned	6	0	GE	
24	In general, do you think Lebanese business leaders are socially responsible towards their companies?		In general, do you think Lebanese business leaders are socially responsible towards their companies?	Yes or No	Yes or No, Yes Not Mentioned	7	0	GE	

Appendix 4: Interview Questionnaire

Part I:

1. What is Green Economy?

ما هو الاقتصاد الأخضر؟

2. Do you think the Lebanese economic system promotes growth? Why? (Prompts: is there a direct or indirect cost –social, environmental- for growth?)

هل برأيكم أن النظام الاقتصادي اللبناني يحفز النمو؟ كيف؟ (نقاط: هل هناك من تكلفة –اجتماعية، بيئية- للنمو الاقتصادي؟)

3. Do you think the Lebanese economic system promotes social equity? Why? (Prompts: what about NSSF, Public employees' cooperative, public schools, public hospitals and the various social expenses of the government?)

هل برأيكم أن النظام الاقتصادي اللبناني يحفز العدالة الاجتماعية؟ كيف؟ (نقاط: ماذا يعني وجود التغطية الصحية من ضمان اجتماعي و تعاونية موظفي الدولة، المدارس الرسمية، المستشفيات الحكومية، ارقام الأكلاف الاجتماعية في الموازنة العامة؟)

4. Do you think the Lebanese economic system promotes environmental sustainability? Why? (Prompts: Ministry of Environmental, Environmental laws, the visible environmental degradation, pollution....)

هل برأيكم أن النظام الاقتصادي اللبناني يحفز استدامة البيئة الطبيعية، أو الحفاظ على البيئة؟ كيف؟ (نقاط: وزارة البيئة، القوانين و الأنظمة البيئية، التدهور البيئي المنظور و الملموس، التلوث،.....)

5. Do you think there is a relationship between economic growth and environmental degradation? Why? (Prompts: sacrificing the environment for the sake of urban development, touristic projects, industry, ...)

هل برأيكم هناك علاقة (تشابك) بين النمو الاقتصادي و التدهور البيئي؟ كيف؟ (نقاط: التضحية بالبيئة الطبيعية في سبيل التطوير العمراني و المدني، و المشاريع السياحية، الصناعات،.....)

6. Do you think there is a relationship between economic growth and social equity? Why? (Prompts: growing income inequalities, rural migration, cities for the rich,....)

هل برأيكم هناك علاقة (تشابك) بين النمو الاقتصادي و العدالة الاجتماعية؟ كيف؟ (نقاط: ازدياد الهوة في توزيع المداخل بين طبقات المجتمع، الهجرة الداخلية الى المدن، المدن للأغنياء،....)

7. Do you think there is a relationship between environmental degradation and social equity? Why? (Prompts: environmental degradation cost, impact on the less rich,..)

هل هناك علاقة (تشابك) بين العدالة الاجتماعية و التدهور البيئي؟ كيف؟ (نقاط: تكلفة التدهور البيئية، تأثير التدهور البيئي على الأكثر فقراً،...)

8. Is there a relationship that ties economic growth, environmental sustainability and social equity? Please elaborate

هل هناك علاقة (تشابك) بين النمو الاقتصادي و الاستدامة البيئية و العدالة الاجتماعية؟ الرجاء التوسع في هذه الفكرة

9. Do you think the Lebanese business sector has a role in preserving nature? Why? (Prompts: Do businesses have a financial benefit in preserving nature? Short term vs. long term)

هل برأيكم أن قطاع الأعمال في لبنان لديه دور ما في المحافظة على الطبيعة؟ كيف؟ (نقاط: هل لقطاع الأعمال منفعة مادية في الحفاظ على الطبيعة؟ المدى القصير مقابل المدى الطويل)

10. Do you think the Lebanese business sector has a role in promoting social equity? Why? (Prompts: Do businesses have a financial benefit in promoting social equity? Short term vs. Long term)

هل برأيكم أن قطاع الأعمال في لبنان لديه دور ما في تحفيز العدالة الاجتماعية، كيف؟ (نقاط: هل لقطاع الأعمال منفعة مادية في تطوير العدالة الاجتماعية؟ المدى القصير مقابل المدى الطويل)

11. In general, do businesses have a social responsibility? How would you define it?

عموماً، هل برأيكم هناك مسؤولية اجتماعية تقع على عاتق الشركات؟ كيف تحددونها؟

12. Can you precise the relationship between CSR and business ethics?

هل يمكنكم تحديد العلاقة (التشابك) ما بين المسؤولية الاجتماعية للشركات و الفضائل (الأخلاقيات) في الأعمال؟

13. Do you think there is a relationship between CSR and business profitability?

هل برأيكم هناك علاقة (تشابك) ما بين المسؤولية الاجتماعية للشركات و الربحية؟

14. Do businesses have any duty towards non-owners of the business? Why?

هل على الشركات واجبات تجاه غير مالكي حصصها؟ لماذا؟

15. What does stakeholder mean? Can you please define business stakeholders?

(Confirmatory Prompts: Government, Public-patronage and workforce-, Financial Community, Media)

ماذا تعني كلمة أصحاب الحقوق؟ الرجاء تحديد أصحاب الحقوق تجاه الشركات؟ (نقاط للتأكيد: الجهة الحكومية،

الجمهور-كعملاء و كقوى عاملة-، القطاع المالي، الاعلام)

16. What are the factors that are relevant to CSR? Why? (Confirmatory Prompts:

Community, Corporate governance, Diversity, Employees, Environment, Human rights, Product)

ما هي عناصر (عوامل، نقاط) المسؤولية الاجتماعية للشركات؟ لماذا؟ (نقاط للتأكيد: المجتمع، الحكمة، التنوع،

العاملون، البيئة، حقوق الانسان، المنتج)

Part II:

1. Have you ever been faced with a situation in your company where you were compelled to adopt a socially responsible attitude? Please elaborate.

هل واجهتم موقفاً في شركتكم حيث تطلب منكم اتخاذ موقف مسؤول اجتماعياً؟ الرجاء اعطائنا تفاصيل أكثر حول هذا الموقف.

2. Which parties might put pressures on an organization to assume social and environmental responsibilities? (Prompts: Individuals/Organizational parties/National/Transnational levels)

من هي الأطراف التي يمكن أن تضغط على شركة ما، لكي تتصدى لمسؤولية اجتماعية أو بيئية؟ (نقاط: افراد/ أطراف متعلقة بالشركة كالمالكين أو اصحاب الحقوق، على المستوى الوطني، على المستويات العابرة للحدود كالمؤسسات الدولية و الجمعيات العالمية و الاتحادات الدولية الممثلة لقطاعات الأعمال)

3. What are the motivational pressures that a company might be subject to in order to assume social and environmental responsibility? (Prompts: Instrumental/Social/Moral)

ما هي الدوافع التي تدفع بالأطراف عامة على الضغط على الشركات للتصدي لمسؤولياتها الاجتماعية و البيئية؟
(نقاط: دافع مادي/ اجتماعي/ معنوي)

4. When a manager is confronted with pressures to adopt CSR, are the material values or moral values primed? Please elaborate

عندما يواجه مسؤول في شركة ضغوطات ليتبنى موقفاً مسؤولاً اجتماعياً لشركته، هل يبدي القيم المادية أو القيم المعنوية؟ الرجاء الاسهاب بالشرح

5. Can you please specify what are the material values considered by managers when confronted to socially responsible decisions? (Prompts: Rationality-adhering to reality through observation and logic, Productiveness-the bottom line and value capture)

هل يمكنكم تحديد ماهية القيم المادية التي على المسؤول في أي شركة أخذها في الاعتبار عندما يواجهه قرار عملي باتجاه المسؤولية الاجتماعية لشركته؟ (نقاط للتأكيد: الواقعية و المنطق، الانتاجية المادية)

6. Can you please specify what are the moral values considered by managers when confronted to socially responsible decisions? (Prompts: Honesty-rejecting what is unreal, Justice-reciprocity, Independence-own judgment and decision, Integrity-walking the talk, Pride-moral ambitiousness)

هل يمكنكم تحديد ماهية القيم المعنوية التي على المسؤول في أي شركة أخذها في الاعتبار عندما يواجهه قرار عملي باتجاه المسؤولية الاجتماعية لشركته؟ (نقاط للتأكيد: الأمانة للواقع، العدالة بمعنى المعاملة بالمثل، استقلالية القرار، الصدق بمعنى الالتزام بما يعلن، عزّة النفس بمعنى الطموح على المستوى المعنوي)

7. Is there a trade-off in business decisions between (either/or) material and moral values at the same time? Can you please give an example?

هل هناك من مفاضلة في القرارات العملية بين القيم المعنوية و المادية بمعنى الاختيار بين هذه أو تلك؟ هل يمكنكم اعطاء أمثلة؟

8. When managers decide to take socially responsible action in their companies, might there be any actual impediments to managers' socially responsible behavior? Please name the most relevant.

عندما يقرّر المسؤولون في الشركات اعتماد سلوكيات مسؤولة اجتماعياً، هل يمكن أن يُواجهوا بعوائق عملية فعلية؟
الرجاء تسمية أهمّها

9. Might managers be tempted to show a socially responsible attitude while in reality they are unconvinced? Why? (Prompts: instrumental reasons, Relational or Moral)

هل يمكن لمسؤولي الشركات أن يتعرّضوا لاغراء باظهار موقف مسؤول اجتماعياً حيث في الواقع يكونون غير مقتنعين، أي أن يُظهروا ما لا يُضمرون؟ لماذا؟ (نقاط: أسباب مادية، أسباب اجتماعية، أسباب معنوية أو أخلاقية)

10. Does your company exhibit socially responsible behavior? Is it static or changing?

هل أن شركتكم تُظهر سلوكيات مسؤولة اجتماعياً؟ هل هي ثابتة أو أنها تتغيّر؟

11. Do you personally encourage your company to adopt a socially responsible attitude?

Why?

هل أنكم شخصياً تشجّعون شركتكم على اعتماد موقف مسؤول اجتماعياً؟ لماذا؟

12. In general, do you think Lebanese business leaders are socially responsible? Why?

عموماً، هل تعتقدون أن قادة الأعمال اللبنانيون مسؤولون اجتماعياً؟ كيف و لماذا؟

13. In general, do you think Lebanese business leaders are true in their public attitude towards their companies' social responsibility? Why?

عموماً، هل تعتقدون أن قادة الأعمال اللبنانيون صادقون في موقفهم المعلن تجاه المسؤولية الاجتماعية لشركاتهم؟

لماذا؟

Appendix 5: Transcript sample

Interview with MNC Pharmaceutical

Near East General Manager

Aug 25, 2014

- 1. What is a green economy?** Ok, I don't think we have like this definition, a Green Economy, but if you want, logically how it should be , it is an economy that still is profitable because you need to have sustainable profit to make sure to keep investing on what you do best, but in the same time it benefits the needs of society, be it – because our expertise is in health- be it in health but in same time decreasing the footprint on the environment as well, which is one of the things which I think would benefit both
- 2. Do you think the Lebanese economic system promotes growth?** Aaah, I think yes, Ya3ni it promotes pure growth, but does it go beyond.....is it a sustainable growth with the current policies, I don't think so

Is it a good environment for companies to prosper? It is not an ideal environment, but ya3ni if you compare the growth that all companies have in Lebanon despite the whole environmental issues be it on the part related to security unrest or the policy that is not optimal, there is growth. I am talking about pharma, Lebanon is forecasted to grow, if you look at the report of IMF it is forecasted to grow by 5% aggregated growth by 2017, and the size of the market is big, if you look at the retail market alone, it is around a billion (USD) and it keeps on growing. Asslan, you are the 5th growing economy in MENA, which shows how resilient we are as individuals maybe, maybe the whole environment

does not promote your growth, I am talking health, because culturally we do spend a lot on health, and we spend out of the pocket, so Lebanon spends the highest percentage of its GDP on health, so for me, it is an environment that favors growth, but not necessarily due to the policies or the government helps, it is more related to culturally how people deal with their health, how people are self-financing a lot of things including health and we capture innovation. Lebanon is a market where innovation works, you put a product, an innovative therapy, an innovative approach, whatever is innovative, the uptake is Mish Tabi3i, one of the biggest

3. **Do you think the Lebanese economic system promotes social equity?** No, definitely not, it does not promote social equity, still, still , I need to redefine, I am talking about health, I do not have a lot visibility on other things, still to be fair, no one in Lebanon does not have access to medication in general, this how I see it, why because you have many systems, you have the out-of-pocket, you have the insurances that are very well established in Lebanon, you have as well the ministry of health, its budget is 90 million USD, it covers a lot of products, you have the social security (daman) which is a very easy system, ok you need to pay a bit out-of-the-pocket etc but you have a lot of dispensaries, organizations...is it ideal, no, but you have more or less a certain equal access to health

Besides the health system, income inequality, gender equality, child labor, you do not have to give a precise answer, just a perception? Not really, no, it is not an environment that promotes equity

Doesn't this affect growth? It should affect growth, but it is a real market, maybe because people are resilient, maybe because not many people wait for the government or for the environment..if you tell me equity of gender, nothing in the law gives you equity of gender, but you have a lot of women in the labor world, they are working, they have a good position, but does society or the laws help? Not at all, but it is personal, all personal initiative, take for example equity for the handicapped, we are still very far, does it make sure that all people have access to education and that people el controlled and followed, no, I think it is not a system that promotes social equity

You think it has a negative effect on growth? Theoretically it should have a negative effect on growth, especially on sustainable growth, that means growth long term, afterwards, that it does not stop

4. **Do you think the Lebanese economic system promotes environmental sustainability?**No definitely not (laughing), mish Zaryina (they do not even consider it), they do not care about the environment, they do not even consider that they should put laws in place to make sure to still have maintain water, land,...to be able to work, no definitely not. It does not promote any industry, even the tourism industry, it does not look at how you are impacting the environment and how it is going to be sustainable, for example the sea in the near future you will be able to benefit from it anymore, even the part that we consider ourselves specialized in it (tourism), no, not at all, short sighted to the maximum, there is even no sight at all.
5. **I understood from you that there is a relationship between economic growth, social equity and environmental degradation?** Yes for sure, definitely...there will come a time

when we will have to talk about the basics, right now we are having growth but there are no foundations, at a certain point in time it might collapse, if the individuals retracted, if they do not have that interest or that pro-activity to do whatever should be done, everything will collapse, because the basis to everything that is the environment and the equity and the fair access to many things for everybody, it is not there

Do you actually think that the Lebanese people will be discouraged, in the sense that they will not take their initiatives any more? It is happening more and more, people are going outside, they are investing outside of Lebanon

6. **Do you think that Lebanese business sector have a role in preserving nature?** For sure it has a role, because this is the sector where you have money this is the sector where supposedly you should have brains, educated people, and this is the sector that has a certain autonomy to be able to take action, it is not public, most of the business sector is private, so this where you can have a role of course.

Are they doing it? No, they are not. They are not doing it systematically, they are only doing it for the image, they do not go deeper in his, surely it has an impact on their image, but there is a lot of factors to arrive to the image.

7. **Do you think the Lebanese business sector has a role in promoting social equity?**

Definitely for sure

Are they doing it? maybe a bit big corporations are doing a certain type of equity, but it is more Let me think how will I put it, there is nothing driven by local policy so that people are obliged to do anything, the frame that puts certain laws that everyone has to follow and strive to follow does not exist, you go back again to the individuals,

even a medium or a small business, if you have someone that is keen on the equity, what will be his capacity to do it, in his small circle he might have a certain kind of diversity or respect in terms of culture, religion, gender...which is not the case everywhere, this person might think to take a limited green initiative like recycling or plant a couple of trees, or a little bit bigger, or he might want to promote the health and safety of his employees, making sure they know what should be done to drive well, this goes under social equity, but this is individual. Big banks, and big pharma especially if they are multinationals they have certain strategies that you need to implement, if you take banks and other big companies, it is part of how they want to be perceived as being kind of probably an "envergure" that goes beyond the Lebanese territory. This is part of how they perceive their social image and their contribution to society.

8. **Do you think there is a financial benefit from promoting social equity or promoting environmental preservation?** Yes for sure

Is it direct, is it a long term is it a short term? It is a long term...more of a long term

9. **In general do businesses have a social responsibility in Lebanon?** At the origin, social engagement should be part of "I am reading it , because I prepared it before you came, because this is one of the things that are important to be said" it should be a key component of the overall company strategy, this is key

This is a strategy in your company.... It is everywhere, this is the contemporary corporate responsibility....

and Lebanese businesses abide by this rule do you think? No, not necessarily, some of them are still in the past social responsibility, some of them are halfway and some of them are in the contemporary corporate engagement...

The old corporate responsibility you mean? It means paying money, it is more philanthropic, for example, you have money, you have extra money, you want to do something, you pay for this one, for that one, you do something here and there, but you are not creating something that has a shared value, of what you (your company) and society wants, something which is sustainable. For example, if I do not have expertise in this thing, how much will I pay money, for how long will I pay money, and this money will be diluted, this is what we all faced in the past, the money was diluted.

10. **So do you think there is a difference between CSR 'what you like to call CR Corporate Responsibility' and Business ethics?** Yes for sure definitely for sure, 'Aslan' the business ethics is in the core of everything, 'aslan' you cannot win without integrity, you cannot grow without integrity, you cannot sustain your growth in the future without integrity, it should be in the core of what you do.

What is more in CSR added to Business Ethics, if the core is ethics, what is added above them? CSR is how you are contributing to society around you and to yourself, how you are engaging your employees who are part of this society, it is not different they adhere (moutalasikeen) one to the other. For us as Lilly, ethics in the middle, whatever you do, it is there, in everything you do you have to be ethical, because you are in the business of impacting people's lives, with your medication, with your research, you cannot say I do not want to be ethical...

It should be the same with other businesses too, pharma or not pharma? It should be the same, but it changes, and ethics are ethics, ethics could have more than one definition but it is more for us how you interact with everyone in a frame of mutual respect, values, and more for us as pharma, because we are in the business of making medicine, which needs your interacting with people with something that impacts their life, so this why you have to be more and more ethical.

11. **I have to ask this direct question, is there a relationship between Corporate Social responsibility and Profitability, do you make money out of corporate social responsibility, do you think companies should make money out of CSR?** No..(a shy no) let me think how I should answer you to this subject, at the end of the day, for sure you make money, definitely 'ya3ni' at the end you are not a charitable organization, but your corporate responsibility should not be axed , strategically, around access...meaning that I do not engage in CR for people to start buying my medicine, and for me to be number 1, it is not that ...you have other programs for this, you public private partnerships, you have man other programs, but CR for sure improves your image, it improves the reputation you have, it means people having access to your products, eventually at the end of the day, your profit increases.
12. **Do you think a business has duties towards non-owners of the business?** I did not understand the question...
13. **It is shareholders who are the owners of the company that finally take the decisions, but does a business have duties towards non-owners of the business, stakeholders for example?** Yes for sure, of course, sure, sure you have responsibilities towards

stakeholders, at the end of the day you are not living on an island, you are working with your partners who are your stakeholders, but who are the stakeholders, these are the end users, or the middle users, for us the stakeholders

This is the question, who are the stakeholders? For us the stakeholders are government, physicians, patients, everyone who works in the health sector, those who work with the environment, because our factories have emissions, we have an environmental footprint that affects the environment, you have the politicians because you have to make policies that make sure you are creating an environment that values innovation,

The financial community? Of course, because you have to deliver on your financial commitments, and that your stock price be at a certain level, many ,

Media, is it a stakeholder?.....(silence)...I don't know...

Media has few direct resources but it affects all the other stakeholders, yes we can say it is a stakeholder, yes for sure , for sure, otherwise why do we have a communications department, for sure media is stakeholder, you also have the professional groups like medical societies and patient organizations, abroad for example, advocacy and public relations are key more than here, where you have medical societies but not patient organization

14. Corporate Responsibility, what are the factors of corporate responsibility? You mentioned for example employees, you mentioned the environment, human rights is it a factor of CR? Human rights, what does it mean?

If your suppliers are using child labor, is it something that concerns you? For sure, because there are certain criteria that we need to follow, but CR depends on each company, for us we have 4 axes: improving global health for people in need, to decrease the environmental footprint, strengthening the communities, locally in the US and in India where we have a lot of work and globally, we have something we call the global day of service, and the fourth is engaging employees, so these are the 4 axes

you mentioned community, environment, employee, the fourth one what was it ?

Strengthening communities, decreasing the environmental footprint, and a major one is improving global health for people in need, because it has many things that go under it

is it about your product? No, it is working on non-communicable diseases specially diabetes, tuberculosis which is another axe for us hunger relief because we have ELANCO which is an animal health company so we work on hunger relief by working on how food is (produced), product donation, humanitarian assistance, all under the improving global health for people in need, so we divided into 4 axes, one is related to our expertise, direct expertise which is health, the second related to something we do to create these products and medicines which is the environmental footprint because this is one of the commitments that we have as well towards the global society, and the fourth is the global day of service that is strengthening the communities where you are in, the employees go on the ground and do something, this is global, one day, everyone is outside doing something tangible for the community, like painting an elderly home, and there is something else called connecting hearts abroad, where people from our companies go to abroad to a very poor place and work with the people there, to

strengthen our link with communities we live in, and the last is certainly how to engage your employees, to make sure they see the value of what they do and how they are contributing to society in many aspects

Is Corporate Governance part of Corporate Responsibility? You have to precise what do you mean by corporate governance, because there are many rubrics that go under corporate governance

Corporate Governance is abiding by laws, abiding by the good governance rules for sue corporate governance is everywhere

Is it part of Corporate Responsibility? No it is not part of CR

Abiding by the laws is not CR? Abiding by the laws is everywhere but governance for us is the frame of how you work, who is the responsible, the types of meetings that you do, the decision making process

Is compliance part of corporate governance? Compliance is on top of everything for us, it is not part of anything, it has an autonomy, 'plutôt' compliance is in the core of everything, of a sales report, of a manager's work, in reaching out to policy makers, of corporate responsibility for sure, if I want to give away a medicine for the program we have "life for a child", I give them the best medicine, I don't change the quality of my manufacturing if I am doing a product donation, for example, when I work with diabetes patients in India, I educate them through something called 'diabetes conversation method' that is not linked to my product, otherwise I would have been doing and access program....that is why these questions about compliance I find them awkward because we do not separate anything from compliance.

Diversity is part of CR? Diversity is part of HR....diversity is part of CR, definitely in my opinion, you have a responsibility to make sure that you have a diversity of ideas, experience, new recruits, women, men, corporate MBAs, MBAs, people with potential, people that are performers, you need a diversity of thinking.

Compliance is everywhere, CR is not everywhere? In (company name) is part of Corporate Affairs, and corporate affairs has policy, what is our position towards many situations, is reactive or proactive etc., it goes into government relations because this is where you drive policy, you have advocacy and professional relations, because corporate affairs ultimate mission is to make sure there is access for our medication to everyone, and that the image of the company is well established, so policy, government relation, professional relations, communication that goes under corporate affairs and corporate responsibility all go under corporate affairs.

“there is access for our medication for everyone” this is the ultimate goal

I’ll read it as CR? Of course, this is our mission statement “it’s an integrated team that supports the business areas and the company by working with government decision makers, key influencers, public to achieve business goals, insure competitive advantage and enhance Lilly brands and reputation.

15. This was the first part, now the second part, Have you ever been faced with a situation

in your company where you were compelled to adopt a socially responsible attitude?

No, everything starts in the United States in our company, and they abide by rules and regulations as we abide by rules and regulations in any country if there is something that is mandated **disregarding the laws and regulations, you where never faced with a**

CR situation that was not in your textbooks? No never happened, but we have flexibility, everything starts in the US, but we have some flexibility, for example the recycling is important for us in our office we do it, because there is awareness and there are people that want to, our day of service, we adapt it to the needs we see around us.

16. Which parties might put pressure on an organization to assume social responsibility and environmental responsibility? The question is general, not only related to (company name) Media, government, lobby groups or associations, employees might trigger this as part of their engagement, they drive it, recycling in our office is driven by employees, it did not come from HR....I do not remember the others

Transnational levels as a multinational yes of course, these come from the upper management side

17. What are the motivational reasons for, let's say employees because you mentioned them, to push a company to be socially responsible? They are engaged, they feel that the company represents them, and they are part of this society, each one has something that engages him, something that they feel important to fight for, if this meets the company goal, strategy or means, then they drive this, change always comes from within, even if you impose a change, it is not successful if it does not come from within.

Might there be any instrumental motivations? You know there are three motivations as they put it, the instrumental (al maddi), the social which you mentioned already and the moral. The means is also instrumental.

Might they have a material motivation to push the company to become socially responsible? There is apart that is related to pride, the pride of working for such

companies, and sometimes it helps to set people and companies apart, to differentiate them, which is really important. The branding of a company is important for the employees too, it is important for them to drive what they do.

18. When a manager is confronted with pressure to adopt CSR, are the material values or the moral values primed? Moral, sometimes material values, it depends, it depends, on the situation, on the size of the issue, the why, there are many reasons, but I think they go both, but its more.....ok, let me differentiate, if you are talking...I cannot say only moral, its both, moral and material, definitely. Morally, you might be happy with the matter and you want to do it, but materially you do not have the means to convince the people around you, if you do not put it in a context that allows it to be seen as there is value, I just remembered something, but I do not remember the details, why am I telling you that its both, I can give them to you later, because when they worked on recycling, they needed to work on something to convince upper managers, I remember that there was a case that was exposed and that took four to five days work, as a type of convincing

Besides the moral value, you had to present a material value of course, 100%

19. What are the material values considered by managers when confronted to socially responsible decisions? Material is not always a financial thing with an immediate impact, it could be engaging people because engaging people, when you engage people, they will interact with customers with added value, and when the customer sees added value, he becomes loyal and will have a direct financial impact...This is the service value chain concept in general, it could be the engagement of the people. If you take the

environmental you have a long term, because you are living in the society and when you are decreasing your environmental footprint, you are benefiting, for example, improving health for people, you are reducing an impact on the economy, which you are profiting at the end of the day, because the economic wheel is spinning. Material can come with many things, but I think it is not immediate, you cannot expect to do CSR and go to the bank to cash it in immediately, it is more of a longer term impact that you are going to see, but yet it's a sustainable impact, which is more important.

20. We mentioned the material values, the moral values considered by managers when confronted with socially responsible decisions? Give us some examples? What do mean by that

You answered before that both values are taken into consideration material and moral values, which morality guides you towards social responsibility, in the material values you mentioned productiveness and long term benefit, these are material, the moral? Can I read some points for you, **of course**, I will tell you again we are in the business of saving and improving lives so we have an opportunity, so you have a responsibility, opportunity and responsibility come together, so you expect yourself to have a higher responsibility, which is exactly what society expects from you, as you grow as society has higher expectations from you,

Can I translate this into walking the talk, which means integrity yes, definitely, sure, sure, these days you cannot laugh at anyone, in the past you have big slogans and talk about them, and pay money here, pay money there, but finally what matters is the action not the talk, you can say that I am very good, I am the best company and I am

socially responsible, but your actions do not translate correctly on the ground, and it is not tangible, so this creates two impacts, an internal impact and an external impact. Internally, you lose trust of your employees, because you are talking without doing anything, so the pride that they want does not exist anymore, they do not have the reason to be proud, and externally, you are raising expectations with the society but you are not delivering, so the trust which is the base of everything is lost.

How independent a manager be while taking a socially responsible decision, meaning, is it possible that he will be dragged behind other companies to act in a different way?

Acting in a good way or a bad way?

We are talking about socially responsible decision, let us say that you took a decision that is against what other pharmaceutical companies, that are not taking this decision but you took it, do you consider that you are ready to take your decision till the end and should you? Yes (a weak yes), let us say that within pharma there is alignment, aligned strategies, aligned decisions, because there are basics, like improving people's global health is a basic, the environmental footprint is a basic, each one has its way to do it, but sometimes you take a decision and you move, it's your call, and to talk about us, we are more favored than others, because we are backed up, you have a big company behind you, and you are translating things, or you are doing something that suits your market, something that suits the society where you are, but it is not that major stuff, these are things are more like big strategic decisions, today, I am backed up, whatever I do, I am aligned with my company, they will support me, I have the means and the

power, which might not be the case for other medium small businesses, here the courage might be bigger, to be fair.

21. Can I say that there is a trade-off, either/or, material values and moral values? No, there is no material alone and moral alone, there is value everywhere, whatever you need to do, you need to have either the motivation or the ethics or the knowledge or the expertise..moral is everywhere

22. When managers decide to take socially responsible action in their companies, might there be any actual impediments to this action? What do you mean by impediments?

You decided to take this action, but something prevents you from getting it through sometimes, you have local laws do not permit you from doing the right thing, **for example** or do not make it easy for you, for example the wasted medicine that is still here and we cannot get rid of them in a responsible way, you do not drive this, you need to have the laws in place

So mainly impediments are laws sometimes its financial, you do not have the financial means to get into this corporate social responsibility plan that you have, sometimes the people do not follow, they do not see the value, they do not see the why behind it, that's why important that people understand the why sometimes yourself as a leader, you're not able to drive people, your leadership skills do not allow you to rally people with you, there are many reasons for sure, because you did not build trust, you did not explain to them, they do not understand the why behind it, or you didn't walk the talk, or as an individual you do not act as you say, you do not show this in your life, how can you ask people to be ethical, when you do not do it

So you are saying that a major impediment might be the leadership qualities , yes, leadership and engagement, why, because people need to see the why, this is what we don't do most of the time, consign things and roll-on, no, they need to know the why, if they knew why and where they are heading, they will go along, plus you have external environment and financials

23. A question in general, it is not about you, it is about the other business leaders, might managers show socially responsible attitude while in reality they are unconvinced? Yes, yes, no but not attitude, nobody living in society does not like to have an impact on his society, I am talking in general, I do not want to talk about exceptions, in general as individuals, you want to leave a footprint, be it internally leave an imprint, or externally, in general if you are a leader, besides what you want to achieve immediately, you want to leave a footprint in your company and outside

You are saying that in general there is no two-faces, one that is implicit the other one that is explicit sometimes there are things that you need to do, because you are requested to do so, do you feel this is the ideal thing to do in a certain society, maybe not, if you have your own decision making, tools, you might do things a bit different, but as companies, we have strategies and you need to follow these strategies, which makes sense most of the time, because these are global strategies, with certain implementation things that you might do differently

Let me ask a specific question, in Lebanese society LGBT is not much accepted, CR is about admitting or supporting this minority, but it is against our society, might that hamper your attitude? Or might it affect your explicit attitude while implicitly it is

another thing? I am not talking about you, but in general it might happen, myself personally, I am very tolerant, but in general, it might, that is why I am telling you that you are not separated from your society, you should be one step above, this LGBT is this today the top priority in Lebanon? You have other fights, you have already good diversity bring handicapped people that have certain skills, bring women make sure that you bring people from different cultures and religions, for example you go into a society and you find out they are all of the same religion, accept the other, and you begin by promoting people privacy at first, which ourselves try to do, but is LGBT now our top priority? No it is not, in corporate America, where it is still too conservative; this is one of their top priorities, because it promotes the acceptance of the other rather than just LGBT, because as a society this is important for them.

Even if you accept LGBT in you work environment, might it be that you reject LGBT people because you were in a certain pressing meeting or environment like a ministerial meeting, you had to say what you do not intend or the other way around?

No, not at all, so far I did not have such a case, finally there is always a way to maintain your position while not confronting the one facing you, what I would say in such a situation is that I respect people's choices as long as they do not impact their ethics at work and their relationship with other people and the way they interact with customers, these are the three critical points, if it is going to impact, it is beyond their life choices, it is about their performance and their ethics, that is how I position myself.

24. Obviously your company exhibits socially responsible behavior, is it static or changing?

It is evolving, it evolved into what they called the contemporary Corporate Responsibility,

Can you please re-define it? it is a key component of the corporate strategy, you have the business needs, the society needs and your own expertise and assets, what do you know best, when you put on these, it becomes at the middle your corporate responsibility that is why today for example, we have an expertise in health, we have an expertise around education, we work a lot on educating people about diabetes, we have an expertise in research, we put all our research knowledge in tuberculosis for the less developed countries, to teach them how to manufacture it locally, because it is an area that we go out of, though still patent protected, we did not protect it, we gave it away, another important thing, sometimes, you need to give a donation, it is not acceptable that child needs insulin and that he is incapable of buying it, in this case we donate through IDF International Diabetes Foundation, it has been 3 years we are working a lot on non-communicable diseases, especially diabetes, by trying to educate people in many countries, like India, South Africa...we work a lot on education that is not product related.

25. Do you personally encourage your company to adopt a socially responsible attitude?

Yes, definitely

26. In general, do you think the Lebanese business leaders are socially responsible? No

they are not,

Why, they do not perceive the importance, or..? we'll go back to what we said at first, there are many reasons, among them is that they did not think about it, because they are old school or whatever, because there is nothing in laws, regulations and policies that drive, you need a driver, someone to say this is what needs to be done, and later you become creative and work upon it, not all of them, but in general.

27. **Don't you think they exhibit socially responsible attitude?** Most of them, do not do social responsibility properly, each businessman feels that he should do something, but most of it is about the individual image, I am not talking about employees in big companies, because like us, it is a part of their organizational culture, you do not think about it twice, I am talking about what I see, and I might be wrong as I have an outside look, I do not see it strategic, I do not see it for the right reason, and I do not see it embedded in the culture, it is sporadic, he wakes up today deciding to do that thing, most of it is that with money, they need the power, with the power you need the image, what's better than what they think is social responsibility attitude? It is the definition, the approach and the concept of social responsibility that is not clear, this is my opinion.

Conceptual Framework

The Perception of Lebanese Business Leaders about:
Exploratory Approach

The Lebanese Economic Construct from the triple
perspective of Economic Growth, Social Equity and
Environmental Sustainability

The relationship between Economic Construct and Corporate
Social Responsibility

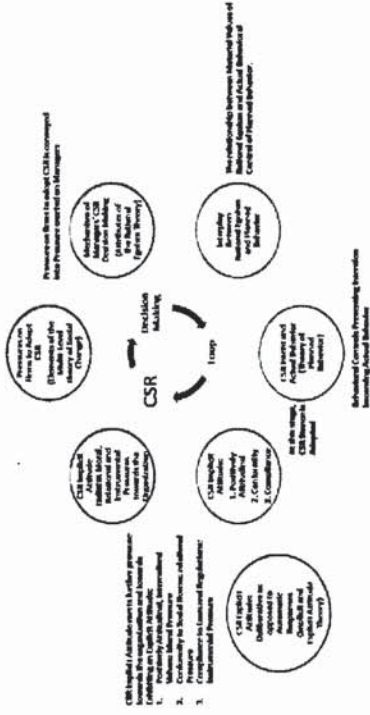
Attitude and Behavior regarding the Social Responsibility of
Business

The Whys and Hows of Socially Responsible Decision Making

CSR Decision Making Model: Confirmatory Approach

CSR Decision Making Model

Seven Nodal CSR Decision Making Loop

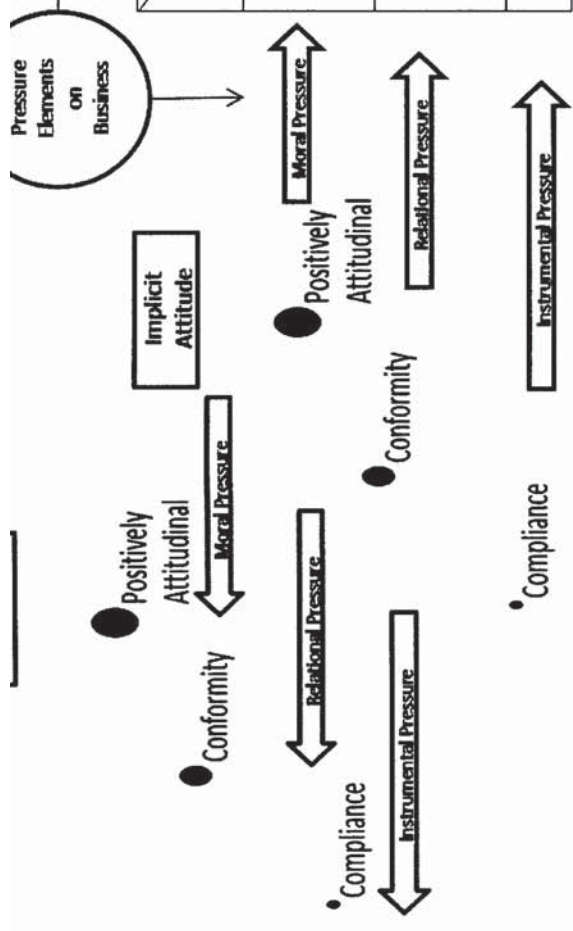


Sequence of the Whys and Hows
of CSR Decision Making

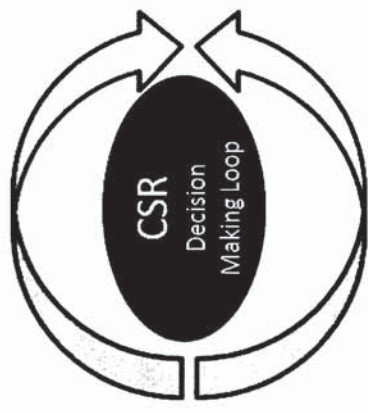


CSR Motives at Multiple Levels of Analysis (Aoulick et al., 2007)

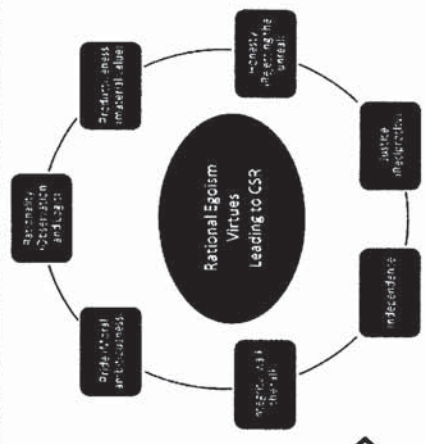
Level	Motives	Individual	Organizational	National	Intergovernmental Entities	Transnational
Moral	Need for Meaningful Existence	Need for belongingness	Stewardship Interests	Collective responsibility	Collective responsibility	Altruism
			Higher-order values			
Relational	Need for belongingness	Need for Control	Stakeholder Interests	Social cohesion	Social cohesion	Interest alignment, collaboration and quasi-regulation
			Legitimation/Collective identity (long term)			
Instrumental	Need for Control	Need for Control	Shareholder Interests (short term)	Competitiveness	Competitiveness	Power (obtain scarce resources)



Pressure exerted on Managers

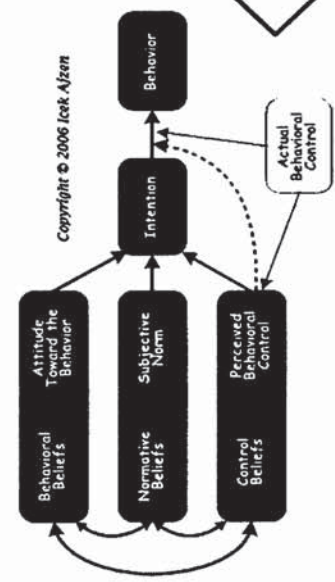


The seven virtues of Rational Egoism (Woiceshyn, 2011)



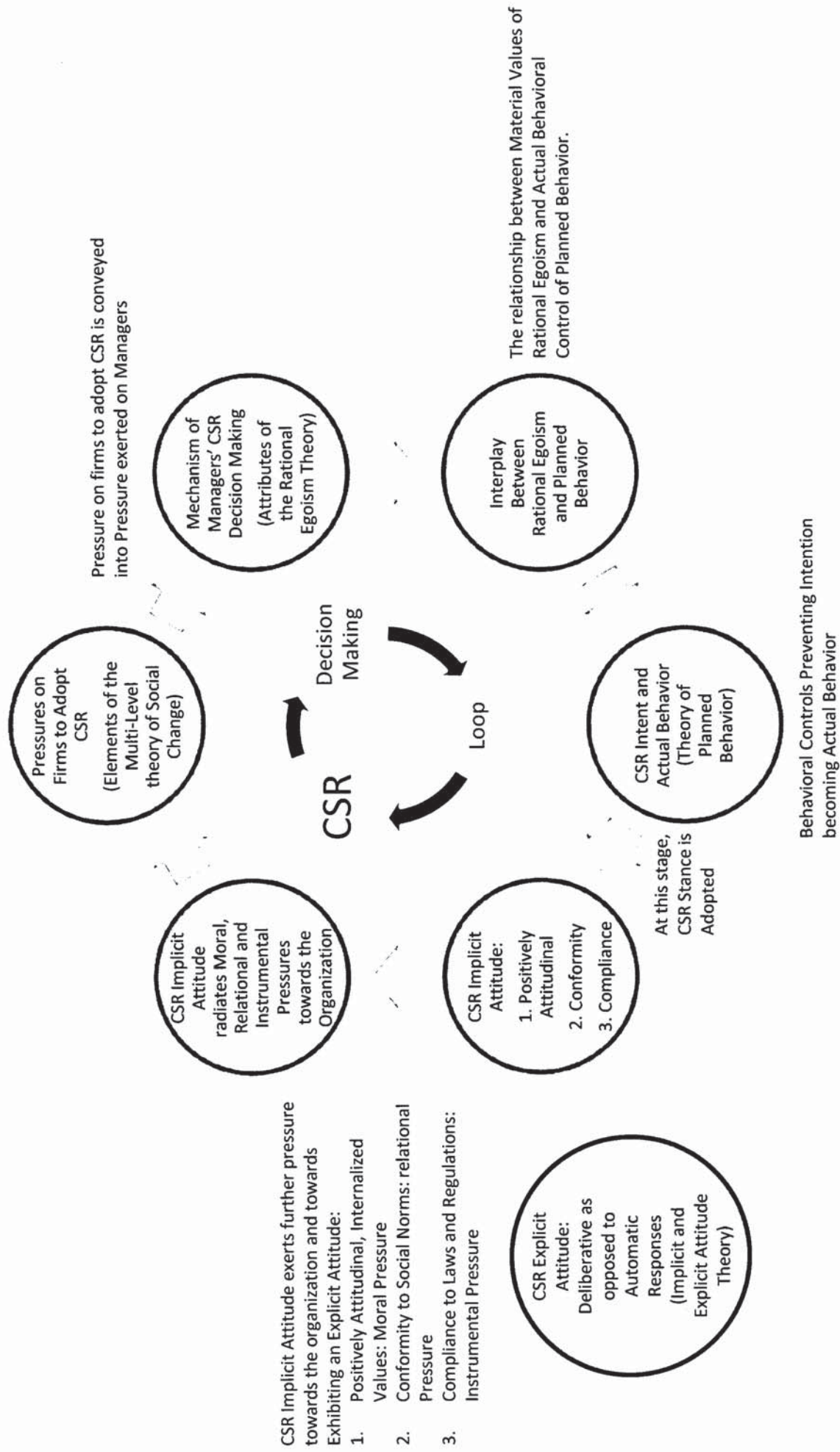
CSR Stance

Theory of Planned Behavior (Ajzen, 1991)



Eventual CSR decision Obstruction

Seven Nodal CSR Decision Making Loop



- CSR Implicit Attitude exerts further pressure towards the organization and towards Exhibiting an Explicit Attitude:
1. Positively Attitudinal, Internalized Values: Moral Pressure
 2. Conformity to Social Norms: relational Pressure
 3. Compliance to Laws and Regulations: Instrumental Pressure

Appendix 9: Themes and Pattern Codes

Themes and Pattern Codes

Section I	1	No prior knowledge (12-0-2/14) or fuzzy acquaintance of Green Economy (2-0-12/14)
	2	Green Economy defined as 'hurting the environment less' (7-0-7/14)
	3	Proper definition of Green Economy as triple bottom line, coming from businesswomen (2-0-12/14) part of MNCs (is it organizational culture, or gender sensitivity?)
Section II	4	The Lebanese economic system allows growth (10-4-0/14) but is prevented from full potential growth and long term growth because of corruption or legal modernization stalling (9-0-5/14)
	5	The Lebanese economic system minimally and insufficiently promotes social equity (13-1-0/14) because of corruption or legal modernization stalling (8-0-4/12)
	6	The Lebanese economic system does not promote environmental sustainability (14-0-0/14) because of corruption or legal modernization stalling (5-0-9/14), but enhanced by public sensitivity to the environment (3-0-11/14)
	7	The role of government is more important and decisive than businesses in promoting economic growth, environmental sustainability and social equity (4-0-10/14) +(2-1-11/14)
	8	Business has a corporate social responsibility (12-1-1/14) (NG Friedmanist but philanthropist, AW "does not encourage SR but has to be SR towards employees, justifies CSR with mercantile"
Section III	9	CSR is profitable for business (11-0-3/14), when time span is specified Long term (10-1-3/14) (exception coming for NG the Friedmanist), short term (8-1-5/14)
	10	CSR is good for the public image of the company (8-0-6/14) and engages employees (5-0-9/14)
	11	Business is not a charitable organization (3-0-11/14) echoed in the moral/material value trade-off
	12	The environmental responsibility of business was mentioned in its standalone positive impact on profitability (2-1-11/14) and marketing (2-0-12/14); social per se was not mentioned (is the environment more visible to business leaders than social equity?)
	13	Laws, regulations and their instrumental power is the main driver of CSR. The single most common feature in the code book (16/91 quotes in total) (echoed in many quotes)
Section IV	14	CSR is different from corporate ethics (7-3-4/14)
	15	Ambiguity of the relationship between CSR and corporate ethics; CSR is beyond business ethics (2-0-12/14) or within ethics (3-0-11/14) (reflected in the high variance of the code of corporate governance as CSR factor)
	16	CSR is business ethics with financial means (3-0-11/14) (echoed in the material impediments of CSR behavior in the 'Decision Making Model')
Section V	17	Business has a duty towards stakeholders (14-0-0/14); Stakeholder theory explains Lebanese business leader's perception of CSR (even the declared Friedmanist and the unabatted mercantile support this view)
	18	Stakeholders are Government (13-1-0/14), Public as clients and workforce (14-0-0/14), Financial community (12-1-1/14) and Media (12-1-1/14)
Section VI	19	CSR Factors are Employees (14-0-0/14), Environment (14-0-0/14), Human rights (10,3,1/14), Community (14-0-0/14), Diversity (13-0-1/14), Product (4-4-6/14), Corporate Governance (1-0-13/14)
	20	CSR Factors theme (no. 19) coupled with the 'Business has a Corporate Social Responsibility' theme (no. 8) translate into the sociopolitical theory explaining business leaders' perception of CSR in the empirical debate
	21	Corporate governance is not a clear concept for Lebanese business leader, supported by quotes and the emphasis of respondents on transparency, laws, compliance and integrity, all features of corporate governance.

Section VII	22	Business leaders did not object nor did they recur on the sequence of the Seven Nodal CSR Decision Making Model; discussed points went in parallel with sequence
	23	The flow of questions and answers in the Model section was rapid
	24	Responses discussed nodes, the individual theories and the interactions between them, distinctly
	25	Unexpected managers were compelled to adopt CSR behavior (11-3-0/14)
	26	Companies are subject to multi-party-multi-motivation pressures to adopt CSR
	27	Differences in the multi-part-multi-motivation pressure are industry and company specific
	28	The unexpected managers compelled to adopt CSR, and the approval of the multi-party-multi-motivation 'pressures on a company, confirm the Model's 'pressures on a company' translating into pressures its managers to take a decision
	29	Business leaders approve the duality of material and moral values (14-0-0/14)
	30	Material values prime over moral values (13-1-0/14). where a trade-off is likely (9-3-2/14)
	31	There are actual impediments to socially responsible behavior mostly instrumental, financial (8-0-6/14) and legal (8-1-5/1), followed by relational, industry (5-0-9/14) and community (3-011/14)
	32	Actual impediments cue in the material values when managers are weighing SR decisions
	33	Managers have an implicit and explicit attitude about CSR (8-4-2/14), with the implicit adding on pressure on companies to adopt CSR, confirmed by Individual (employees), and top managers or owners, as Organizational parties, exerting pressures (respectively 10-3-1/14 and 13-0-1/14) on their companies towards CSR.
Section VIII	34	Managers perceive themselves as socially responsible (14-0-0/14), with their companies' CSR behavior evolving (11-1-2/14), while other business leaders are not SR (6-6-2/14)
	35	Managers perceive Lebanese CSR personal image driven (4-0-10/14), with implicit and explicit CSR attitude (7-6-1/14) and that CSR explicit attitude short lived (3-0-11/14)

Appendix 10: Quote book

MNC Pharma	<p>Lebanon is a market where innovation works</p> <p>We are having growth but there are no foundations, at a certain point in time it might collapse,...because the basis to everything that is the environment...and the equity and the fair access to many things for everybody, it is not there</p> <p>The old corporate social responsibility is more philanthropic</p> <p>Lebanese business is philanthropic, it does not understand the contemporary CSR</p> <p>The business ethics is in the core of everything</p> <p>CSR is how you are contributing to society around you and to yourself, how you are engaging your employees</p> <p>CSR is not product (marketing) driven</p> <p>do you make money out of CSR? For sure, at the end you are not a charitable organization</p> <p>Leadership skills might be an impediment to SR behavior, because they do not allow you to drive people...people need to see the why</p> <p>Contemporary Corporate Responsibility is at the intersection of 3 things, business needs, society needs, and organizational expertise and assets</p> <p>You need laws to drive Corporate Responsibility, then you thrive and you innovate, you become creative</p>
Insurance Group	<p>Companies should take their role in social responsibility, and there should be a partnership between the government and the private sector</p> <p>Motives are mostly material for parties to pressure companies to adopt a SR behavior</p> <p>When implicit and explicit attitudes of managers are different, usually it is short lives, if one does not believe in what he does, he cannot go on for long</p>
Printing Ink Producer	<p>Frankly, I think first of material considerations for a simple reason that the company is based on finances and there... should be calculations to be made</p> <p>...if the company is ruined, it will serve no one, therefore material consideration are primed</p> <p>Lebanese business people are socially responsible in general</p>
Staple food/Confectionery	<p>The key player in environmental sustainability is the government not business</p> <p>You cannot grow without destroying the environment</p> <p>Being environment friendly is a matter of public image when we become richer</p> <p>Economic growth, social equity and environmental destruction grow together</p> <p>When there is no law for a specific matter, a Lebanese business man will always choose what is cheaper</p> <p>CSR is marketing driven</p> <p>Employees are proud when they work in a company that is socially responsible</p> <p>The first duty of a manager is to make his business richer, second duty to make himself richer, third duty is to make his employees better</p> <p>I do not encourage social responsibility in my company, I have to be socially responsible with my employees</p> <p>When employees are in a justice environment they will work better and the business will be better off</p>
Engineering Contracting	<p>Lebanese economic system promotes growth on the short term, not the long term</p> <p>To promote long term growth, you need to institutionalize the public and private structures</p> <p>Environmental protection hampers short term growth but promotes long term growth</p> <p>Lebanese business promotes environmental sustainability because there are incentives</p> <p>The Lebanese has a mercantile nature</p> <p>Losses because of CSR will have a long term positive effect on profitability, so there really is no trade-off between moral and material values</p>
Real estate developer	<p>Lebanese businesses' role in social equity eases the government burden</p> <p>Lebanese business will assume their environmental responsibilities when laws are enforced</p> <p>Corporate environmental responsibility is profitable for business</p> <p>Economic growth affects the environment if laws are not enforced</p> <p>بحيك يا امواتي، بس مش قد ايندي</p> <p>When we become, as business leaders, socially responsible, we will have no problem in our country, the business sector has the capacity to change everything</p>
Converting and Packaging	<p>Green economy is an economy that is sustainable, fostering the protection of natural resources and enabling our future generations to enjoy what we have today</p> <p>Each question you are asking me is a thesis by itself</p> <p>I am a firm believer in free market and at the same time a firm believer in social pact to preserve the interest of the free market in the long term</p> <p>There should be equilibrium, an integrated approach between the social aspect and economic prosperity</p> <p>There is a momentum around the idea of green, you want to dissociate between green fashion and green people taking advantage of green things, and real commitment to green</p> <p>Before giving our children companies we want to give them the country</p> <p>History evolves in pendulum, what makes pendulum go back are excesses, I want a system that is fair to preserve the momentum of free market</p> <p>you can be ethical without having an extra eye on the social responsibility, CSR is a step beyond business ethics</p> <p>Not all those who put influence on companies to adopt SR are well intentioned, they might have their own interest</p> <p>I will not go against my principles,I cannot close the factory, I have 200 people working here,...moral or not moral, you have to be responsible</p>

Public and Private Civil works	<p>Clients take green as marketing to sell better, this is not an internal conviction It is the moral that prime, but in the limit of what is possible, in the limit of what is reasonable We are leaders in social equity but in our business case of oligarchy we have to keep a minimum relationship between each other (relative independence as moral value) If it is a social advancement and the law prohibits it, I will trespass the law in the limit of the "big" legality Everybody wants to look nice and is really looking to his pocket You cannot imagine how many crooks I get to encounter in my business meetings</p>
Arabic pastry	<p>(a lot of context specifics with Mr. Hallab)</p> <p>Environment protection and social equity laws are not enforced, not even basic laws, any initiative you see is a personal initiative The primary importance is for law enforcement, afterwards we can see what could be improved Lebanese business is doing extremely important things to society e.g. bonding it together, as it can ruin society (specific to this business) Business ethics implemented in the company, enhances the ethics of the workforce which constitutes a CSR if your aim is profit, profit is not on the spot, your social contribution will come out as profit on the long term Business responsibility to non-owners is the same as social responsibility of business لا ضرر ولا ضرار Trade-off between material and moral values happen each moment, at the end your goal is material, and you cannot play with the subject, if you concede for a social issue, it is because it will give you a return in the future An explicit attitude different from the implicit one "will be uncovered fast, and the consumer is sharp." Quality systems promoting environmental sustainability benefit business</p>
For-profit hospital	<p>We are a private hospital, a private company that seeks profit but within the ethical principles since our product is the human person No business can promote social equity, government promotes social equity by legislating and enforcing laws, everywhere social equity was introduced by force at first, then it entered into the culture and was maintained there Corporate governance and CSR affect each other Priming material or moral values is a case by case status, sometimes you prime material values and sometimes you prime moral values.... answering the question don't you have a (material) red line, the answer was yes, without any embarrassment Moral values are the most important in our line of business because we deal with human health, they are more important in our business than in others but when moral values cross the red financial line, we have to stop No actual impediments when managers decide to take a socially responsible attitude</p>
Recycling industry	<p>(interview rich in real life examples)</p> <p>The social responsibility falls on the private enterprise All of the employees think of the company as their mother, their father, their sister, their comforter The Lebanese system does not promote basic security for the workers, let alone social equity, but as a company we assume this role if this guy stays long enough in the hospital, we can simply go bankrupt The Lebanese system does not exist actually, it is an individual system that is aggregated to become the Lebanese system, here also we go back to individualism CSR towards employees ties them better to the company Protecting the environment has a negative impact on short term finances, it might also have a negative impact on long term finances, ...unless the whole system works towards the same goal The lack of social responsibility from the government, pushes you as an economic sector to protect your people to be able to be sustainable and to grow in the framework that you have put Social responsibility plays a role in protecting your people and the people around the company....to help you find and secure...qualified people to run your operation sustainably and grow Culture of the organization comes on top, then comes business ethics, then comes CSR Financial community is a stakeholder, they own the company Material values considered by managers "survival of the company" Our motive is simply to make this business successful my objective is to sustain the company and make it viable in the future, I will bend the "legal obligation" as a moral value, in order to save the company Lebanese business leaders are SR, and are true in their public attitude "I am talking about the manufacturers, because I know them and I know it is a constant struggle for them to survive, and it is not easy, in general they are true"</p>
Pharmaceutical production	<p>The absence of a system is a system by itself The heart is on the left, but the wallet on the right</p> <p>Businesses are not equipped to do good, this does not mean we should not, but in a normal economy it is the government's role Milton Friedman says the social responsibility of business is to increase its profit, we have a responsibility towards shareholders, we contribute indirectly to social responsibility, it is the responsibility of government to do so our responsibility is to take care of the interest of the shareholder in a capitalistic economy which incurs that we have collectively accepted the capitalistic system, we think that this is going to promote growth and ultimately the overall welfare of society because we are offering jobs Lebanese business is taking the place of government in social responsibility When I say that the heart is on the left and the wallet is on the right, inherently societies live in a dichotomy Everybody minds his own business, the government minds the business of protecting the citizens, and companies are managing the wealth of the shareholders which will provide more growth Actual impediments to go CSR financial and organizational, CSR requires trained and qualified personnel</p>

International Jewelry

I think that every big enterprise that is capable of helping society, should help society

Businesses should have a social responsibility, but in a country that is too much to the right, they are not very much concerned
Should be the moral values, but it is always the material values because it is a company
Government has a crucial role to show the direction of SR
Companies have a role in social responsibility, but in a profitable way

Alfa bank

Green Economy starts with the government through spreading awareness, issuing laws and afterwards it reaches the private sector and the public in general
The Lebanese think on the short term, they consider investment as an expense
If you consider the investment in environmental preservation on the short term, it is an expense, if you take it on the long term, it is an investment, we (as the business sector) have not reached yet this phase

When you say ethical business, it means socially responsible, business cannot be ethical without being socially responsible
Corporate governance is a CSR factor because it has to do with ethics
Whenever you have to make a decision, it means there is a trade-off between material and moral values
Only governmental impediments might obstruct your socially responsible behavior

My company exhibits a socially responsible attitude, as is the case in the whole of Lebanon, presently this is the trend in Lebanon
CSR is trending in Lebanon
We should do it, because there are the ethics, the responsibility, the trend and the benefit if not direct then indirect, and if not on the short term then on the long term