

University of Economics, Prague

Faculty of Business Administration

Master's Field: International Management



Title of Master's Thesis:

**Corporate Social Responsibility and its perceived effect on  
Employer Attractiveness**

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### **Declaration of Authenticity**

I hereby declare that the Master's Thesis presented herein is my own work, or fully and specifically acknowledged wherever adapted from other sources. This work has not been published or submitted elsewhere for the requirement of a degree program

Prague, 06<sup>th</sup> May, 2015

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Signature

## **Acknowledgements**

First and foremost, I would like to express my sincere gratitude to doc. Daniela Pauknerová, Ph.D. for her ongoing support, valuable advice and comments. I would like to greatly thank all those people who have actively contributed towards this publication. Thank you all for your time, precious insights and supportive attitude throughout the process.

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Corporate Social Responsibility and its perceived effect on employer attractiveness

**Abstract:**

This thesis aims to assess the effect of Corporate Social Responsibility on the perceptions of employer attractiveness among the students who are currently pursuing a Masters' degree as well as recent graduates from universities in the Czech Republic.

The literature part has been structured in a way to give the evolution of the concept of Corporate Social Responsibility and its development over the course of several decades. The section then goes on to explain the introduction and perceptions of the concept in the Czech Republic giving headway into explaining the theories that different global and local approaches of Corporate Social Responsibility. Case studies of certain international enterprises with local approaches have also been highlighted. This section is followed by the analytical study which provides an in-depth overview of the research undertaken by the author in order to find out if the assumption that Corporate Social Responsibility does indeed play a role in career choices. The final section of the thesis draws out relevant recommendations based on the findings from the theoretical understanding as well as the conclusions from the empirical study.

**Key Words:**

Corporate Social Responsibility, Human Resource Management, Employer Attractiveness, Employer Branding, Talent Management, Human Psychology

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## **Chapter 1: Introduction**

Human resource management has come to occupy a crucial and strategically important role at present times. Organisations, irrespective of their size, have come to understand the importance of managing people and valuing their contributions accordingly with a wide variety of both monetary and non-monetary incentives. Schein proposed that the employer and employee have not only a formal, legal work contract, but also a psychological contract, which includes expectations about how they are treated and encouraged to develop abilities and skills. Assumptions on both sides help form corporate culture. They also develop career anchors, which are the perceptions individuals hold about their organization and which encourage them to remain in it, or leave it.

And this proposition validates the fact that many companies and organisations are taking active and innovative steps to attract and retain talent. Further research from Greening and Turban (2000) also conclude that a firm can increase its competitive advantage through effective management of human resources. Thus, companies are walking the extra mile to find and recruit smart and capable individuals from a wide variety of sources including the recent focus on social media like Facebook and LinkedIn.

“As organizations in most parts of the developed world have to compete more vigorously in the “war for talent”, becoming an employer of choice is a central HR and business imperative” (Pheffer, 1998, in Martin et al. 2005)

Although incentives and other fringe benefits are some of the time-tested criteria for individuals to apply for vacant job positions across the world, it is an undeniable fact that individuals are now moving to consider companies that “act responsibly”.

Corporate social responsibility has come to occupy a very important position across the world and is being actively adopted and pursued by companies ranging from huge multinational corporations to smaller local companies. The concept of “Doing good, does you good!” is gaining significant importance and companies are increasingly trying to outdo each other in this area in order to gain indirect (or rather direct) publicity that accompanies such initiatives.

Although there have been both compliments and criticisms for the concept of corporate social responsibilities from several stakeholders ranging from leading management experts to the general public, one cannot help but acknowledge the relative power of the concept; especially with regards to the concept of employer attractiveness or employer branding. With the release



of several reports and publications that rank leading multinational companies which have a competitive edge in terms of employer reputation (such as Universum's "The World's Most Attractive Employers 2013"), companies are increasingly applying principles of marketing to the field of recruitment.

Examples such as the BP oil spill on the Gulf of Mexico in 2010 or the Enron scandal in 2001 has gone on to show how irresponsible acts of any company can lead to a major reputation risk especially with regards to hiring and retaining talent. Nevertheless an article published by the Telegraph on 17<sup>th</sup> March 2011<sup>1</sup> in the aftermath of the Oil Spill on the Gulf of Mexico quotes that "companies in industries that are viewed suspiciously by consumers seem to be forced to work harder in all aspects of their communication because they are always putting out fires or getting ready to confront the next one" and "Companies with strong consumer brands that people are comfortable buying/using perhaps feel they don't have to invest so much effort and resources into communicating their employer brand."

A quick referral to the LinkedIn 2<sup>nd</sup> Annual ranking of the most in-demand employers among its 13 million UK members, measured by people's activity, puts BP at 3<sup>rd</sup> place for the year 2013<sup>2</sup> (a jump of actually 2 places compared to 2012) which goes to show that corporate social responsibility is definitely here to stay and a careful handling of the concept can go a long way in the ongoing "war for talent".

One such tool that companies use to attract talent on a global scale is "Employer Branding". With the tremendous rise of global companies that have offices and subsidiaries present across the world, employer branding has come to occupy a very key role. Employer branding can be defined as "a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm" (Sullivan 2004, in Backhaus and Tikoo 2004). It is also very important to note that "Global employer branding" should be consistent and tailored to the local market requirements thereby enabling an ideally mix of global identity with local flavour.

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<sup>1</sup> The Telegraph; "BP ranked high for employer branding despite oil spill" [2011-05-17]; <http://www.telegraph.co.uk/finance/jobs/hr-news/8163571/BP-ranked-high-for-employer-branding-despite-oil-spill.html>

<sup>2</sup> Marketing Magazine; "Google, Apple and BP top LinkedIn best employers list" [2013-10-24]; <http://www.marketingmagazine.co.uk/article/1218026/google-apple-bp-top-linkedin-best-employers-list>

However the human brain is rather quite complex and perceptions of companies are very dynamic. The message stated by one company may need not be necessarily interpreted in the same way by the consumer thereby causing a communication gap. Thus it is increasingly becoming more and more difficult for companies and in particular the department of human resources to manage the different perceptions and expectations of a myriad of stakeholders. The job responsibilities of human resource personnel are evolving with more influence from other areas such as marketing, communications, public relations and relationship management. Several companies are now investing additional resources and establishing separate teams to focus on “corporate branding” or “employer branding”. To conclude, corporations are taking up the concept of “karma” quite seriously – although the purpose behind being socially responsible are manifold.

## **Chapter 2: Structure & Approach**

The concept of CSR is highly intriguing by itself and thus, the thesis is structured in a way so that it provides a wholesome and 360 degree view on the topic while respecting the research questions postulated by the author.

### **2.1. Structure of Thesis**

The thesis is structured into 2 general sections – the first section concentrates on the literature and secondary research undertaken by the author while the second section gives an analysis of the primary research undertaken by the author in order to approve/disprove the research questions postulated.

The literature overview strives to provide a deep understanding about the evolution of the concept of Corporate Social Responsibility. It traces out the institutional origins of the concept and maps out the changes in the perception of the concept over the course of several decades. The section makes significant references to some of the leading authors that have contributed to the growth and evolution of the concept over several decades. The highlight of the section is the Table 1 that gives an overview of the different definitions coined by several authors. On analysing the definitions we can identify the necessary adaptations that have been implemented with regards to the concept of CSR.

The section then goes on to highlight the introduction of universal codes of conduct and how public service organisations such as the United Nations among others have embraced the

concept of CSR. With the development of different codes of conducts and policies, corporations now have a clear picture of their role in the entire cycle and how they can do business in a more sustainable way that leaves a positive impact on the society at large.

Moving further, the section elaborates on the current situation of CSR in the Czech Republic and paints a picture of the several stakeholders involved in the promotion of the concept in the country. The roles of government policies, not-for-profit organisations, businesses and other players are described in order to give an idea about the current situation as well as future trends on the concept.

Acknowledging the fact that companies are expanding into new markets and becoming more international, the section talks about the differences between a globalized and localised approach to CSR. It describes about the potential similarities and discrepancies that organisations face when pursuing one of the 2 above mentioned perspectives. The author goes on to elaborate the ideal strategy postulated by researchers entitled the ‘glocalized’ approach. The ‘glocalized’ approach offers the possibility of catering to the needs and requirements of the local markets while still upholding the global vision of the enterprise. In order to understand this concept more, the author concludes the section by discussing 2 cases from a leading multinational company and its local subsidiary in the Czech Republic.

## **2.2. Research Questions**

The 2<sup>nd</sup> section following the literature overview is the analytical study of the primary research undertaken by the author in order to test certain research questions that the author formulates based on some underlying assumptions. Considering the nature of the research and its scope being more descriptive by orientation, the author proposes the analysis and evaluation of the following research questions:

- What are the some of the most important factors that influence the future employer choice of university students in Czech Republic?
- Do university students in Czech Republic consider company involvement in CSR activities as one of the most important factors that influence their future employer choice?
- Have companies and institutions in the Czech Republic taken up active involvement in the area of CSR in the recent past? And how are they planning to move forward with their initiatives for the future?

The above mentioned research questions reflect the authors assumptions formulated based on initial research in the area of CSR. The assumptions include that:

- Students and young graduates in the Czech Republic express a visible desire to work for companies that are actively involved in CSR activities
- They recognize that CSR can be used as a powerful tool during employer marketing initiatives
- They are highly receptive towards information about charitable and social activities carried out by a company while evaluating future employers

The section goes to describe the intricacies of the primary research carried out giving an overview of the results. It further digs deep into the analysis, and with the aid of charts and figures, presents a full coverage of the opinions of the students and young graduates towards the topic at hand by presenting the analysis of student's perceptions from a qualitative study of fictitious trainee advertisements with varying information about social activities undertaken by a certain company.

The insights derived from the results of the analysis and research papers in this area form the basis of the recommendations suggested. The recommendations have been tailored in order to make them easily adoptable yet effective at the same time. A final conclusion is drawn that aims to reflect the understanding of the research questions postulated earlier and verify the underlying assumptions upon which the overall research was undertaken as part of this master thesis.

## **Chapter 3: Literature Review**

### **3.1. Corporate Social Responsibility**

With companies being subjected to increasing pressure to be accountable for their actions as discussed in the examples previously, they are facing increased public awareness, various interest groups, legal and governmental regulations and unending media coverage to behave in a socially responsible and ethical way (Carroll & Gannon, 1997; Jamali & Sidani, 2008).

The changing environment of business has contributed actively to the evolution and eventual adoption of the concept of Corporate Social Responsibility (CSR). A world in which communism was arrayed against an alliance of capitalism and various socialistic governments in Western Europe has now been transformed into a world in which the principal tensions in

political economy are between American-style global capitalism and more socially self-protective economies in the European Union, Latin America, and Asia. The rise of the European Union in particular has influenced expectations (and behaviour) in the realm of corporate responsibility or corporate social responsibility.<sup>3</sup>

Rapid changes and developments in the political and economic landscape, as mentioned above, coupled with the changing cultural ideologies have accentuated the acceptance of the concept across the world with significant differences between geographical regions. Attitudes to the activities undertaken by private and public organisations differ among Americans when compared to Europeans for example. Also in the recent past, there have been significant modifications towards the inclusion of CSR among Asian countries such as Japan and China. Many organisations situated in Asia are rallying to the CSR banner in order to re-establish stakeholder confidence (which may include customers, employees, suppliers, government, etc.).

Several papers have attributed a myriad of reasons for the emerging importance of CSR and elaborated on the place that the concept has come to occupy at present. Some of the underlying factors have been categorized under the following ideas:

**(1) Globalization:**

With the political walls torn down and wars having come to an end, it has led to the rise of cooperation among organisations on a truly global level. Significant strides have been achieved in the evolution of multi-national companies with presence across the world. The companies employ a highly diverse workforce while serving the needs of an equally complex consumer base spread around the globe. And this factor is not restricted only to big companies with huge investments. In the recent past, many smaller companies have also caught the growth trend and have spread their wings in terms of operations on an international basis. This has invariably also reflected in their growing involvement to implement CSR into their strategy, mission and vision. However global operations pose several challenges to companies including cultural and regulatory

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<sup>3</sup> The Centre for Ethical Business Cultures; "Corporate Social Responsibility – The Shape of a History, 1945-2004", (2005)

differences, labour and child labour standards, bribery and corruption, health crises, human rights, deforestation, etc.

## **(2) Growth and Importance of Non-Governmental Organisations (NGOs):**

There has been an explosion with an influx of civil society organizations (CSOs) and nongovernmental organizations (NGOs). These organisations have garnered a lot of importance of the years and have gone on to challenge specific activities undertaken by business entities. While studies of international advocacy networks and organizations primarily explore the efforts of these groups to influence the policies of national governments and intergovernmental organizations, several also describe the strategies of NGOs that have chosen to focus some or all of their political activity directly on the private sector. This choice stems in part from NGOs' frustration at the considerable power exercised by corporations over national governments.<sup>4</sup> Such organisations have a variety of strategies that they adopt in order to promote "ethical and sustainable" activities among the business community. They may launch outright attacks against the company thereby holding them responsible for their actions. Or they may engage and collaborate with business entities and other organisations from their cadre to aid and enable the private sector organisations to adopt the concept of "doing good". With more and more companies recognizing the power of such organisation, one does not hesitate to agree with what BP tell its managers, *"Don't be afraid of NGOS. Listen to them, hear their concerns and challenges. ... This is due diligence."* Although there are several positive aspects, there are certain instances where the opinion of such organisations are not necessarily correct. Greenpeace's war against Shell began in the early 1990s, when the oil company announced plans to bury one of its old platforms at sea. Shell claimed this solution would have less of an environmental impact on the North Sea ecosystem than would the alternative—dragging the platform back to shore and dismantle it on land—and it provided a number of independent consulting reports in support of its decision. Dissatisfied with the evidence (or perhaps just smelling blood in the water), Greenpeace began a vigorous, media-driven campaign against the operation, featuring illegal helicopter landings on the rig and similar acts of derring-do. Shell backed down and accepted the NGOS demand to bring the platform back to shore. But it later turned

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<sup>4</sup> Vogel, David; "Private Global Business Regulation", (2007)

out that Shell had been right all along about the environmental impact. Greenpeace eventually issued a public apology.<sup>5</sup>

### **(3) Government Related Initiatives & Regulations:**

A state's regulatory sanctions have historically proved to be one of most obvious reasons for the growth of socially responsive behaviour among corporates. Meat packers in the United States, for instance, operated during the early twentieth century with much less concern for food safety and quality than they did after the Department of Agriculture moved to regulate the industry. And workplace safety in the packing plants has improved considerably since the Occupational Safety and Health Administration began supervising shop floor practices (Portz, 1991). The fact that the creation and enforcement of effective state regulations turn in part on the capacity of external actors, such as environmentalists, unions, consumers, and other stakeholders, to participate in and monitor these regulatory processes is something that has received some attention from institutionalists' in organization studies (Troast, Hoffman, Riley, & Bazerman, 2002). For instance, research suggests that government statutes are most effective in facilitating socially responsible corporate environmental behaviour if they afford citizens access to information about toxic emissions, legal standing in court to sue suspected polluters, and sufficient resources to support both of these activities (Grant, 1997; Grant & Downey, 1996). As a consequence, there have been several proposals that have risen from several national and international institutions such as the United Nations (United Nations Global Compact), European Union, World Trade Organisation, etc. However, companies have, at times, responded in a defensive way towards such regulations or proposals and have echoed the fact that a more voluntary, than obligatory, approach would yield better results.

### **(4) Public Opinion:**

A MORI (Market Opinion Research International – the largest market research company in Great Britain) poll series on public opinion between 1998 and 2002, found that the proportion of consumers who believe that in buying a product or service it is very important that the company show a high degree of social responsibility rose from 28% to 44%. Various studies have been conducted to capture suppliers, executives, and

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<sup>5</sup> B Kapstein, Ethan; "The Corporate Ethics Crusade"; (Foreign Affairs Publishing; September 2001)

consumer opinions (BSR 2001; Holmes, 1976; Lea 2002). More recently a public opinion survey conducted by an organisations called Do Well Do Good entitled “Do Well Do Good’s Second Annual Public Opinion Surveys on Cause Marketing and Sustainability” confirms this shift in opinion of consumers. More than 88% of consumers think companies should try to achieve their business goals while improving society and the environment and 83% of consumers think companies should support charities and non-profits with financial donations. The survey also extrapolates that an average American consumer would travel around 11 minutes out of their way to buy a cause-marketing product.<sup>6</sup> Although there may be some bias in such polls with regards to the actual actions of consumers, it must be noted that companies actively listen to the voice of the consumers while drafting their strategies accordingly, and CSR is also no exception. Such shifts in public values and opinion can be related to the growth of NGOs, changing informal standards as well as legal prescriptions for business conduct, emergence of cause-related marketing, and linkage between a company’s reputation and its giving and community involvement.<sup>7</sup>

Over the past couple of decades, the concept of Corporate Social Responsibility has gained momentum and several articles of literature have gone on to elaborate the several dimensions and the evolution of the concept in general. When investigating the concept of CSR one stumbles across very diverse terminologies and ideas (Meehan, Meehan & Richards, 2006).

It is no doubt in the fact that Lantos (2001) postulates that the concept of Corporate Social Responsibility is rather fuzzy and is riddled with indistinct boundaries and debatable legitimacy. The concept of CSR started to sprout its roots with the Ford Motor Company in the early 1900’s, as illustrated by Lee (2008). In 1919, the Ford shareholders agreed to the decision of the Supreme Court of Michigan to grant Dodge brothers their request for maximum dividends. This decision derided Henry Ford’s (company president and principal stockholder) intention to reinvest the company’s accumulated profits on plant expansion, and stated that the purpose of his company was to serve society; in 1999, Henry Ford’s great-grandson, William Clay Ford Jr tried again to convince the company’s shareholders of the importance of business

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<sup>6</sup> Epstein-Reeves, James; “Consumers Overwhelmingly want CSR”, (Forbes, 2010)

<sup>7</sup> The Centre for Ethical Business Cultures; “Corporate Social Responsibility – The Shape of a History, 1945-2004”, (2005)



as a service to society. At this time, however, the younger Ford not only faced no lawsuits, but also received considerable support from various stakeholders, including shareholders.<sup>8</sup>

It can be inferred that the ideologies behind the concept of CSR has changed over the years. In 1919, shareholders were still sceptical about the concept and how it benefited them as it was defined in a very macro-social way. They could not envision how it related to the performance and management of the organisation. According to Lee (2008), the meaning and business implication of CSR in 1999 was much more palatable to shareholders than the one advocated in 1919. Lee (2008) conceptualizes that the research and study on CSR have evolved along two branches:

1. In terms of the level of analysis, researchers have moved from a discussion of the macro social effects to an organizational-level analysis of CSR and its impact on organizational processes and performance; and
2. In terms of the theoretical orientation of this field, researchers have shifted from explicitly normative and ethics-oriented arguments to implicitly normative and performance-oriented managerial studies.

Table 1 enlists some selected definitions of the corporate social responsibility and alternative opinions on the concept over the course of several decades. We can infer that the concept of CSR has been a highly discussed concept among several authors with many counteractive viewpoints.

Table 1. Corporate Social Responsibility – Selected Definitions

Study	Conceptions of Social Responsibility
Bowen, H. R. (1953)	Businessmen have an obligation to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society.

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<sup>8</sup> C. Moura-Leite, Rosamaria & C. Padgett, Robert; "Historical background of Corporate Social Responsibility", (Social Responsibility Journal, 2011)

Davis, K. (1960)	The social responsibility refers to businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest.
Davis, K. & Blomstrom, R. L. (1960)	The social responsibility refers to a person's obligation to consider the effects of his decisions and actions on the whole social system.
Frederick, W. C. (1960)	The social responsibility means that businessmen should oversee the operation of an economic system that fulfils the expectations of the public.
McGuire, J. W. (1963)	The firm has not only economic and legal obligations, but also certain responsibilities to society which extend beyond these obligations.
Johnson, H. L. (1971)	A social responsible firm is one whose managerial staff balances a multiplicity of interests. Instead of striving only for larger profits for its stockholders, a responsible enterprise also takes into account employees, suppliers, dealers, local communities, and the nation.
Manne, H. G. & Wallich, H. C. (1972)	The main aspect of corporate social responsibility is that the behaviour of the firms must be voluntary.
Eilbert, H. & Parket, I. R. (1973)	The corporate social responsibility concept involves two phases. On one hand, it means not doing things that spoil the neighbourhood. On the other, it may be expressed as the voluntary assumption of the obligation to help solve neighbourhood problems.
Backman, J. (1975)	The social responsibility refers to the objectives or motives that should be given weight by business in addition to those dealing with economic performance (e.g. profits).
Sethi, S. P. (1975)	The social responsibility implies bringing corporate behaviour up to a level where it is congruent with the prevailing social norms, values, and expectations.
Steiner, G. A. (1975)	The corporate social responsibility is a continuum of responsibilities ranging from "traditional economic

	production” to “government dictated” to a “voluntary area” and lastly to “expectations beyond reality”.
Hay, R. D., Gray, E. R. & Gates, J. E. (1976)	The social responsibility requires the firm to make decisions and actually commit resources of various kinds in some of the following areas: pollution problems, discrimination problems, consumerism and other social problem areas.
Carroll, A. B. (1979)	The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time.
Jones, T. M. (1980)	The corporate social responsibility is the notion that corporations have an obligation to constituent groups (stakeholders) in society other than stockholders and beyond that prescribed by law and union contract.
Wartick, S. L. & Cochran, P. L. (1985)	Business exists at the pleasure of society; its behaviour and methods of operation must fall within the guidelines set by society. Like government, business has a social contract – an implied set of rights and obligations.

Source: Modified according to (Carroll, 1979), (Carroll, 1999), (Tetřevová & Sabolová, 2010) and (Wartick & Cochran, 1985).

Nevertheless, we must understand how CSR has come to influence several important decisions around the world and how it has come to play a role in the performance of an organisation. And for this understanding, we need to delve deeper into the history of this gratifying concept. The following pages will describe the history and evolution of CSR of the course of several decades.

### **3.2. CSR – Evolution through time**

#### **3.2.1. 1950s & 1960s**

The 1950s did not have much written reference works in the area of Corporate Social Responsibility and most of the activities involved only philanthropy without any connection to the performance or benefits to an organisation. The primary focus, at the time, was doing good for the society (Carroll and Shabana, 2010). The noted authors during this period

asserted that business objectives with regards to social responsibility must be set according to political and social environment that prevailed at that instance. Nevertheless, one of the most famous written work during the 1950s is the one published by Howard R. Bowen entitled *Social Responsibilities of the Businessman* (Bowen, 1953). Bowen has been referred to as the “Father of Corporate Social Responsibility” by Carroll (1999) owing to his early work in this nascent area at the time. Bowen (1953) postulated that “firms are vital centres of power and that firms’ actions impact on the lives of the population in various ways.” He goes on to elaborate that the social responsibility of businessmen “‘refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society’” (Bowen, 1953, p. 6). Bowen argues that social responsibility is not a panacea for all businesses’ social problems, but that it contains an important truth that must guide business in the future and tries to answer whether businesses have social responsibility or not.<sup>9</sup>

Yet another influential person was Peter Drucker. With the release of his publication *The Practice of Management* (Drucker, 1954), Drucker recognized the growing necessity for managers to take responsibility for the public good on behalf of organisations. This statement follows the same principle and ethical arguments postulated by Bowen (1953) as well. Drucker argues that organisations “‘have to consider whether the action is likely to promote the public good, to advance the basic beliefs of our society, to contribute to its stability, strength, and harmony’” (Drucker, 1954, p. 388).

To conclude the literature during the 1950s, Frederick (2006) summarizes the concept of CSR into 3 main ideas:

1. The idea of corporate managers as public trustees;
2. The idea of balancing competing claims to corporate resources; and
3. The acceptance of philanthropy as a manifestation of business’s support of good causes.

The 1960s brought a number of authors and their respective publications in this area. The decade helped to expand the CSR literature with William C. Frederick leading the way. In his publication called *The growing concern over business responsibility* (Frederick, 1960), Frederick postulated that CSR “‘implies a public posture toward society’s economic and

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<sup>9</sup> C. Moura-Leite, Rosamaria & C. Padgett, Robert; “Historical background of Corporate Social Responsibility”, (Social Responsibility Journal, 2011)

human resources and a willingness to see that those resources are used for broad social ends and not simply for the narrowly circumscribed interests of private persons and firms” (Frederick, 1960, p. 60). During the same time period, Keith Davis (1960) and Joseph McGuire (1963) asserted that social responsibility played an important role during the decision-making process among managers and businessmen. In the book *Business and Society*, Joseph McGuire (1963) put forth the ideology that “social responsibility urges corporations to assume certain responsibilities to society, which extend beyond their economic and legal obligations.”

However, Milton Friedman (1962) affirmed that “few trends would so thoroughly undermine the very foundations of our free society as the acceptance by corporate officials of a social responsibility other than to make as much money for their shareholders as they possibly can” (Friedman, 1962, p. 133). This viewpoint was entirely opposite to what Joseph McGuire (1963) postulated. Also T. Leavitt (1958) echoes a similar viewpoint in-line with Friedman (1962). He says that “corporate welfare makes good sense if it makes good economic sense – and not infrequently it does. But if something does not make economic sense, sentiment or idealism ought not to let it in the door” (Levitt, 1958, p. 42).

Towards the latter half of the decade, Keith David (1967) put forth a revision of his earlier work in this area. He stated that there was a mutual dependence between business and society which required a healthy society for a business to flourish. Thus, he argued that “social responsibility, therefore, broadens a person’s view to the total social system” (Davis, 1967, p.46). This perspective was also echoed by Clarence C. Walton in his publication *Corporate Social Responsibilities* (Walton, 1967), wherein, Walton (1967) states that it is difficult to measure the direct economic return from such engagements and that the costs involved in such actions are tedious to interpret and gauge.

According to Lee (2008), the research of CSR during this time period was undertaken at a more “macro-social level”. Lee (2008) also elaborates that the numerous pieces of legislation that aimed to regulate business undertakings in order to protect employees and the public at large played a significant role in the way CSR was perceived. Most of the research had an explicit ethical obligation orientation and superficially discusses the relationship between CSR and corporate financial performance.<sup>10</sup>

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<sup>10</sup> C. Moura-Leite, Rosamaria & C. Padgett, Robert; “Historical background of Corporate Social Responsibility”, (Social Responsibility Journal, 2011)

### 3.2.2. 1970s & 1980s

The 1970s saw the rise and arrival of a “new rationale” with the evolvement of the enlightened self-interest model. Lee (2008) postulates that the model helped in changing the orientation of research from normative to positive as well as explaining that the model was more of a concept and not a “fully-blown theoretical model.”

Milton Friedman (1970) was the first few who added the acceptance of free market rules, laws and ethical customs in CSR (Friedman, 1970) prompting him to come to the conclusion that social actions are acceptable if they are entirely justified within the firms’ own self-interest.<sup>11</sup> Another author, Keith Davis (1973) also reinforced new ideas into his earlier publication. In his work, *Iron Law of Responsibility* (Davis, 1973), he states that “whoever does not use his social power responsibly will lose it. In the long run those who do not use power in a manner which society considers responsible will tend to lose it because other groups eventually will step in to assume those responsibilities” (Davis, 1973, p. 63).

Several works published in the 1970s focused more on the content and implementation process of CSR which did not pose any conflict to the primary undertakings and preferences of business organisations. Some of the key authors who undertook this perspective included R. Ackerman (1973), H. Gordon Fitch (1976) and S. Prakash Sethi (1975). The authors mentioned earlier, took the concept of CSR and focused their efforts on identifying internal structures of organisations, integration mechanisms of social issues, identifying social problems and their responsiveness and management in this regard.

Carroll (1979) has been given due credit for systemization of the concept of CSR with a description that the concept was comprised of four crucial parts, namely:

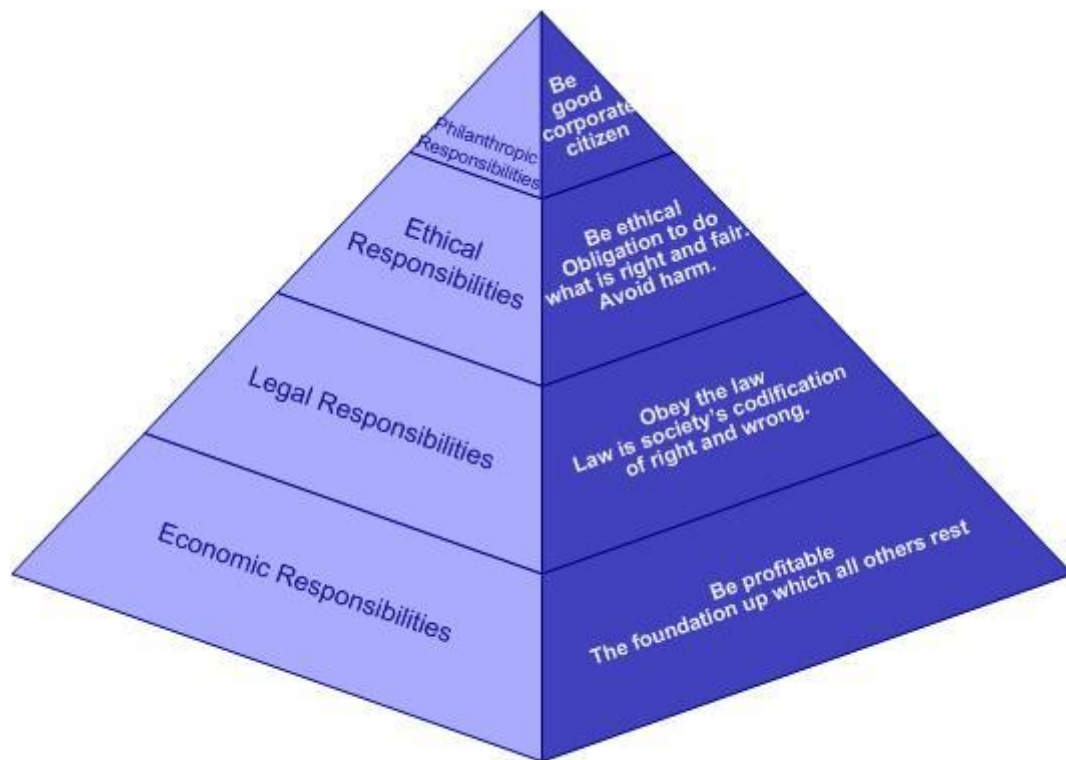
- Economic responsibilities,
- Legal responsibilities,
- Ethical responsibilities and
- Voluntary or Philanthropic responsibilities.

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<sup>11</sup> C. Moura-Leite, Rosamaria & C. Padgett, Robert; “Historical background of Corporate Social Responsibility”, (Social Responsibility Journal, 2011)

Carroll (1979) asserted that “the social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that society has of organizations at a given point in time” (Carroll, 1979, p. 500)

Figure 1: Carroll’s CSR Pyramid



Carroll's CSR Pyramid

Source: Carroll (1979)

The economic responsibilities relate to the return on investment to the shareholders or owners of an organisation. It also ideally includes promotion of innovation as well as creation of jobs with fair pay for employees. The legal responsibilities are identified with the societal expectations of companies as profit making entities abiding the rules and legal regulations laid out. A layer of responsibilities higher than legal include the ethical responsibilities where the society expects a company to behave and act in a certain way or manner beyond the realm of legal policies. This mainly comprises of any obligations that are understood to constitute the underlying structure of society and may not be explicitly written in any legal doctrine. The philanthropic responsibilities account for the voluntary roles that companies assume beyond the clear ethical expectations from society. The voluntary responsibilities may be up

to the company's judgement to decide upon, but are still expected to exist and are increasingly strategic (Carroll 1979, 1991, 1999).

There are 2 additional variables to the 3-dimensional CSR Model proposed by Carroll (1979). The variables included the social issues that companies needed to actively address and the philosophy of responsiveness (Jamali, 2008). Carroll (1979) stressed the importance that although social issues tend to change over the course of time they would ideally consist of Consumerism, Environment, Discrimination, Product Safety, Occupational Safety and Shareholders. A strategy of responsiveness must also be formulated which can be of the following types, namely: Reactive, Defensive, Accommodative or Proactive. Deresky (2003) mentioned that the levels of responsibility discussed above tend to correspond to the type of response towards stakeholders. For example, a company with a more proactive philosophy will take many efforts across the different levels of responsibilities and go up until the voluntary responsibilities.

Carroll (2008) cited that many organisations in the 1970s used traditional functions, such as the enlightened self-interest model, in order to handle CSR issues. In the 1980s, business and social interests came closer and firms became more responsive to their stakeholders.

Researchers in this area focused on developing new definitions of CSR and there was a splintering of writings on alternative or complementary concepts and themes such as corporate social responsiveness, corporate social performance, corporate citizenship, public policy, business ethics and stakeholder theory/management, to mention just a few (Waddock, 2004)<sup>12</sup>

One of the most significant contributors towards the literature in this area during the 1980s was Thomas M. Jones (1980). In his article, Jones (1980) stressed the importance of understanding and respecting the interests of all the stakeholders. He also argued that the appropriate CSR processes should be fair and emphasized that the process should take precedence over principles while approaching CSR issues. Jones (1980) postulated that the inputs in the decision-making process are far more important than the outcomes.

Additionally, he identified that the implementation of the CSR activities should be focus of businesses rather than the conceptualization. He also outlined how a firm could engage in a decision-making process of CSR that should constitute CSR behaviour.

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<sup>12</sup> C. Moura-Leite, Rosamaria & C. Padgett, Robert; "Historical background of Corporate Social Responsibility", (Social Responsibility Journal, 2011)



In the same decade, L.E. Preston and J.E. Post put forth the term called “public liability” where they used to highlight the public aspect of CSR in terms of corporate governance. According to these authors, companies should consider the consequences of their actions, but are not required to resolve all the problems of society. Instead, they are required to target areas related to their activities and interests.<sup>13</sup>

Preston and Post (1981) also strongly advocated the participation of business organisations in the public policy making processes based on their analysis of the company’s level of involvement in the area of CSR. The authors say that “it is legitimate – and may be essential – that the companies concerned, participate openly in politics” (Preston and Post, 1981, p. 61). They went on to analyse the scope of CSR with respect to the primary and/or secondary involvement of the business with society. The primary involvement was to understand the behaviour, and transactions that flow directly from the property and the intrinsic operation of the company, whereas the secondary involvement, relate to the impacts and effects generated by primary activities.<sup>14</sup>

Preston and Post (1981) went on to further elaborate that “the policy content public is not necessarily obvious or easy to discover, is not invariable over time” (Preston and Post, 1981, p. 57). The authors suggest that social actions would always yield benefits to the public irrespective of whether one could define what constitutes public or private. T. Donaldson (1982) also toed the same line and postulated that there was a kind of “implicit social contract” between business and society. He then went on to further collaborate with Thomas W. Dunfee in 1994 and proposed the “Integrative Social Contract Theory” thereby taking into account the socio-cultural context and also to integrate empirical and normative aspects of management (Donaldson and Dunfee, 1994).

Other authors who contributed with academic literature in the area of CSR include Peter Drucker (1984) and Philip Cochran and Robert Wood (1984). Peter Drucker (1984) revisited his earlier publication from 1954 in order to define the relationship between business and society. He proposed that businesses engaged in CSR activities had a chance to improve their

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<sup>13</sup> C. Moura-Leite, Rosamaria & C. Padgett, Robert; “Historical background of Corporate Social Responsibility”, (Social Responsibility Journal, 2011)

<sup>14</sup> C. Moura-Leite, Rosamaria & C. Padgett, Robert; “Historical background of Corporate Social Responsibility”, (Social Responsibility Journal, 2011)

financial profitability. This ideology was tested and researched by Cochran and Wood (1984) and found a positive relationship between social and financial performances.

One of the most significant piece of literature is Freeman's book *Strategic Management: A Stakeholder Approach* (Freeman, 1984). Recognizing the growing importance of ethics (which includes the inclusion of ethics courses in business schools as well the development of different ethical codes of conduct), Freeman (1984) highlighted that devoted attention to the stakeholder's concerns could involve actions that would be deemed immoral, unethical or even illegal. "Any group or individual who can affect or is affected by the achievement of the organization's objectives." (Freeman, 1984)

He proposed the concept of stakeholder management as an integrating force to address CSR, ethical/moral considerations, and values.<sup>15</sup> The stakeholder theory of the firm, mentioned by Freeman (1984), is used as a basis to analyse those groups to whom the firm should be responsible (Moir, 2001). Within the stakeholder framework, the difference between the social and economic goals of a corporation is no longer relevant, since the central issue is the corporate performance, which is affected not only by their shareholders, but also by other stakeholders such as employees, customers and governments (Carroll, 2008).

Steven Wartick and Philip Cochran went on to present a model inspired by Carroll's corporate social performance model in 1985. They proposed that the ethical component put forth by Carroll should be considered as a principle, social responsiveness should be thought of as a process while policy will be represented by social issues management. Wartick and Cochran (1985) also emphasized that corporate social performance can integrate the three dominant orientations in the field of business and society:

1. Philosophical orientation (related primarily to the principles of social responsibility, Carroll's ethics component);
2. Institutional orientation (related primarily to the process of social responsiveness);  
and
3. Organisational orientation (related primarily to the policies of social issues management).

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<sup>15</sup> C. Moura-Leite, Rosamaria & C. Padgett, Robert; "Historical background of Corporate Social Responsibility", (Social Responsibility Journal, 2011)

The above-mentioned model was further ascertained and elaborated by other authors including Edwin M. Epstein (1987) and Wood (1991). Lee (2008) gives a perfect conclusion about the evolution of the concept of CSR in the 1980s by stating that the core concerns of CSR began to be recast into alternative concepts, theories or models, and researchers found that economic and social interests within organizations came closer and became much more responsive but could not yet be tightly coupled together.

### **3.2.3. 1990s and onwards**

With the dawn of the 1990s, the concept of Corporate Social Responsibility became almost universally sanctioned and promoted by all constituents in society from governments and corporations to consumers and non-governmental organizations<sup>16</sup>

In a study conducted during 1990 by the US magazine *Fortune*, it was discovered that nearly 90 percent of the Fortune 500 companies actively listed CSR as one of the basic elements of their organisational goals and actively reporting the CSR events held by these corporations in their annual reports. This shows a marked improvement when comparing a previous study conducted during 1977 by the same magazine, where less than half of these companies embraced CSR as an essential component in their annual reports. The study clearly depicts the changing attitudes and perceptions of organisations towards the concept of CSR and how they have gone on to embrace it actively.

One of the major contributors to the area of CSR during the 1990s includes Donna J Wood (1991) who revisited the model postulated by Carroll (1979). Wood (1991) tried to link corporate social performance with various related theories in organizational studies such as organizational institutionalism, stakeholder management theory and social issues management theories. In doing so, she incorporated a number of other theoretical traditions under the rubric of the corporate social performance framework.<sup>17</sup>

Wood (1991) stated 3 core principles that was inspired by the work of Carroll (1979) and Wartick and Cochran (1985) which are enlisted below:

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<sup>16</sup> C. Moura-Leite, Rosamaria & C. Padgett, Robert; "Historical background of Corporate Social Responsibility", (Social Responsibility Journal, 2011)

<sup>17</sup> C. Moura-Leite, Rosamaria & C. Padgett, Robert; "Historical background of Corporate Social Responsibility", (Social Responsibility Journal, 2011)

- By mentioning Carroll's principle of CSR (economic, legal, ethical and discretionary), Wood identified how these are related to the CSR principles of social legitimacy (institutional level), public responsibility (organization level), and managerial discretion (individual level)
- Wood identified the processes of social responsiveness, which goes beyond Carroll's articulation of the responsiveness categories (reactive, defensive, accommodative, proactive) as environmental assessment, stakeholder management and issues management
- Wood took Wartick and Cochran's policies and Carroll's social issues category, and reorganized them under a new topic of outcomes or outputs of corporate behaviour

Wood's model is much more comprehensive than earlier versions, since the depiction of corporate social performance views the firm as the locus of actions that have consequences for stakeholders and society as well as for itself (Wood, 2010).

With the dawn of the new century, internet and other communication infrastructure improved the influence and capabilities of several institutions thereby creating more pressure on corporations to implement tangible efforts in the area of CSR. Corporations had started to recognize that intangible assets such as goodwill, reputation and human capital increases the importance of CSR. At that time, CSR was also coupled with strategy literature and its relationship with market outcome was made more explicit (Orlitzky et al., 2003; Porter and Kramer, 2006).

In 1995 many researchers actively adopted the stakeholder theory including Donaldson and Preston (1995) who went on to distinguish descriptive, instrumental and normative aspects or usages of stakeholder theory. Jones (1995) took a more instrumental perspective and postulated the "instrumental stakeholder theory" with strong predictive capacity. The main standpoint of Jones (1995) was his ability to link his model to several theories including the principal agent theory, team production theory and transaction cost economics.

Since the time period mentioned above, the instrumental aspect of stakeholder theory has moved on to occupy centre stage of CSR research nowadays. Several scholars have gone to empirically analyse the effect of CSR on the firm's financial performance and competitiveness. Vogel (2005) brings to light a survey conducted by PricewaterhouseCoopers in 2002 wherein more than 70% of the Chief Executives acknowledged that CSR was important to their organisation's financial profitability. This goes to show that CSR was

increasingly becoming a part of the company's central strategy and considered vital in order to perform better.

According to Waddock (2008), institutional pressure for CSR improvement has increased significantly over the past 20 years which has brought a new set of rules and policies aimed at large, multinational organisations. For example, large corporations are expected to:

- Produce sustainably;
- Live up to different principles and standards depending on their industry;
- Be more transparent about their activities; and
- Engage with stakeholders in dialogue, partnerships, and action (Lee, 2008)

The concept has gone on to gain significant importance that even international organizations like the United Nations, World Bank, Organisation for Economic Co-operation and Development (OECD), International Labour Organization (ILO) and European Commission among many others have actively encouraged the adoption of the concept and laid down stringent guidelines to help continue the movement.

***United Nations Global Compact*** is a code of conduct, policy framework, a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labour, environment and anti-corruption.<sup>18</sup> These principles were developed as guidelines for organisations to act responsibly as the UN Global Compact acknowledges the fact that businesses are vital drivers of globalization and thus can benefit the societies in which they operate as well. The UN Global Compact defines Corporate Sustainability as “A company's delivery of long-term value in financial, social, environmental and ethical terms.”<sup>19</sup>

Since the launch in 2000, the UN Global Compact has seen nearly 12,000 signatories representing more than 145 countries from across the world. The organisation also advocates the use of its Global Compact Management Model which helps companies to evolve their sustainability efforts. Comprised of six management steps, it guides companies of all sizes through the process of formally committing to, assessing, defining, implementing, measuring and communicating a corporate sustainability strategy. The model draws on widely accepted and understood management practices, and is designed to maximize corporate sustainability

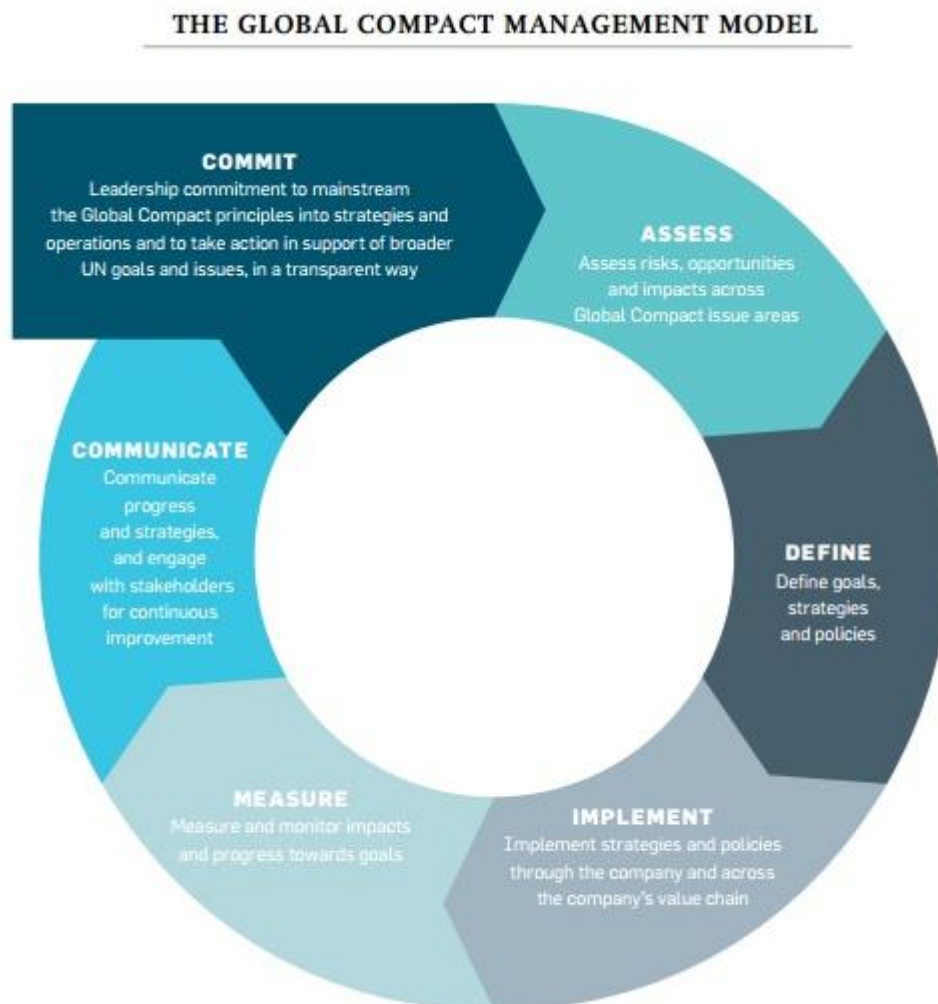
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<sup>18</sup> United Nations Global Compact. [2012-03-14] <http://www.unglobalcompact.org/AboutTheGC/index.html>

<sup>19</sup> United Nations Global Compact; “Global Corporate Sustainability Report 2013”

performance. When employed on a consistent and periodic basis, the six steps of the model form a circular process by which companies can continuously adjust and improve alignment with the Ten Principles, as well as local and international regulations.<sup>20</sup>

Figure 2: UN Global Compact Management Model



Source: Global Corporate Sustainability Report 2013, UN Global Compact

At the Rio+20 (the UN Conference on Sustainable Development), businesses actively discussed the possibilities to advance the *Green Economy* concept and in order to achieve a sustainable economy, businesses would need to take steps that were leaps and bounds in measure compared to small footsteps. This is also reflected by the following quote from Mr. Ban Ki-Moon, the UN General Secretary, taken from the foreword of the Global Corporate Sustainability Report 2013 released by the UN Global Compact:

<sup>20</sup> United Nations Global Compact; "Global Corporate Sustainability Report 2013"

*“We cannot achieve a more equitable, prosperous and sustainable future without business engagement and solutions. The United Nations is committed to deepening its collaboration with the private sector and advancing the corporate responsibility movement.”*

Moreover, **International Labour Organization (ILO)**, one of the UN agencies, sees Corporate Social Responsibility as “one of the important ways today in which enterprises affirm their principles and values, both in their own internal processes and operations and in their interaction with other actors.”<sup>21</sup>

There are 2 main reference points for ILO on the concept of CSR that are explained below:

- **The ILO Declaration on Fundamental Principles and Rights at Work:** This creates a requirement for governments to implement the principles of the ILO’s core labour standards.
- **The Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy:** This is a guideline on enterprise behaviour for governments, ILO constituents and enterprises.

The ILO can play an important role in CSR because labour standards and social dialogue are the key aspects of CSR and this is the core business of the ILO. The ILO promotes dialogue between governments, workers’, and employers’ organisation and provides assistance and tools to better understand the labour dimension of CSR.<sup>22</sup>

Being an institution that represents the entire world, the United Nations leads the way in the development of tools and guidelines for sustainability and social responsibility. Nevertheless, other organisations have also done some credible work worth mentioning.

The **Organization for Economic Co-operation and Development (OECD)** have developed guidelines entitled *Guidelines for Multinational Enterprises*. These guidelines have been drafted based on the recommendations by governments and targets those multi-national enterprises that are operating in the countries that comprise the institution. They offer voluntary principles and standards “for responsible business conduct, in a variety of areas

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<sup>21</sup> International Labour Organisation [2012-03-18]  
[http://www.ilo.org/empent/Informationresources/WCMS\\_101253/lang--en/index.htm](http://www.ilo.org/empent/Informationresources/WCMS_101253/lang--en/index.htm)

<sup>22</sup> International Labour Organisation; “The ILO and Corporate Social Responsibility (CSR)”  
[http://www.ilo.org/wcmsp5/groups/public/@ed\\_emp/@emp\\_ent/@multi/documents/publication/wcms\\_116336.pdf](http://www.ilo.org/wcmsp5/groups/public/@ed_emp/@emp_ent/@multi/documents/publication/wcms_116336.pdf)

including employment and industrial relations, human rights, environment, information disclosure, competition, taxation, and science and technology”.<sup>23</sup>

The Guidelines can readily be used in conjunction with other instruments. There are very evident synergies, which might be further developed between the closely connected employment chapter of the OECD Guidelines and the principles of the labour standards enshrined in the ILO Declaration and the UN Global Compact. For this reason, efforts have been made in recent years to clarify the synergies between the three, and with other instruments or initiatives. Explanatory materials have been developed to outline their relationship with the UN Global Compact, the Principles for Responsible Investment, and with the GRI Guidelines.<sup>24</sup>

Some of the synergies between the 3 instruments mentioned above have been tabulated by OECD in their Annual Report on the OECD Guidelines for Multinational Enterprises 2008.

Figure 3: Comparison of International Guidelines for Multinational Enterprises

	OECD MNE Guidelines	ILO MNE Declaration	UN Global Compact
General Principles	✓	✓	✓
Disclosure	✓		✓
Employment	✓	✓	✓
Human Rights	✓	✓	✓
Environment	✓		✓
Bribery	✓		✓ (Anti-corruption)
Consumer Interests	✓		
Competition	✓		
Taxation	✓		

Source: Annual Report on the OECD Guidelines for Multinational Enterprises 2008

We can infer that the OECD Guidelines tend to cover a wide variety of areas with respect to ethics and social responsibility; nevertheless, as pointed out earlier, all the instruments can be used in conjunction with each other and have made active references to each other during the drafting process.

Yet another institution that has drawn inspiration from all of the above mentioned institutional guidelines to draft its very own CSR strategy and agenda is the European

<sup>23</sup> The OECD Guidelines for Multinational Enterprises. Policy Brief. June 2001. P. 2. [2012-03-24]  
<http://www.oecd.org/dataoecd/12/21/1903291.pdf>

<sup>24</sup> OECD; Annual Report on the OECD Guidelines for Multinational Enterprises 2008



Commission. The *European Commission* has defined Corporate Social Responsibility (CSR) as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”.<sup>25</sup>

In order to promote Corporate Social Responsibility, the European Commission made a strong commitment to renew the EU strategy as part of its Europe 2020 strategy. Although the ongoing economic crises has dented the view of businesses in the eyes of public, the Commission is seeking to renew its efforts by creating conditions that favour sustainable growth, responsible business behaviour and durable employment prospects in the long run.

Having pioneered the creation of the *Green Paper* (2001) and the European Multi-stakeholder Forum on CSR, the Commission published a new policy whose centrepiece was strong support for a business-lead initiative called the European Alliance for CSR in 2006.<sup>26</sup>

The policy also identified 8 priority areas for EU action:

- Awareness-raising and best practice exchange;
- Support to multi-stakeholder initiatives;
- Cooperation with Member States;
- Consumer information and transparency;
- Research;
- Education;
- Small and medium-sized enterprises; and
- The international dimension of CSR

With the development of several policies and initiatives, the European Commission has witnessed considerable progress in the area of CSR. Some of the most noteworthy developments included the following:

- The number of EU enterprises that have signed up to the ten CSR principles of the United Nations Global Compact has risen from 600 in 2006 to over 1900 in 2011.

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<sup>25</sup> European Commission; *Communication from the Commission to the European Parliament, The Council, The European Economic and Social Committee and the Committee of the Regions* (2011)

<sup>26</sup> European Commission; *Communication from the Commission to the European Parliament, The Council, The European Economic and Social Committee and the Committee of the Regions* (2006)

- The number of European enterprises publishing sustainability reports according to the guidelines of the Global Reporting Initiative rose from 270 in 2006 to over 850 in 2011.
- The Business Social Compliance Initiative, a European, business-driven initiative for companies to improve working conditions in their supply-chains, has increased its membership from 69 in 2007 to over 700 in 2011.

In spite of this progress, important challenges remain. Many companies in the EU have not yet fully integrated social and environmental concerns into their operations and core strategy. Accusations persist of the involvement of a small minority of European enterprises in human rights harm and failure to respect core labour standards. Only 15 out of 27 EU Member States have national policy frameworks to promote CSR.<sup>27</sup>

Although the essence of CSR during the 2000s is “doing good to do well”, it is important to note that not all socially responsible actions have equal profitability nor market demand. Thus, it is very important to avoid a preferential bias to those social actions that are inexpensive yet profitable for the organisation, while other more pressing issues that require some capital investment are ignored. These social problems ignored by firms may well be much more urgent issues that require corporate expertise and operational capacity (Lee, 2008).

### **3.3. Role of Public Sector Institutions in CSR**

Since time immemorial, the concept of social responsibility was under the power of the government and other public sector enterprises. These institutions had to be responsible for the citizens and the society in general. However, with the dawn of the new century and the rise of non-profit organisation during the 1970s and 1980s, there was a huge demand for corporations to take a strong stance in the area of social responsibility. Earlier, state owned entities were established to pursue both commercial and social objectives, while private-sector entities were allowed to follow only commercial objectives.

Legislation, regulation and taxation have been the favourable tools employed by governments to promote and protect social objectives. In the area of the environment, command and control techniques have been favoured by the European countries since the 1970s whereas a

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<sup>27</sup> European Commission; “Corporate Social Responsibility: National Public Policies in the EU” (2011)

shift towards shared responsibility between government and industry is another favourable policy approach since the mid-1990s.<sup>28</sup>

Surprisingly recent research studies have showed that the government and other public entities may play a positive role in encouraging and promoting the concept of social responsibility among businesses. World Bank researchers have identified four principal public sector roles in relation to CSR namely:

- Mandating roles,
- Facilitating roles,
- Partnering roles and
- Endorsing roles.

**Table 2. Principal public sector roles in relation to Corporate Social Responsibility**

<b>Mandating role</b>	Defining command and control legislation	Establishing regulators and inspectorates	Defining and enforcing legal and fiscal penalties and awarding rewards
<b>Facilitating role</b>	Enabling legislation	Creating incentives	Capacity building
	Funding support	Raising awareness	Stimulating markets
<b>Partnering role</b>	Combining resources	Promoting and supporting stakeholder engagement	Supporting and mediating constructive dialogue
<b>Endorsing role</b>	Political support activities		Publicity and praise of achievements

*Source: Based on Fox, T., Ward, H., Howard, B. (2002), Public Sector Roles in Strengthening Corporate Social Responsibility: A Baseline Study, Corporate Responsibility for Environment and Development Programme - International Institute for Environment and Development*

**Mandating:** In their mandating role, governments at different levels define minimum standards for business performance embedded within the legal framework. Examples include establishment of emission limit values for particular categories of industrial installations, or

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<sup>28</sup> Polášek, David; "Corporate Social Responsibility in Small and Medium-Sized Companies in the Czech Republic" (2010)

requirements for company directors to take particular factors into account in their decision-making. Even mandating activity can drive industrial innovation and best practice.<sup>29</sup>

**Facilitating:** As facilitators, public sector entities aim to drive the CSR agenda forward by stimulating the key actors to engage actively and incentivizing the process. By actively funding research, leading campaigns, collecting information or raising awareness, public sector entities can develop and support necessary CSR management tools and techniques.

**Partnering:** Public sector entities can be participants, convenors or catalysts while complementing the skills and inputs with other stakeholders such as the private sector and the civil society. Strategic partnership is vital to tackle complex social and environmental problems as they are central to the CSR agenda.

**Endorsing:** Showing public political support for particular kinds of CSR practice in the marketplace or for individual companies; endorsing specific award schemes or non-governmental metrics, indicators, guidelines, and standards; and leading by example, such as through public procurement practices.<sup>30</sup>

Governments and other public sector entities must play an active role in the promotion and implementation of CSR across the world. They should utilise the tools and techniques such as regulations, policies, infrastructure and incentives to encourage businesses to consider to act responsibly in the social sector. Governments should also lead from the front by actively adopting CSR measure in their own institutions thereby prompting other organisations to step up.

According to Cowe and Porritt, the important thing for business and society at large is to understand the limit to voluntary action, which is the point where government needs to intervene. If humankind is to live within the Earth's capacity and share its resources equitably, economies must be transformed. And that cannot be done by business alone.<sup>31</sup>

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<sup>29</sup> Fox, T., Ward, H., Howard, B; "Public Sector Roles in Strengthening Corporate Social Responsibility: A Baseline Study" (2002)

<sup>30</sup> Ward, H; "Public Sector Roles in Strengthening Corporate Social Responsibility: Taking Stock, International Institute for Environment and Development" (2004)

<sup>31</sup> Cowe, R & Porritt, J; "Government's Business – Enabling Corporate Sustainability" (Forum for the Future, Page 3, 2002)

### 3.4. CSR in the Czech Republic

The Czech Republic has also eagerly adopted the concept of Corporate Social Responsibility albeit with some shortcomings. An increasing number of companies are actively engaging in responsible activities, the level of awareness of CSR among the general population is on the rise, and customers are giving higher importance to CSR of companies during decision-making. Nevertheless, the concept and idea behind CSR is highly convoluted and misinterpreted. Certain part of the public and business are still in the dark about the concept.

The real CSR that is derived from the company's values and stems from its vision and mission is misinterpreted by many who consider the CSR to be donations to charity solely. Apart from the problem with misinterpretation, there exist many companies for whom the CSR is only a tool of marketing and public relations, and they do not engage in the real responsible way of doing business. In order to improve the situation it is needed to bring the CSR closer to public so that they put a higher pressure on companies to adopt CSR policies.<sup>32</sup>

The support of the government of the Czech Republic towards this concept is represented by the **Strategy of National Quality Policy for 2011-2015**. This basic document which is also approved by the Ministry of Industry and Trade of the Czech Republic is involved in *“supporting the development, implementation and specification of policy to promote quality of life and competitiveness of the country.”*<sup>33</sup>

A recent study conducted by Ipsos in 2012 entitled CSR Research 2012 provided some insights into the public perception of the concept of CSR among the Czech citizens and companies as well. The report mentions that 75% of customers consider it is important that the company is responsible. The same is true for 86% of employees who appreciate the corporate social responsibility of their employer. Although an increasing trend was observed in terms of the public interest towards CSR during similar reports released in 2010 and 2011,

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<sup>32</sup> Srpová, J., Kunz, V., Mísař, J; “Applying The Principles of CSR in Enterprises in The Czech Republic”, (Ekonomika a Management Vol. 6 Issue 4, pp. 1-14, 2012)

<sup>33</sup> Business Leaders Forum; “Corporate Social Responsibility (CSR) in the Czech Republic: Current Situation & Trends” (2013)

however, it was observed that the percentage of people considered to be actively engaged or interested in CSR has dropped in the year 2012 by 6 percent to 54% of the population.<sup>34</sup>

Ipsos postulates that people started to focus their attention on those areas of CSR that had a direct effect on their lives as compared to other areas.

In the recent past there has been an increasing number of businesses in the Czech Republic adopting several initiatives in the area of social responsibility and doing their bit for the society. Nevertheless, one must admit to the fact that this increase is barely noticeable as companies are still unclear about the concept of CSR.

A study conducted by the European Commission gives us a general idea about the level of adoption of different international CSR guidelines and policies by the companies in the Czech Republic. In order to commemorate the strategy on Corporate Social Responsibility launched in 2011, the study aims to present statistics on the extent to which 200 randomly selected large companies (over 1,000 employees) from 10 different EU Member States make publicly available policy references to certain internationally recognised CSR guidelines and principles. The 10 Member States are the Czech Republic, Denmark, France, Germany, Italy, the Netherlands, Poland, Spain, Sweden and the UK. The study also states the importance of a credible policy statement as a crucial starting point for all enterprises, especially larger ones. The more that enterprises openly refer to the core set of internationally recognised CSR guidelines and principles, the more possible it becomes to have a similar set of expectations regarding responsible business wherever enterprises operate in the world.<sup>35</sup>

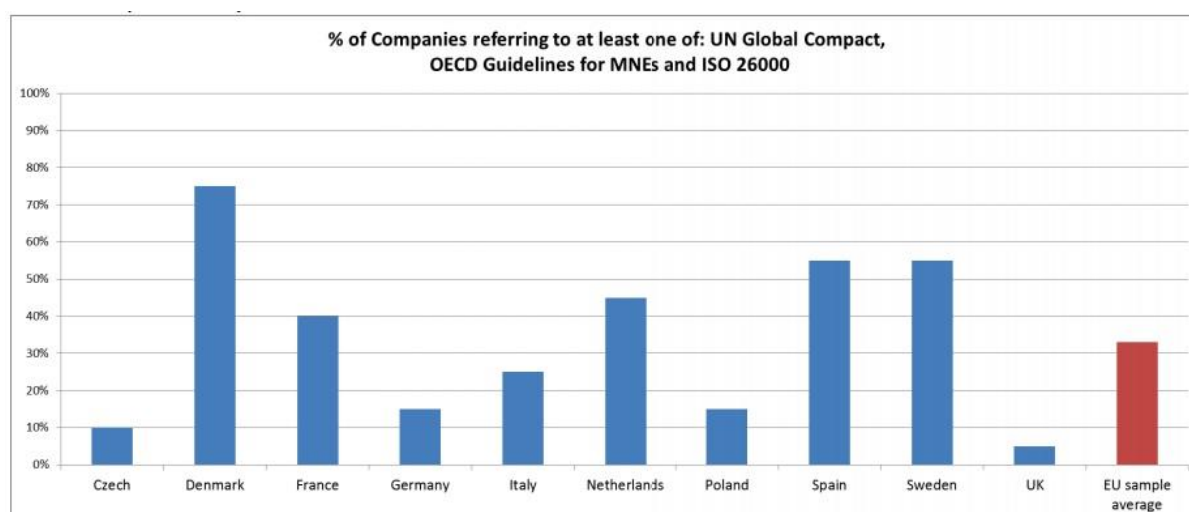
The study reveals that Czech companies in the sample refer to CSR policies and instruments *less frequently* than the European average. We can infer from Figure 4 that only 10% of the Czech companies refer to at least one of the instruments in question namely: UN Global Compact, OECD Guidelines for MNEs and the ISO 26000. This number falls far below the EU sample average that totals to 33%.

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<sup>34</sup> Ipsos; CSR Research 2012 (2013) <http://www.ipsos.cz/tiskove-zpravy/lid-nejsou-lhostejn-k-ot-zk-m-csr-ani-v-dne-n-nelehk-dob>

<sup>35</sup> European Commission; *An Analysis of Policy References made by large EU Companies to Internationally Recognised CSR Guidelines and Principles* (2013)

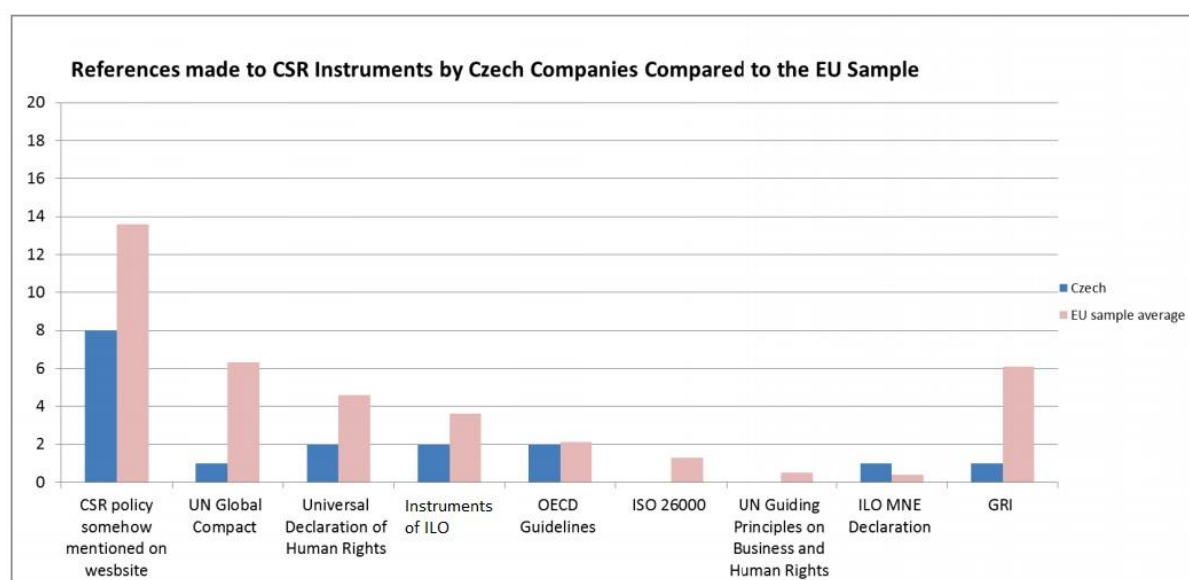
Figure 4: Comparative Study on adoption of International Policies in EU Countries



Source: European Commission 2013

The Figure 5 also a comprehensive picture of how Czech companies adopt different international policies, guidelines and instruments as compared to the EU average. We can observe that the Czech companies make references to international instruments and guidelines less frequently compared to the EU average.

Figure 5: References made to CSR instruments by Czech companies



Source: European Commission 2013

A survey conducted by the Business Leaders Forum in 2012 showed that 43.1% of the surveyed companies knew about the concept of Corporate Social Responsibility. The least aware of the concept were small (30.2%) and medium-sized enterprises (36.0%), while the

most aware were the largest firms (64.0%). Nevertheless the idea behind the concept varied differently according to the company. The following list shows meanings that companies attribute to CSR as the most important<sup>36</sup>:

- Be ethical and transparent (35 %),
- Be a good employer (22 %),
- Donate and help local communities (13 %),
- Be responsible to the environment (12 %),
- Offer quality products and services (10 %),
- Maximise profits (8 %).

The key drivers behind the companies' decisions to adopt CSR identified were:

- Ethical and moral aspects (56.1%)
- Keep up with competitors and market requirements (34.6%)
- Effort to increase economic results (29.4%)
- Effort to attract and retain the best employees (29.4%)
- Effort to increase the loyalty of customers (25.5%)
- Effort to gain a competitive advantage (24.8%)

However, the ongoing global economic crisis is also slowing down the pace of businesses who want to eagerly adopt socially responsible practices. Besides the crisis, other issues pertaining to implementation of CSR in the Czech Republic include the lack of government support that is deemed insufficient, unfavourable legal and tax policies, red-tapism and bureaucracy coupled with low economic returns on investments in CSR activities.

Nevertheless, the past couple of years have witnessed the birth and eventual growth of several not-for profit organisations as well as the trend of adoption of socially responsible practises by SME's (small and medium sized enterprises). In the Czech Republic, some of the organisations that actively promote and support the integration of CSR among companies include the Business Leaders Forum, Forum of Donors, etc. among many others. These organisations also conduct research surveys in order to evaluate the current situation in terms of CSR as well as provide services in the form of trainings, workshops, debates, conferences and consulting sessions. These services are aimed at helping and supporting companies to

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<sup>36</sup> Srpová, J., Kunz, V., Mísař, J; "Applying The Principles of CSR in Enterprises in The Czech Republic", (Ekonomika a Management Vol. 6 Issue 4, pp. 1-14, 2012)



become more socially responsible and integrating the concept of CSR into their policies as well as processes.

At present the number of such researches that focus on the topic of CSR has been increasing and there exists an award for the best thesis in CSR, despite the fact that the courses on CSR are not taught widely among Czech universities. For example, Business Leaders Forum organizes specialised lectures, mentoring programs and possibilities for doing internships for students in cooperation with some leading companies that are actively engaged with the concept of CSR and other socially responsible topics.

Also there is now a change in understanding of the concept of CSR where businesses have begun to have a more strategic viewpoint of CSR by inculcating socially responsible practices, even, in their day-to-day processes. Companies in the Czech Republic use the following international norms and standards as references for their CSR activities<sup>37</sup>:

- OHSAS 18001 – (System of management of occupational health & safety)
- EMAS – (Eco-Management and Audit Scheme)
- ISO 14001 – (System of Environmental Management)
- SA 8000 – (Social Responsibility)
- ISO 26000 – (Corporate Social Responsibility)

Another trend that is fast catching up with different businesses in the Czech Republic is transparency. Although at its nascent stage, companies are slowly starting to include information about their CSR activities on their websites, annual reports and other publications. At present many companies have started to realise the benefits in creating a local GRI report. The Global Reporting Initiative (GRI) is a leading organization in the sustainability field. GRI promotes the use of sustainability reporting as a way for organizations to become more sustainable and contribute to sustainable development.<sup>38</sup>

In the Czech Republic the support for GRI is provided by PricewaterhouseCoopers Czech Republic, which is the Certified Training Partner of GRI, and by Business Leaders Forum

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<sup>37</sup> Business Leaders Forum; “Corporate Social Responsibility (CSR) in the Czech Republic: Current Situation & Trends” (2013)

<sup>38</sup> Global Reporting Initiative <https://www.globalreporting.org/information/about-gri/what-is-GRI/Pages/default.aspx>

that provides information about GRI, offers guidance and support in writing the GRI report and offers the companies to conduct a stakeholders' dialogue.<sup>39</sup>

A common argument is that CSR is quite difficult for small and medium-sized enterprises as it is a bit problematic for SME's to report such socially responsible initiatives as compared to large businesses. For SME's that have a keen interest with social responsibility, it is costly for to capture, analyse and release data to provide evidence and testify their stance towards the good of the society and the environment. SMEs are less able to apply dedicated internal resources to the reporting of any responsible approaches they may take than large organisations. Usually SMEs' owner-managers are already participating in responsible approaches, although they may not describe them as being part of CSR.<sup>40</sup>

Owners and managers of SME's also echo the same problems faced by large enterprises while considering several socially responsible initiatives. Financial insecurity, lack of support from the government and public authorities, lack of access to data and other specialised services are just the tip of the iceberg in terms of the obstacles that SME's have to encounter. Nevertheless one must acknowledge the fact that the nature of CSR activities vary significantly when comparing SME's to large organisations. Large companies also play an important role in spreading the CSR agenda among the SME's by actively doing business with SME's and inculcating them into the different parts of the supply chain.

### **3.5. CSR – Global vs Local?**

In the present day society, it has become a universal requirement for businesses to act in a socially responsible way. Thus, we can observe a very close integration of business processes along with socially responsible practices. Today, unethical business behaviour or business practices could lead to a reduction in a company's reputation and shareholder's value in terms of profit in the long-term perspective. So, in the global environment, a company's activities could respectively cause business success or failure.<sup>41</sup>

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<sup>39</sup> Business Leaders Forum; "Corporate Social Responsibility (CSR) in the Czech Republic: Current Situation & Trends" (2013)

<sup>40</sup> Polášek, David; "Corporate Social Responsibility in Small and Medium-Sized Companies in the Czech Republic" (2010)

<sup>41</sup> Diskienė, Danuta & Krapchilo, Daria; "Corporate Social Responsibility Strategic Implementation in Foreign Market: Global Vs Local Policy" (Ekonomika, Vol 91(I), 2012)

Thus, Corporate Social Responsibility is becoming a more and more important part of the overall company's strategy. Considering that companies are developing their markets across the world, it is very crucial for companies to choose their strategies and instruments accordingly giving ideal importance to a global vision while respecting local cultures giving room for some adaptations. In an attempt to bridge this gap of global versus local, researchers have advocated an integration strategy as the most ideal way that helps in generating efficiencies through innovations in products and processes while responding to particular markets.

While many companies have been employing the 'glocal' or 'local worldwide' strategy for the past few decades with varying success (Bartlett & Ghoshal, 1998; Immelt, Govindarajan, & Trimble, 2009), there is little evidence to suggest whether this ideal strategy is also used for CSR and whether it is in fact ideal.<sup>42</sup>

The literature on 'glocal' strategies postulates on maintaining a balance between global and local concerns in 2 ways: a certain section of the group state that companies will be able to generate opportunities and increase efficiency by utilising the gains obtained from standardization, while being able to respond to the demands of the local markets by adapting to the tastes, preferences and regulations.

However, the second group suggest that integration is more than operational efficiencies achieved through a balance of global standards and local flexibility. They argue that glocalization is in fact the transformation of global and local interests into a new or unique form of operating that 'continually renews itself by balancing the organizational tensions and management paradoxes implicit' in international business (Bartlett & Ghoshal, 1998: 257; Ritzer, 2003).

Although there have been arguments which suggests the adoption of the existing intergovernmental standards (such as the United Nations Global Compact or the OECD Guidelines), Hofstede's (1994) research provides conclusive evidence that national cultures play a significant role in shaping organizational practices. Hofstede argues that the managerial systems have been developed in systems that are constrained by the local cultures and thus the applicability of such theories across the world is doubtful. He advocates for a more standardized process by searching for common practices and not common values. Other

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<sup>42</sup> Bondy, Krista; "Challenging Glocal Strategy: Corporate Social Responsibility, International Management and the Absence of Power" (2010)

literature also postulate a similar viewpoint as Hofstede and advice caution while considering to standardize CSR.

Nevertheless many companies have gone on to develop a worldwide CSR agenda comprised of policies, codes, etc. that enables them to govern their global operations. It, thus, provides a very clear evidence that companies want to standardize as much as possible and that universal standards are not only popular but a powerful disclosure focussed standardizing and controlling CSR in order to improve credibility.

On the other hand, the 'glocal' or 'local worldwide' approach echoes the work conducted by Donaldson and Dunfee (1994) who state that "while the local institutional environment must be taken into account, some values transcend cultures and therefore should form the basis for ethics in MNCs. These 'hypernorms' are fundamental to human experience and therefore put a limit on the 'moral free space' given to actors operating within their own environments. Donaldson and Dunfee (1994: 267) suggest six hypernorms including core human rights, property ownership and a duty to respect the dignity of each human person. And while certainly contestable and problematic in practice, this work provides credibility for those wishing to assert the moral underpinnings of a glocal approach to business. Therefore, good strategy would be as 'glocalized' as possible, allowing all parties to enjoy the unique benefits that accrue from the 'interpenetration of global and local' (Ritzer, 2003).<sup>43</sup>

In order to understand the implications and potential benefits of the 'glocalized' approach, let us take 2 case studies that elaborates on the global vision with necessary local adaptation done in the Czech Republic.

L'Oréal is one of the leading global manufacturer of cosmetics and beauty products intended for the confident and modern young generation of women and men. With a presence in over 130 countries around the world, the organisation is committed to offering all women and men worldwide, the best of cosmetics innovation in terms of quality, efficacy and safety. L'Oréal is also focussed on being inspired by diversity to innovate and is committed to support social causes with the establishment of the L'Oréal Foundation. The Foundation as chosen to be active in fields in which the group's expertise can be of public benefit: science and beauty. Science and beauty are the two pillars of the L'Oréal Group's expertise. The Foundation relies

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<sup>43</sup> Bondy, Krista; "Challenging Glocal Strategy: Corporate Social Responsibility, International Management and the Absence of Power" (2010)

on its assets to develop activities to help vulnerable people or those who are discriminated against all over the world.<sup>44</sup>

In cooperation with UNESCO, L'Oréal has been running a program "For Women in Science" since 1998 with the sole aim of promoting the role of women in scientific research and encouraging them to pursue these vocations on a global level. The various subsidiaries present across the world are free to implement initiatives that respect the global values of the cause, thus, giving rise to a more 'glocalized' approach. L'Oréal Czech Republic echoes the global vision by supporting young women actively involved in the natural life sciences by providing them with monetary support. Every year 3 scholarships worth more than 150,000 CZK are given to encourage women to pursue their careers in science and research. The applicants were evaluated by a panel of experts from different fields (both academia and business) and judged based on their qualifications, drive, motivation and current research projects.

The grant money was sourced locally from several resources and could be used for any purpose by the recipients of the award. The recipients were also not obligated to work for L'Oréal but had to give their consent to use their names for promotional purposes. The main purposes of such an initiative were threefold:

- Develop, encourage and promote scientific research (which echoes the global mission of the program)
- Bring the 'natural life sciences' to the spotlight
- Actively use this initiative to use for marketing communication – especially employer branding and internal communication

Each winning project is then sent to the Global Headquarters to create a database of national entries from which one project and its researcher will receive an additional prize thus taking local inspiration and bringing it to the global audience. In this way, L'Oréal has helped in promoting research, celebrating women empowerment and marketing itself as an ideal employer to future talent.

Another example of 'glocalization' is the case of L'Oréal's centenary celebrations during the year 2009. Celebrating 100 years of existence, the beauty giant invested a lot of money in

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<sup>44</sup> L'Oreal

[http://www.loreal.com/Foundation/Article.aspx?topcode=Foundation\\_PresentationAndMission\\_ActionFields](http://www.loreal.com/Foundation/Article.aspx?topcode=Foundation_PresentationAndMission_ActionFields)

different projects entitled L'Oréal Centenary Projects. Subsidiaries around the world were asked to ideate and implement worthwhile projects that were successful in fulfilling the conditions laid down by the global management. The projects had to concentrate on one of the following conditions: women's rights, education or ecology/environment. L'Oréal Czech Republic came up with a brilliant idea that covered not just one, but 2 of the above mentioned ideas namely – women's rights and education.

L'Oréal Czech Republic initiated a project to support an NGO (Samy Mamy) that worked with single mothers. The organisation was clear that it wanted to be more involved in the project rather than just providing some monetary contribution and being done. The initiative involved the publication of advertisements in newspapers inviting women, who were either recently unemployed or currently on maternity leave, to apply for this project. Together with the NGO, L'Oréal would develop and train the women in soft skills to help them find a job.

As part of the project, L'Oréal organised "Training Weekends", which included workshops for these women on several topics. The workshops were helmed by L'Oréal in cooperation with the NGO and invited other leading experts from different fields. The organisation took a very hands-on approach for the project and had a 360 degree overview. They organised accommodation for participants and arranged babysitters to take care of their children for the entire weekend. Psychologist sessions were organised that gave participants tips on motivation and helped build their self-esteem. Being single mothers, the participants were strapped monetarily and so special sessions on financial planning were also organised to help the participants to understand the intricacies of their financial situation. In order to overcome the significant problem of self-confidence, the workshop also included CV screening, photo-shoots for CV, hair, makeup, etc. which helped participants rebuild their self-esteem and making them confident to find a job. The organisation also closely followed the progress of the participants after the workshop and reported that more than 60% of the participants received job offers after these training weekends.

Recording testimonials from the participants, L'Oréal went on to use these as promotional materials for employer marketing and internal communication thereby creating a wholesome working atmosphere for current and future employees. The above example shows how an organisation can adapt its CSR practice with a more 'glocalized' approach. L'Oréal Czech Republic was able to exert its autonomy by organising and implementing this initiative while still upholding the global vision of the enterprise.

We can observe from the afore-mentioned examples that it is indeed possible for companies to adopt the ‘glocalized’ approach for the socially responsible initiatives. The ‘glocal’ approach ideally involves adapting the activity to the needs of the local market while still echoing the global vision of the business. The examples also prove that such socially responsible activities can be actively used for promotion and employer branding in order to increase employee satisfaction, lower employee turnover, and attract future talent to the organisation.

Having read so many positive reflections from several literature and the inferences from the cases discussed earlier, it comes as no surprise should one draw a conclusion that Corporate Social Responsibility can be a very useful tool especially to attract talent and used in employer marketing campaigns throughout the world. Nevertheless, we need to estimate whether this assumption is valid or not for the Czech Republic.

The next section will focus on the study undertaken by the author in this regard with a brief introduction of how the research was carried out.

#### **Chapter 4: Methodology of Research**

In order to get a whole 360 degree viewpoint on the subject and especially its perceptions among different stakeholders, the author of this publication decided to undertake both – a qualitative and quantitative research.

Quantitative methods place greatest reliance on representing developments numerically. Numerical data, of many types, are useful in thinking about longer-term developments, and to a certain extent they can be useful ways of presenting future results, too.<sup>45</sup>

Quantitative methods offer several advantages that aid research which are mentioned below:

- It allows data to be easily represented in the form of tables and graphs thereby enabling managers in quick decision-making thereby benefiting people under time-shortage or information overload.
- It explores the possibilities of developing forecasts and trend extrapolations by processing the data in systematic ways.

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<sup>45</sup> JRC, European Commission; Quantitative versus Qualitative Methods  
[http://forlearn.jrc.ec.europa.eu/guide/4\\_methodology/meth\\_quant-quali.htm](http://forlearn.jrc.ec.europa.eu/guide/4_methodology/meth_quant-quali.htm)

- It allows the data comparison with respect to scale developments in various circumstances as well as manipulate the information in consistent ways thereby combining figures, data, etc.

Nevertheless quantitative research also has certain disadvantages that have been discussed as follows:

- Lack and unavailability of quality data is often a significant problem thereby causing significant shortcomings in the research.
- Certain factors such as social and political variables cannot be easily quantified which may cause some discrepancies in the data.
- Quantitative research methods may pose some problems while communicating the results to a diverse set of audiences especially to those who are less-numerate.

On the other hand, Qualitative methods are more creative oriented and often employed where the key trends or developments are hard to capture using simplified indicators, or where such data are not available.

Advocates of quantitative methods argue that only by using such methods can social sciences become truly scientific; advocates of qualitative methods have argued that quantitative methods tend to obscure the reality of the social phenomena under study because they underestimate or neglect the non-measurable factors, which may be the most important factors.

The exact mix of methods is highly dependent on access to relevant expertise, and on the nature of the problems being studied. They represent different approaches to handling information, and can contribute powerful insights in their own ways.<sup>46</sup>

Based on the advantages and disadvantages discussed above, a qualitative survey was released that targeted recent graduates and students enrolled in postgraduate degree programs in universities situated in the Czech Republic.

The survey was structured in a manner in order to elicit responses of high quality from as many respondents as possible thereby enabling the author to understand the entire perspective of the concept of CSR and how it was viewed by the sample.

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<sup>46</sup> JRC, European Commission ; Quantitative versus Qualitative Methods  
[http://forlearn.jrc.ec.europa.eu/guide/4\\_methodology/meth\\_quant-quali.htm](http://forlearn.jrc.ec.europa.eu/guide/4_methodology/meth_quant-quali.htm)



The survey was structured to elicit demographic data (which included age, gender, education, employment status, etc.), data with regards to the audiences' perception to the concept of CSR and how they viewed companies engaged in CSR. The responses were presented 3 advertisements of trainee programs for a fictitious company located in the Czech Republic. Taking inspiration by observing how the content was structured in other trainee advertisements, the author drafted 3 advertisements with different styles of content.

The three advertisements have a varying degree of content especially with regards to the description of the socially responsible activities of company in different aspects such as protection of the environment, employee welfare, etc. The advertisements can be found below and comprised a very important part of the survey:

Trainee Ad #1:

*As one of the largest companies in the Czech Republic and having a global presence, NODA is aware about the impact of its activities on the public and the environment. And so we try to support selected social projects which benefit the public and enforce actively a thoughtful attitude to life. NODA endorses development activities in the fields of sports, culture, ecology and charity. Our target is not only to fulfil expectations of the public, we truly care about long term improvement of quality of life in the regions where we operate.*

*NODA offers an International Trainee Program with the aim of recruiting talented and motivated individuals and develop their skills and abilities according to the company's culture and needs. The 1 year program offers excellent remuneration, opportunity for personal growth and international job rotations. The focus of our attention is working safety, health care, qualification development and employee needs outside of the workplace.*

Trainee Ad #2:

*NODA is one of the largest companies in Czech Republic with a global presence. With several years of manufacturing expertise, NODA prides in being one of the industry leaders in automotive technology.*

*NODA offers an International Trainee Program with the aim of recruiting talented and motivated individuals and develop their skills and abilities according to the company's culture and needs. The 1 year program offers good remuneration, opportunity for growth and job rotations.*

Trainee Ad #3:

*As one of the largest companies in the Czech Republic and having a global presence, NODA is aware about the impact of its activities on the public and the environment. And so we try to support selected social projects which benefit the public and enforce actively a thoughtful attitude to life. NODA endorses development activities in the fields of sports, culture, ecology and charity. Our target is not only to fulfil expectations of the public, we truly care about long term improvement of quality of life in the regions where we operate.*

*NODA offers an International Trainee Program with the aim of recruiting talented and motivated individuals and develop their skills and abilities according to the company's culture and needs.*

The advertisements and the perceptions of the respondents towards these will be analysed and discussed in the following sections. The entire survey can be found in the Appendix in both English and Czech languages.

The survey also used questions with the aid of Likert scales which enabled participants to indicate how they exactly felt on a scale of being either strongly for/against the questions or topics in discussion. As one of the most widely used scales to study and measure the attitude and behaviour of people, Likert (1932) developed the principle of measuring attitudes by asking people to respond to a series of statements about a topic, in terms of the extent to which they agree with them, and so tapping into the cognitive and affective components of attitudes.

Likert-type or frequency scales use fixed choice response formats and are designed to measure attitudes or opinions (Bowling, 1997; Burns, & Grove, 1997). These ordinal scales measure levels of agreement/disagreement.

A Likert-type scale assumes that the strength/intensity of experience is linear, i.e. on a continuum from strongly agree to strongly disagree, and makes the assumption that attitudes can be measured. Respondents may be offered a choice of five to seven or even nine pre-coded responses with the neutral point being neither agree nor disagree. Likert Scales have the advantage that they do not expect a simple yes / no answer from the respondent, but rather

allow for degrees of opinion, and even no opinion at all. Therefore quantitative data is obtained, which means that the data can be analysed with relative ease.<sup>47</sup>

Towards the end of the survey, the respondents also had the opportunity to share their feedback and suggestions with the author thereby giving some interesting insights about their understanding and knowledge about the Czech market.

Convenience sampling technique was employed by author. Accidental sampling (sometimes known as grab, convenience sampling or opportunity sampling) is a type of non-probability sampling that involves the sample being drawn from that part of the population that is close to hand. That is, a sample population selected because it is readily available and convenient, as researchers are drawing on relationships or networks to which they have easy access.<sup>48</sup> By exploring the established networks surrounding him, the author managed to reach out to students and recent graduates from different universities situated in the Czech Republic.

Word-of-mouth was one of the primary techniques that the author relied on gathering data for his research. By creating an online survey in both English and Czech languages, the author was able to pass on the links of the survey through social media networks such as Facebook and LinkedIn which proved to play a key role in order to access the target population.

Another point worth mentioning is that the nationality of the participants were not taken into consideration and the prime motivation was to know if the participants were studying in a university located in the Czech Republic. The survey also helped to understand if the university studies in the Czech Republic placed importance to the concept of Corporate Social Responsibility in the form of courses, seminars, projects or workshops. Through this way, the author was also able to understand the level of awareness of the concept of CSR among the students in the Czech Republic and what role did it exactly play during career decisions.

The survey was open to receive responses for over a month and through active influence the author was able to gather 124 responses from several universities in the Czech Republic such as the University of Economics, Charles University, Czech Technical University in Prague, Masaryk University, University of New York in Prague and the Anglo-American University. Although a conclusive decision cannot be derived based on the sample size, the author

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<sup>47</sup> Likert Scale (2008) <http://www.simplypsychology.org/likert-scale.html>

<sup>48</sup> Accidental Sampling [http://en.wikipedia.org/wiki/Accidental\\_sampling](http://en.wikipedia.org/wiki/Accidental_sampling)

believes that further research studies can be conducted in this area by using the analysis from this publication as a general standpoint of reference. The following section will deal with the in-depth analysis of the survey data and draw necessary conclusions relevant to the research questions elaborated earlier on in this publication. The conclusions aim to give a better understanding, if not draw a concrete evidence, about the needs and perceptions of the students in Czech Republic.

## Chapter 5: Data analysis

The analysis is structured in a way to provide as much of insight possible in order to understand the demographics of the respondents, awareness about the concept of CSR, importance of CSR for the sample, perspectives and viewpoints of the respondents towards the study and any final recommendations.

The first section deals with demographic data analysis which will give us an idea of the constitution of the respondents. The analysis reveals that the respondents were primarily composed of female respondents (58%) as opposed to male respondents who constituted only 42% of the total. The respondents from the age group of 20-25 years of age occupied the majority in terms of responses at 88% with respondents from the age group of 26-30 coming in at a close second with 29% of respondents. We can refer to the basic demographics of the respondents from the Figures 6 and 7 below:

Figure 6: Demographic Analysis (by age group)

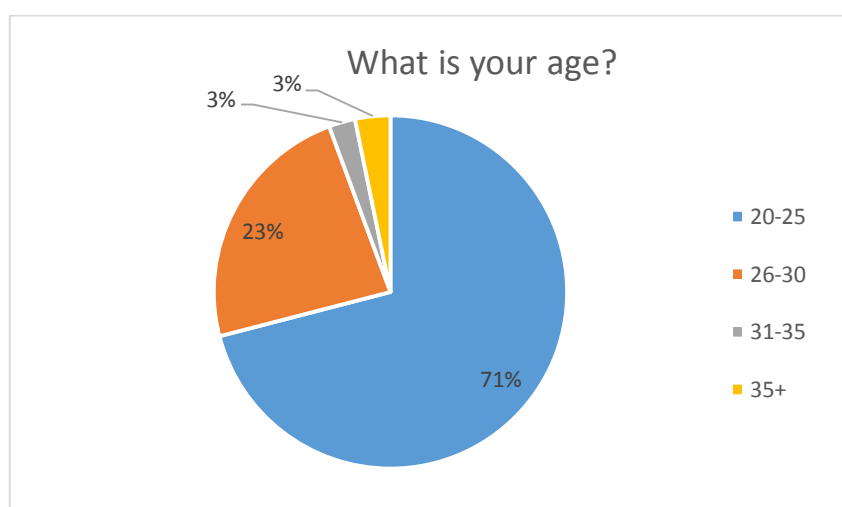
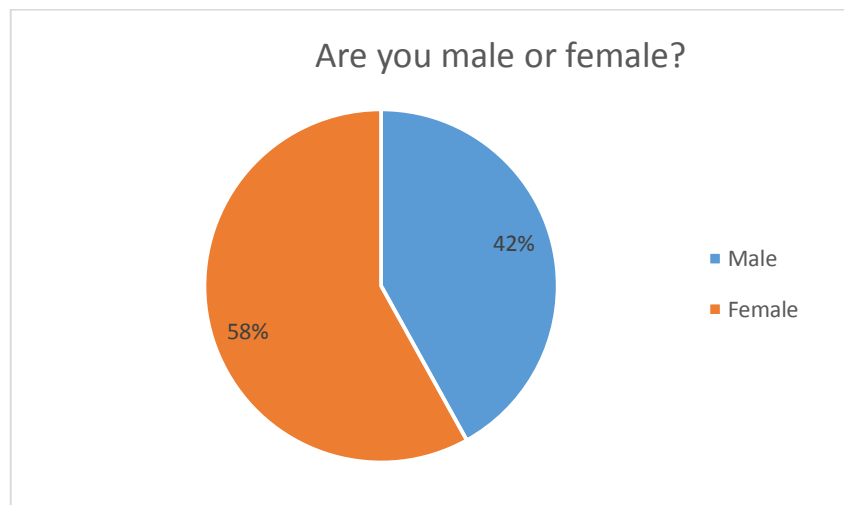


Figure 7: Demographic Analysis (by gender)



Further analysis below indicates the qualifications of the respondents (to find out if they were students and if they already started working full-time or currently working part-time, etc.). The analysis identifies that 45% of the respondents were currently enrolled as a full-time student at a university situated in Czech Republic while the remaining were either working part-time (19%), working full-time (18%) or were recent graduates currently seeking employment opportunities (18%). This echoes with the aim of the publication in order to understand the needs and perceptions of students and recent graduates. To delve deeper, the analysis also goes on to reveal the area of studies of the students as well. The majority of the respondents were comprised of individuals with a more economic and business orientation (58%). Other respondents specialized in science and technology (18%), political sciences and international relations (13%), and social sciences and humanities (10%). A clear representation of the specialization and employment status of the respondents can be found in Figures 8 & 9 below:

Figure 8: Demographic Analysis (by employment status)

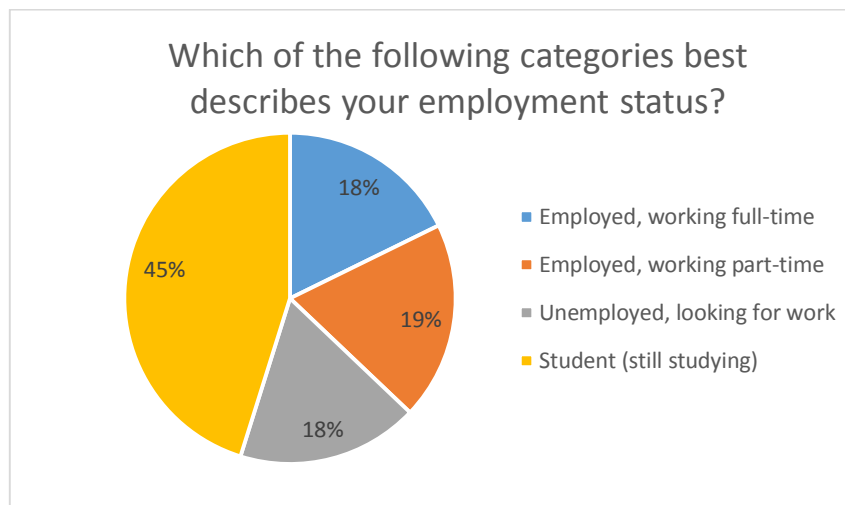
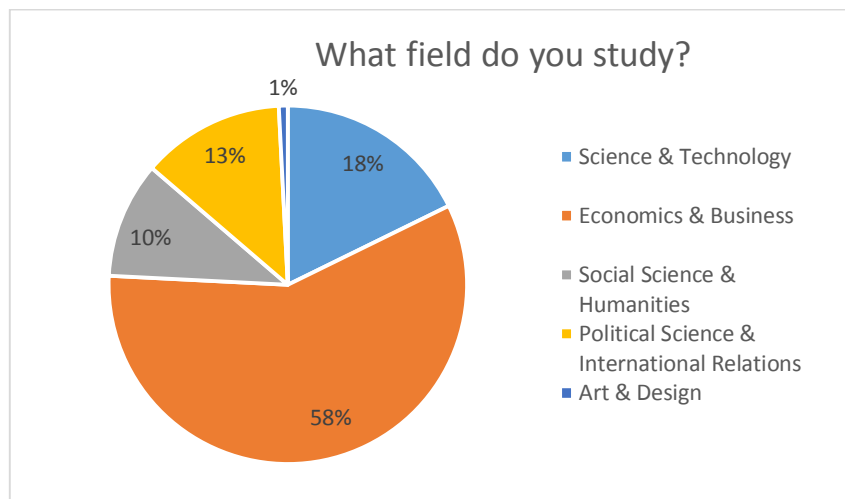


Figure 9: Demographic Analysis (by field of study)



The demographic data reveals that the author was successful in reaching out to the target population. The respondents represented a wide variety of disciplines, gender and employments status thus making it a very comprehensive study. The following section will go on to analyse the awareness and perception of the respondents towards the topic of CSR and employer branding. This section remains to be the most vital one in this entire publication.

To begin with, the respondents were questioned on their awareness of the term Corporate Social Responsibility (CSR) and whether they could pinpoint any companies that were active in this area in Czech Republic. At first they were given a definition postulated by the European Commission as follows:

“The responsibility of enterprises for their impacts on society” (COM (2011). The Commission encourages that enterprises “should have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders.”

Analysis reveals that 65% of the respondents indicated that they were aware of the concept of Corporate Social Responsibility while the remaining were either not aware or had a very broad and vague idea about the concept. Most of the respondents went on to name certain companies that they felt were actively engaged in CSR in Czech Republic. The names put forth by the respondents ranged from large multinational companies to mid and small companies. Skoda Auto, Phillips, Exxon Mobil, CSOB, Pricewaterhouse Coopers, KPMG, DHL, O2, IKEA, Vodafone, Avon, Komerční Banka, UniCredit, IBM, Staropramen, Phillip Morris International, TPCA, Unilever, P&G were just some of the many names mentioned by the respondents. In general, respondents felt that almost all global companies engaged in CSR activities nevertheless some of them were not aware of any particular names. Furthermore, the respondents believed that companies in the Czech Republic had a more neutral activity in the area of CSR. To elaborate, respondents felt that companies were not too active in terms of CSR in the country yet were not inactive either. This postulates and echoes the earlier literary research that CSR is still in the nascent stage in the Czech Republic and has many avenues for further development and increasing awareness among the general population.

In order to understand the respondent's perception about the concept of CSR, they were given a number of options and had the freedom to pick their 3 best choices which, in their perception, reflect the concept of Corporate Social Responsibility. A majority of the participants highlighted that their perceptions of CSR included the following 3 options:

- Companies engagement in charitable and social activities
- Safe and comfortable physical working environment
- Honest and truthful information about the company and its activities

The study reveals that respondents had a very good yet general idea of CSR as a concept. Nevertheless their perceptions and opinions were limited to the charitable and social activities conducted by the company that would benefit the society and the community as a whole. An initial recommendation towards this viewpoint would be to increase the awareness of CSR and possibly define what the concept is actually comprised of.

Figure 10: Analysis of respondents' awareness about CSR

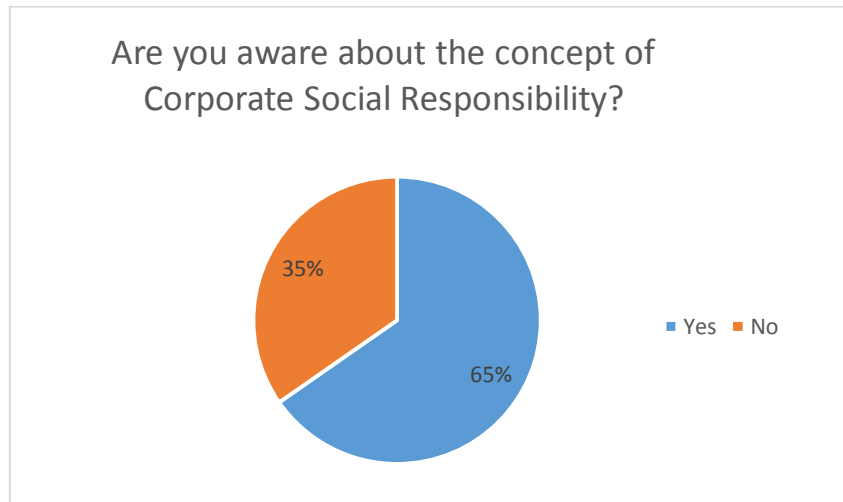
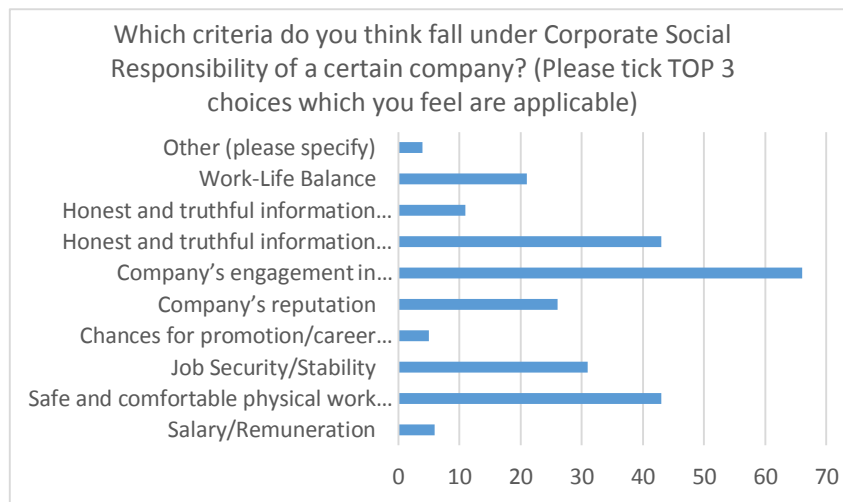


Figure 11: Respondents' perception on the factors comprising CSR



Further analysis reveals that respondents considered it be of certain importance that their future employer actively engages in CSR activities. The average median scale value was calculated as 2.36 on a scale with a range from 1 to 5 with 1 being "Strongly important" and 5 being "Not important at all". We can infer that the respondents feel that the concept of CSR is of an average importance when considering employment prospects. At the end of the survey, the same question was asked in order to observe and tabulate any difference in the responses of the respondents after they have completed the entire survey. This will help us to evaluate how the respondents perceive and react to several aspects of the concept of CSR thereby validating or invalidating the assumptions of the author.



This observation paves the way for further qualitative analysis with respect to the trainee advertisements presented earlier. The following section deals with the analysis of the perceptions and opinions of the respondents towards 3 different trainee advertisements. The trainee advertisements were structured in a way that the content reflects different types of content structure namely – more focussed on the job/position, more focused on the companies' CSR activities, and more focused on the company itself. It is of prime importance to point out that different respondents have different views and place importance on a wide variety of issues while considering a job opportunity. This thesis aims to find out if CSR was one of the factors that respondents believe to influence their decision on whether to accept a position or not.

The first trainee advertisement aims to provide a more balanced approach with regards to the type of information provided. The trainee concentrates equally on providing honest and truthful information about the company and the position. Besides the above, it also places a focus on the working environment of the company and the charitable and social activities carried out by the company. We can observe and infer that the advertisement satisfies the 3 criteria that respondents view as CSR which were discussed earlier. Further analysis reveals that respondents reacted more positively towards this trainee advertisement with 65% of them saying that they liked this advertisement. Respondents indicated that the overall trainee program was very appealing (with respect to salary and international job rotations) apart from the social and charitable activities of the company.

Figure 12: Respondents' preference for Trainee Advertisement #1

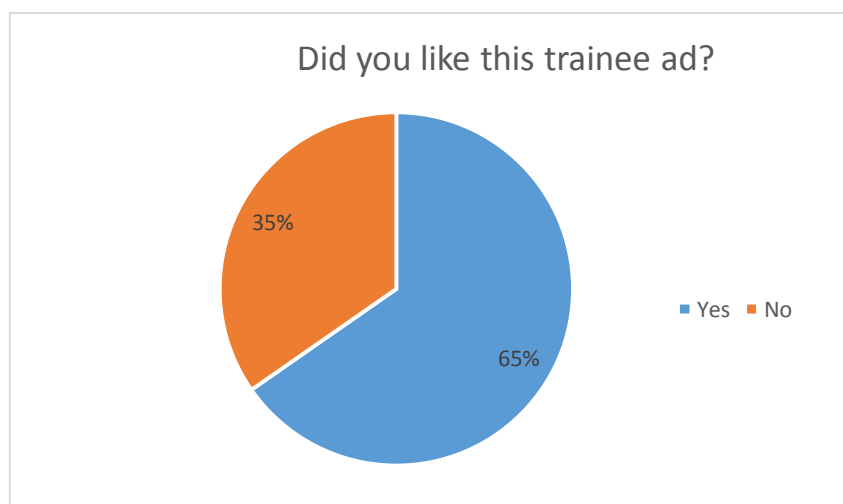
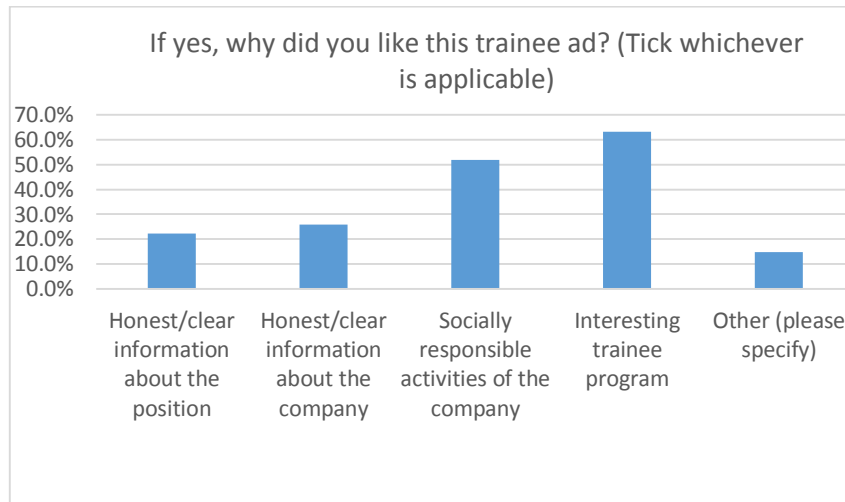


Figure 13: Analysis of responses for Trainee Advertisement #1



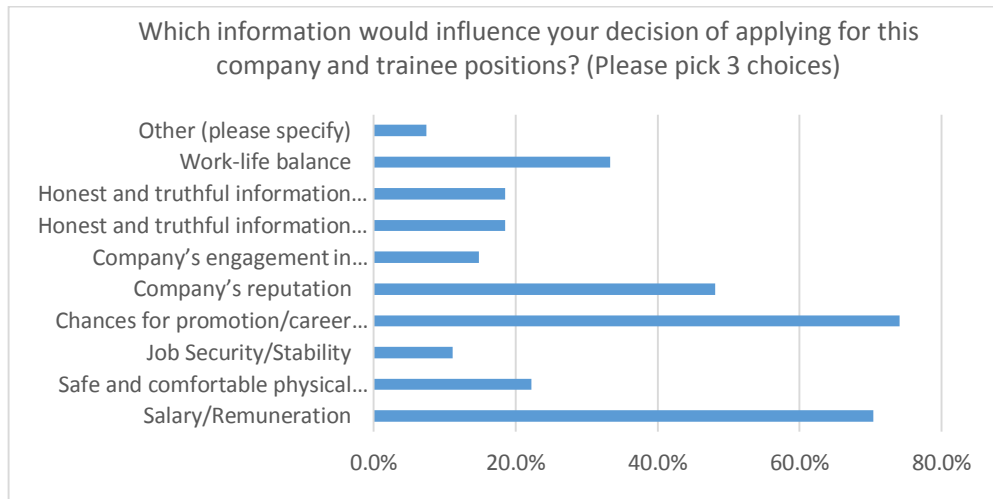
Based on further questions, the analysis can also reveal that the respondents who preferred the advertisement also considered applying for the position with the company besides indicating that the level and type of information provided was sufficient enough for them to either take a decision to apply themselves or to even refer this position to friends and family.

Of the respondents who did not prefer this trainee advertisement, a majority of them (56%) stated that they needed more specific information about the trainee position including job responsibilities while the remaining respondents wanted some possible information about the financial remuneration as well. To be more specific, the research asked about any specific factors or information that would influence the respondents to consider changing their mind and applying for this position. The analysis postulates that the respondents expect more information about the career progression (including promotion, job rotations, etc.), the company's existing reputation and remuneration. We can observe that the wants of the respondents reflect the concept of CSR. In order to ensure career progression, companies have to ensure that their employees are satisfied and this should include diversity management (inclusive environment for all employees irrespective any differences), safe/comfortable physical working environment, etc.

Furthermore, the respondents indicated that the company's reputation is another key element that students and graduates expect to see in a trainee advertisement. It is important to highlight between the reputation and popularity of the company. Popularity of a company can be inferred when students and recent graduates express a strong desire to be a part of the company as an employee and customers are eager to buy the company's products or services. However, reputation is gained among the consumers if the company acts in a socially

responsible way. By actively engaging in several aspects of CSR, the company can garner a good reputation for itself which would then affect the profitability and the ability of the company to attract talented candidates.

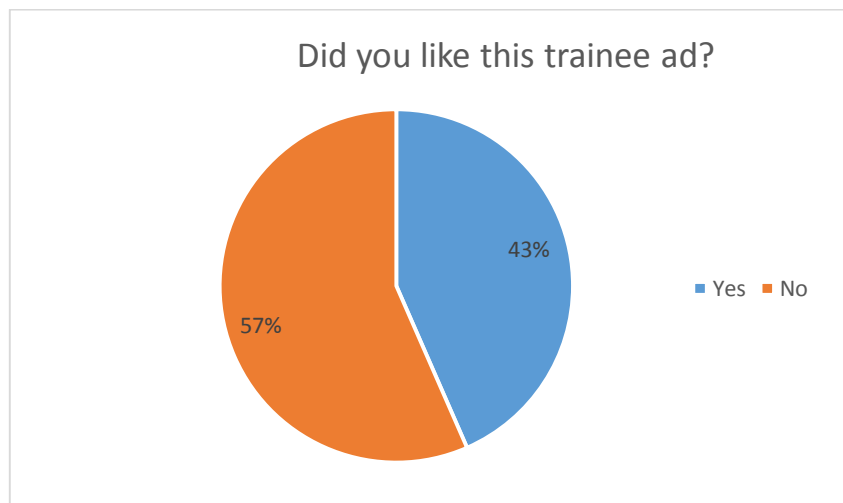
Figure 14: Analysis of respondents' opinions on Trainee Advertisement #1



Analysis of the 2<sup>nd</sup> trainee advertisement reveals that 57% of the respondents did not like this posting. Nevertheless 43% of the respondents actually preferred this posting. The analysis ties down to the concept of intellectual perception. Different people perceive the same things in a different way. And these trainee programs are a classic example. The advertisements helps to understand the flow of thoughts that pass through their mind when they read the trainee advertisement. Based on their reading, they process this information differently and based on their personality, attitude and characteristics, evaluate them accordingly. It was interesting to note that while some respondents complained about the lack of information for this posting; others said that they liked it because it was short and straight to the point.

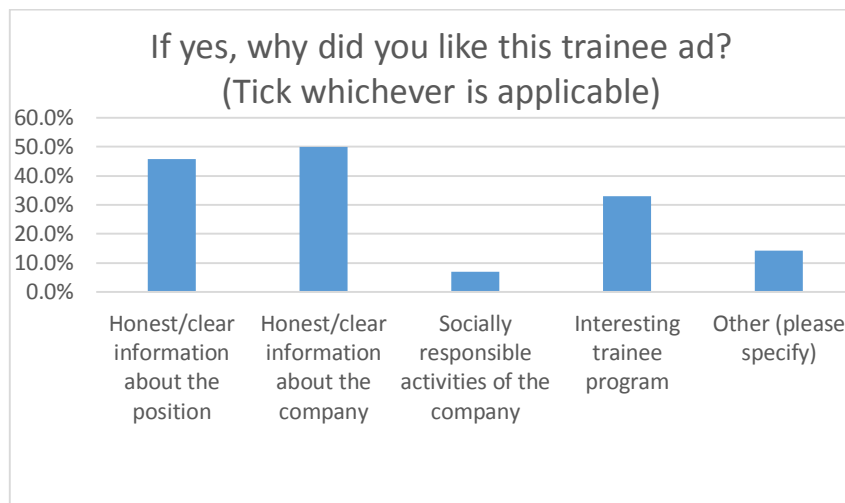
Yet another important factor that the analysis reveals includes the current physical, mental and emotional respondent of the respondent. The environment that surrounds the individual also plays a profound role in their relative judgement. People may be experiencing several things – ranging from happiness to sadness – and this affects the way they make their judgements. As it was pointer out earlier, some respondents felt that this trainee advertisement was short and straight to the point that was enough for them to take a decision on whether to apply for the position or not. While for others, they specified a lack of information and expressed their wish to be provided with more, in order for them to reach a conclusion.

Figure 15: Analysis of respondents' preferences for Trainee Advertisement #2



Since this trainee advertisement was more technically oriented as opposed to the first trainee advertisement, majority of the respondents indicated that they preferred the advertisement for its honest and clear information about the position and secondly the company. The trainee advertisement, in their opinion, was short and crisp and some of them mentioned that they were not actually interested in the social activities of the company. The social and charitable activities were least mentioned when respondents were questioned on why they preferred this trainee advertisement. We can observe that different companies choose to focus their attention on several factors. We can draw the conclusion that those companies that consider CSR to be a more important and crucial part of their overall strategy would ideally mention their activities in order to attract talented employees. In other cases, if companies are more focussed on getting talented candidates in order to increase the profits (irrespective of whether the growth of the company is sustainable). Respondents also mentioned that the advertisement was quite generic and any company could write it. This gives a possible conclusion that in order for companies to distinguish themselves, CSR acts as a very good distinguishing point and can be a source of employer branding for the entire organisation.

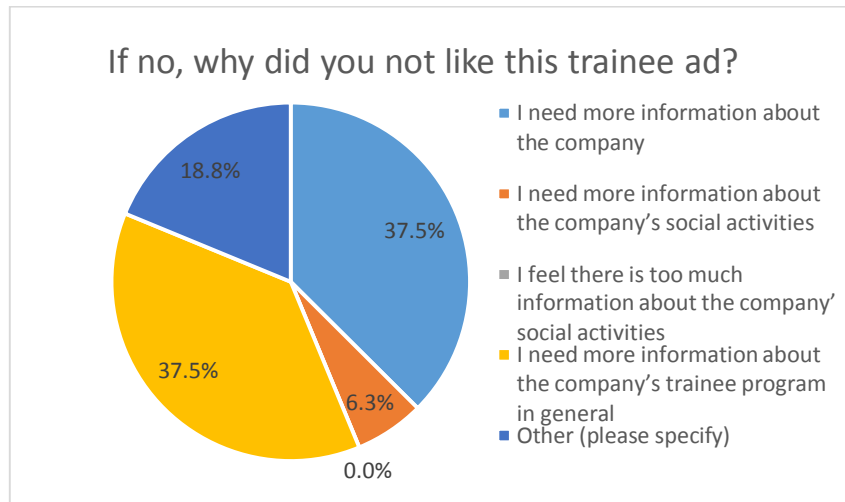
Figure 16: Analysis of positive responses about Trainee Advertisement #2



Of the respondents who did not prefer the advertisement, there was a general consensus that all of them wanted more information in order for them to make a decision. There was an equal distribution of respondents who requested more information about the trainee program and the company in general. A minor portion of the respondents also wanted some information about the company's social activities as well. However, one particular respondent pointed out very clearly that *"the program highlights its own needs and does not mention what it can offer to applicants"*.

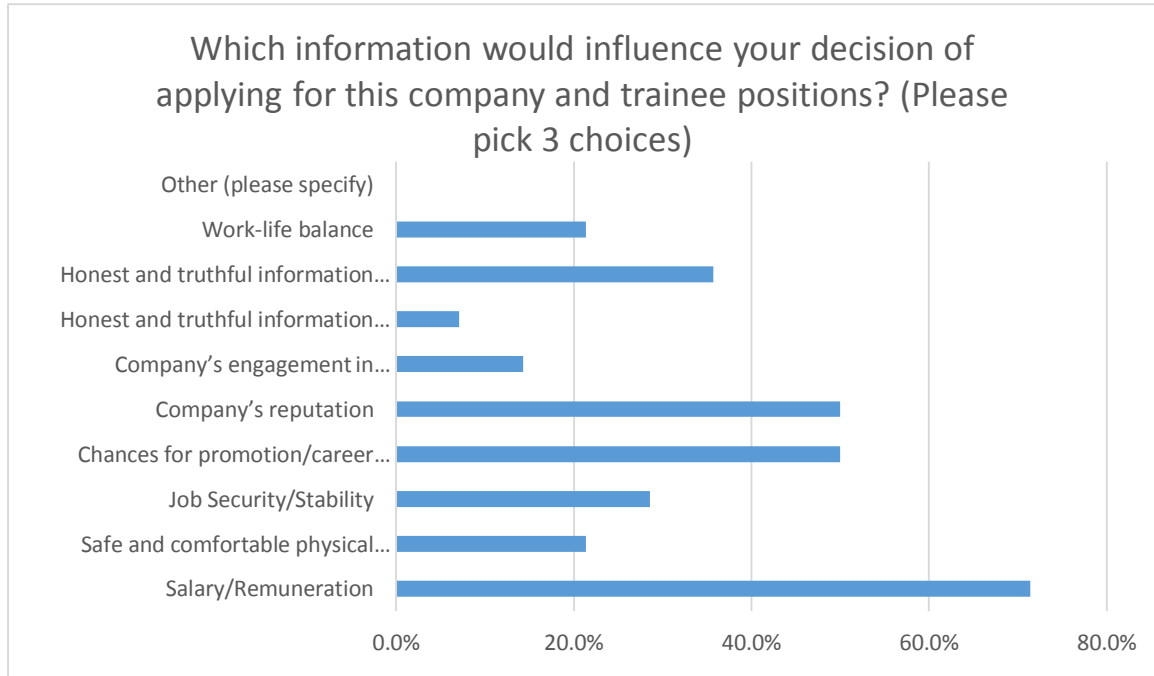
This goes to show that more and more people are becoming aware about their rights and priorities. Students and graduates want to work in an environment that will help them grow, challenge and develop while learning on the go. They also want an environment that is supportive to their needs and appreciative of their achievements. Ideal working conditions, as pointed out earlier in the analysis, echoes with the statement of the respondent. CSR is growing to occupy and envelope several areas of the business and good working conditions is also becoming one of them. The conditions should not only be focussed on internal employees but also in terms of external environment. Communities living and working nearby the company should also not be affected by the activities of the organisation.

Figure 17: Analysis of negative responses about Trainee Advertisement #2



The analysis further reveals that respondents wanted more information about the salary and remuneration in order for them to apply for the position. Besides the above, respondents mentioned that information about career progression and development and company's reputation would also play a key role if they would consider applying for the trainee position.

Figure 18: Analysis of respondents' opinions on Trainee Advertisement #2

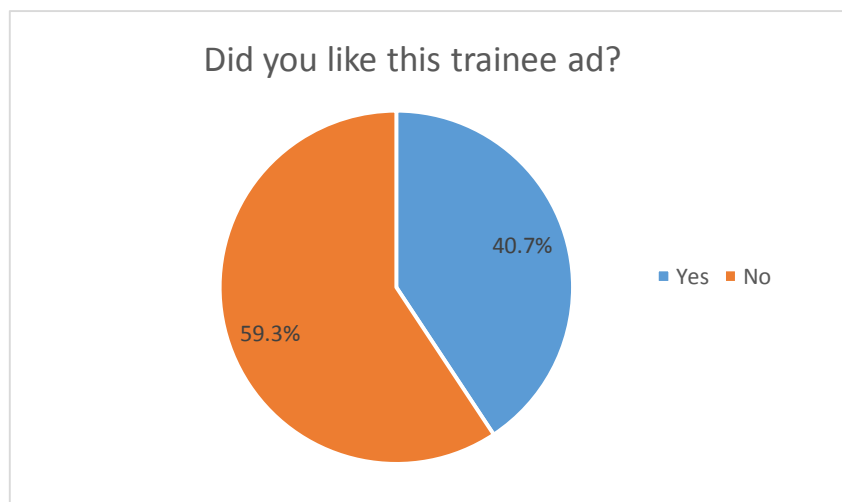


The Figure 18 shows how important financial remuneration is for students and graduates. In a recent research conducted by Deloitte in cooperation with Universum, shows how students consider that the banking and financial sector to be financial lucrative and consider employers because of their high future earnings. This echoes others researches over the past

decades including ones conducted by the MIT Sloan Management Review (2013), have put financial remuneration as one of the most important factors that many consider while applying and considering a job. Nevertheless, recent studies have shown that although it still occupies the pedestal as being the number one factor, the level of importance has come down. There is no significant gap between financial remuneration and other factors such as working atmosphere, convenience, work-life balance, etc. These other factors have slowly but steadily come to occupy a much bigger level of importance and consideration for job-seekers. Job-seekers are now actively considering “the entire package” while considering their options. As we can see, respondents want to see career progression, work-life balance, company reputation, etc. that are becoming more important nowadays.

The final trainee advertisement follows the concept of being written to evoke a more social approach with very basic information about the company and the program. The advertisement places more emphasis on the sustainability strategy as well as CSR activities of the company. The analysis of the 3<sup>rd</sup> and final trainee advertisement reveals that close to 60% of the respondents did not like the advertisement while the others preferred it. Although a majority of the respondents did not prefer citing too much information about the social activities of the company, a small portion still felt that the advertisement was preferable.

Figure 19: Analysis of respondents’ preferences for Trainee Advertisement #3

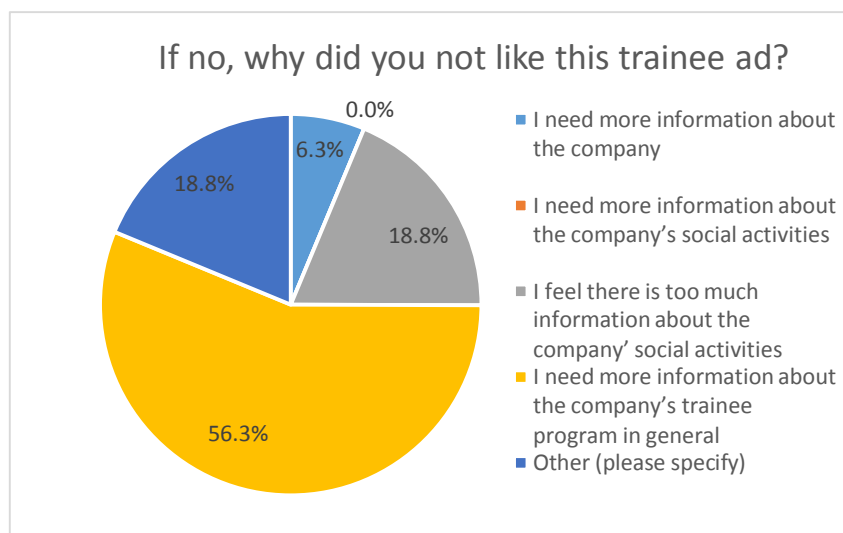


However the analysis reveals that almost all the respondents said that they would not consider applying for this trainee program and mention the lack of necessary information in order to give it some thought. We can come to an observation that graduates and students look out for *necessary information* while looking through a prospective job placement. According to some respondents with whom the author had some in-depth conversations, they cited

salary/remuneration, working atmosphere, company reputation, job responsibilities, key requirements needed for the position, and career progression were some of the most repeated factors that constituted under "necessary information". This goes to show that information about CSR and other social activities are more of an extra addition that would help in distinguishing oneself from the competitors. Thus, we can observe that an overdose of the extra information and a visible absence of necessary information did not appeal to the audience. The respondents mentioned that the level of information provided was highly insufficient, and so could not make a conclusive decision on whether the company seemed to be desirable as an employer or not.

Around 19% of the respondents actually felt that there was bit too much information about the social activities of the company. This invariably led to 56% of the respondents demanding more information about the trainee program in general.

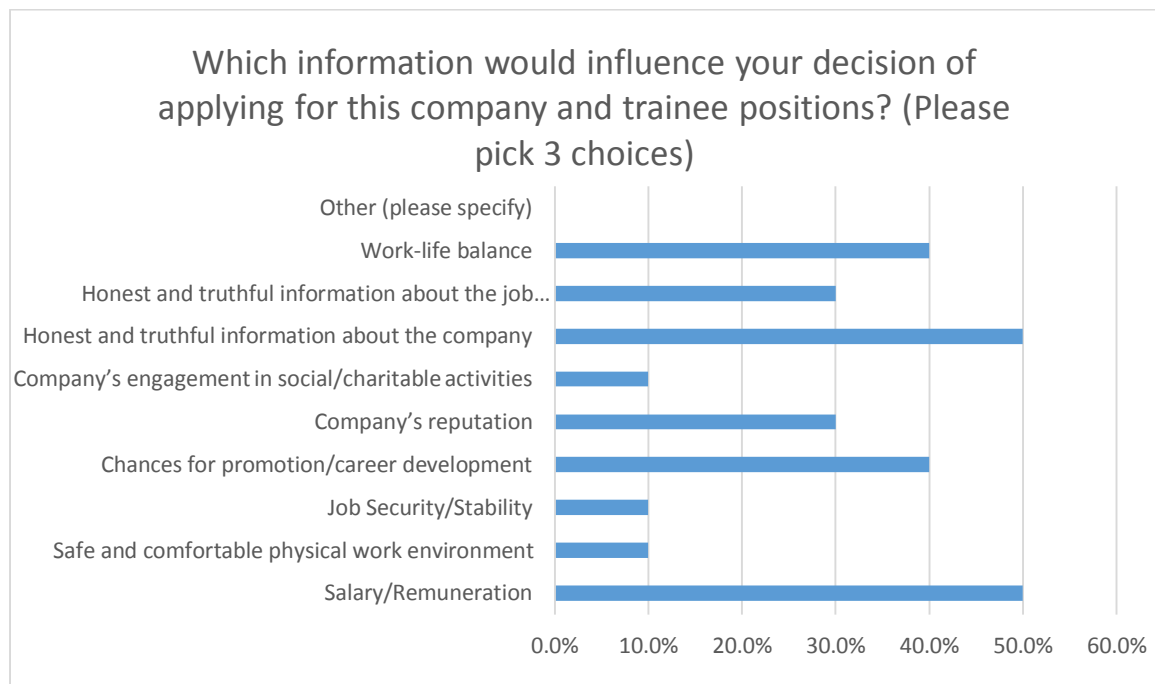
Figure 20: Analysis of negative responses about Trainee Advertisement #3



We can conclude from the above analysis that an equal balance needs to be achieved between necessary information as well as extra information which could be a deciding factor if a talented candidate considers your company or your competitor. Thus, on further questioning respondents confirmed the observation postulated earlier. They indicated that essential information would influence their decision to apply for the company and the position at hand. Figure 21 below reveals that respondents wanted more information about the salary and remuneration along with general information about the company. This was closely followed by information regarding the chances for career development and progression as well as work-life balance.



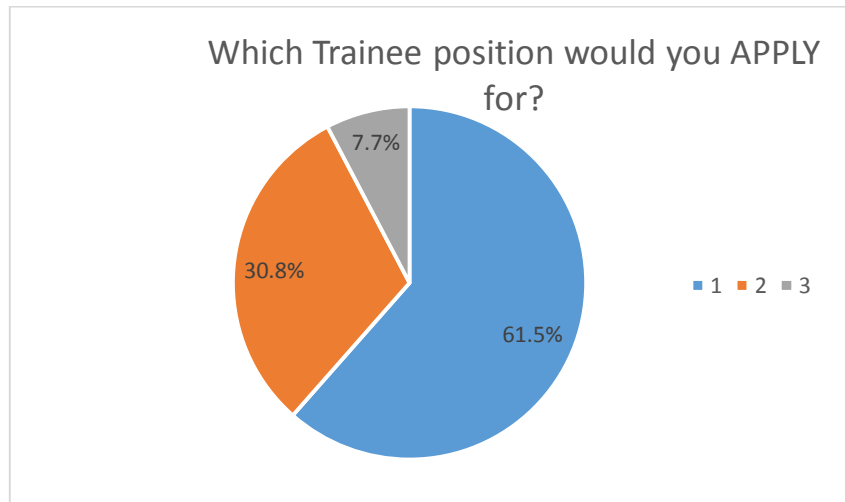
Figure 21: Analysis of respondents' opinions about Trainee Advertisement #3



We can now understand how the 3 trainee advertisements evoked different reactions from the respondents. The environment, priorities and understanding of the respondents all play a vital role in the decision making factor leading some respondents to prefer one advertisement over another. In order to get a more clear understanding, the final section of the analysis aims to find out and evaluate which advertisement would be the most effective in terms of attracting talented candidates to apply for a certain job position.

The respondents indicated that of all the 3 trainee advertisements, they preferred the Trainee Advertisement #1 as compared to the other 2. Figure 22 indicates that more than 60% of the respondents said that they would apply for Trainee Advertisement #1. We need to differentiate the aspect of preference from reasoning at this point. Although a majority of the respondents indicated that they would consider applying for the first advertisement, it does not give any conclusive evidence as to whether respondents actually preferred in the advertisement – whether the aspect of CSR was significantly important or not. There were similar statistical results when asked which of the 3 advertisements the respondents would recommend a friend or family member applying.

Figure 22: Respondents' preference for Trainee Advertisements



To get a more insightful understanding, the Table 3 offers a comparative analysis of the 3 trainee advertisements and the analysis of the responses accordingly.

**Table 3: Comparative Analysis of the 3 Trainee Advertisements**

Trainee Advertisement	No. 1	No. 2	No. 3
What sort of orientation did the advertisement have?	Essentially combines a balanced amount of information oriented towards essential information as well as additional information about the organisations CSR activities	Oriented more towards essential information – primarily giving insight about the job and the company	Focuses more on additional or extra information with very less information about the job or company
How did respondents feel about the balance of information?	Well balanced	Partially balanced	Partially balanced
Were CSR activities mentioned in the advertisements?	Yes	No	Yes

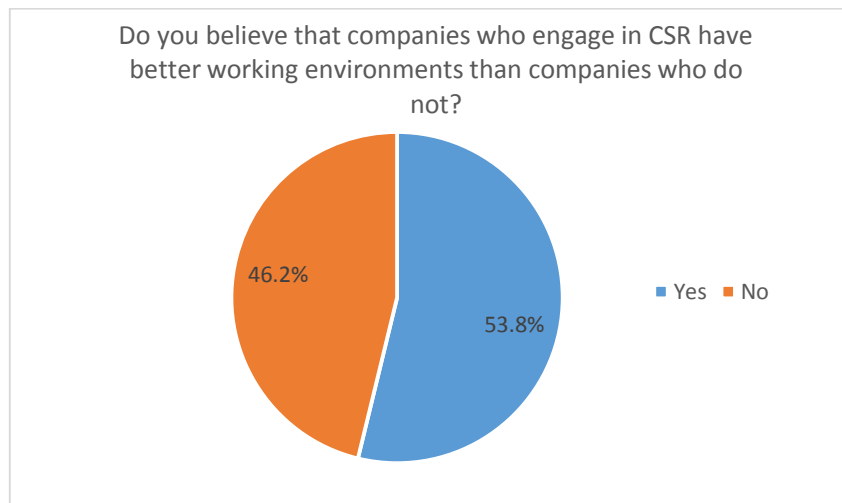
How did respondents react to the CSR information provided?	Acknowledged the information and mentioned as one of the key points	Absence of CSR information was not particularly missed and was not pointed out	Overdose of CSR information was felt by the respondents
Was CSR a considerable turning point when considering applying for the position?	Yes	No	No

In order to obtain conclusive facts about the importance of CSR with respect to employer branding and attractiveness, the respondents were asked some essential follow-up questions. The analysis of these questions reveal that respondents are fairly neutral with regards to the aspect of the CSR. When they were questioned whether it was important that their future employer engaged in CSR, the analysis reflects a range average of 2.42 on a scale of 5. This reflects that the respondents indicated that they felt that the concept of CSR was somewhat important yet neither important.

The observation and conclusion from the above mentioned fact is the increasing importance and awareness of CSR as a concept. This concept has gone to play a vital role and shaped the several genres of an organisation including Human Resource Management through behavioural dynamics. Although the level of awareness has not reached the optimal level as compared to other EU countries discussed earlier, it has improved over the past few years.

This fact mirrors the following observation that approximately 54% of respondents believed that companies who actively engaged in CSR have better working conditions when compared to companies who do not. However 46% of the respondents were sceptical about this fact. One of the respondents went on to say that both employers and employees are still having a much clouded opinion about CSR and did not have any clear idea about it. This can be attributed to the relative low level awareness of the concept among people in Czech Republic. Nevertheless, companies are actively taking steps in order to implement CSR at different levels in the organisation.

Figure 23: Respondents' perception of companies' CSR activities with respect to work environment



The final set of questions gave results that fall within the range of those mentioned earlier. The respondents mentioned that they mostly agreed that companies engaging in CSR have a better chance at attracting talented candidates. The response rate average was tabulated at 2.54 on a scale on 1 to 5 with 1 indicating strong agreement while 5 indicating strong disagreement to the question. We can infer that the exact value closely coincides with the neutral median for the specific range and thus indicates a more neutral response value. Thus, we understand that the responses of the respondents were between the range of “Neither Agree nor Disagree” to “Mostly Agree”.

The respondents also believe that companies can attract talented candidates by actively utilising the concept of CSR. As we can observe from the analysis earlier, respondents felt that the 1<sup>st</sup> trainee advertisement was a well-balanced one that displayed an ideal combination of essential and additional information sufficient enough for a respondent to make a decision. The median average for this observation also remained the same at 2.54 on a scale of 1 to 5. This indicates that the respondents' responses ranged between “Neither Agree Nor Disagree” to “Mostly Agree”.

The final analysis shows how important it was that their future employer engages in CSR. With a median average of 3.09, respondents indicated that it was “Neither Important Nor Unimportant” that their future employer were engaged in CSR activities. This goes to back up the earlier observations mentioned in the analysis, wherein, CSR activities of a company are not the sole deciding factor yet it remains vitally important for future employees of an organisation when deciding to apply for a certain position. As one respondent mentions:

*“CSR is an important criteria, however, not the only one that would make me choose one company for another.”*

## **Chapter 6: Key Observations & Takeaways**

### **6.1. How does CSR influence Employer Branding?**

Employer branding can be regarded as an instrument which allows the formation of preferences in favour of a certain company as an employer, by actively distinguishing itself from other potential employers for an individual. However, due to the difficulty to stand out from the competition in the hunt for talent, companies are increasingly trying to “emotionalize” the brand by advocating and creating affection and empathy with individuals.

From the perspective of (potential) employees, the employer brand serves three major goals (Petkovic 2008, fig. 6): It should give orientation in a non-transparent environment, bundling functional and emotional information about a company and its requirements. It also should establish trust and reduce uncertainty and risk. Due to a high share of experience and trust components of the future workplace, potential employees cannot judge beforehand the characteristics of the employer and need to rely on its “promises” (Petkovic, 2008; Böttger, 2012). Finally it may provide an emotional benefit, allowing identification (Meffert et. al., 2002) and social reputation (Herrmann, 2005). Usually, there is a high degree of involvement in the employer choice: Even if the workplace loses importance in relation to other aspects of life (v. Rosenstiehl, 2001), work is still an important part of peoples’ life. People increasingly look for jobs that give not only room for personal development, but that also allow for individual and social identification (v. Rosenstiehl, 2001). The (employer) brand as a value promise serves as reference point for potential and current employees, who compare perceived company values with their self-concept and aspired value system (Ross, 1971; Herriot, 2002).<sup>49</sup>

Considering the fact that Corporate Social Responsibility is very broad and encompasses a wide variety of activities that targets several stakeholders within the societal framework, different theories can be used to elucidate the positive effects of CSR on employer branding and attractiveness:

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<sup>49</sup> Bustamente, Silke & Brenninger, Klaus; “CSR and its Potential Role in Employer Branding – An Analysis of Preferences of German Graduates”; CRRC 2013

**Motivation Theories:** Motivation theories suggest that CSR activities help in securing current employee motivation as well as acts as a trigger to attract potential employees in conjunction with other theories. Some of the components would include better working conditions, cordial and inclusive atmosphere, training and career development, besides the social and financial benefits offered by the company. Such workplace CSR activities have a direct and strong effect on the job satisfaction, staff commitment and loyalty of the employees which leads to innovation, growth and development of the organisation. This benefits the organisation by putting it in a much better place to attract future talent and secure their competitive position in the market.

**Social Identity Theory:** Tajfel (1979) postulated that individuals took a lot of pride and self-esteem when feeling affiliated to a certain group. And social identity is a person's sense of who they are based on their group membership. Groups give a sense of membership and belonging thus enhancing one's self-image which leads individuals to work towards enhancing the status of the group. CSR activities help in establishing an assumed link between the company and one's own reputation by fostering a positive influence on social identity and self-esteem. When potential employees are able to understand this connection, they feel motivated to be a part of the organisation in order to build and enhance their own self-esteem and reputation amongst their peers.

**Signalling Theory:** According to signalling theory (Spence, 1974; Rynes, 1991), organizational attributes may be interpreted as signals for other unknown attributes. Turban & Greening (1997) therefore argue, that employees take CSR as a signal for fair behaviour towards the employee, when information about workplace characteristics is incomplete (Turban & Greening, 1997).<sup>50</sup>

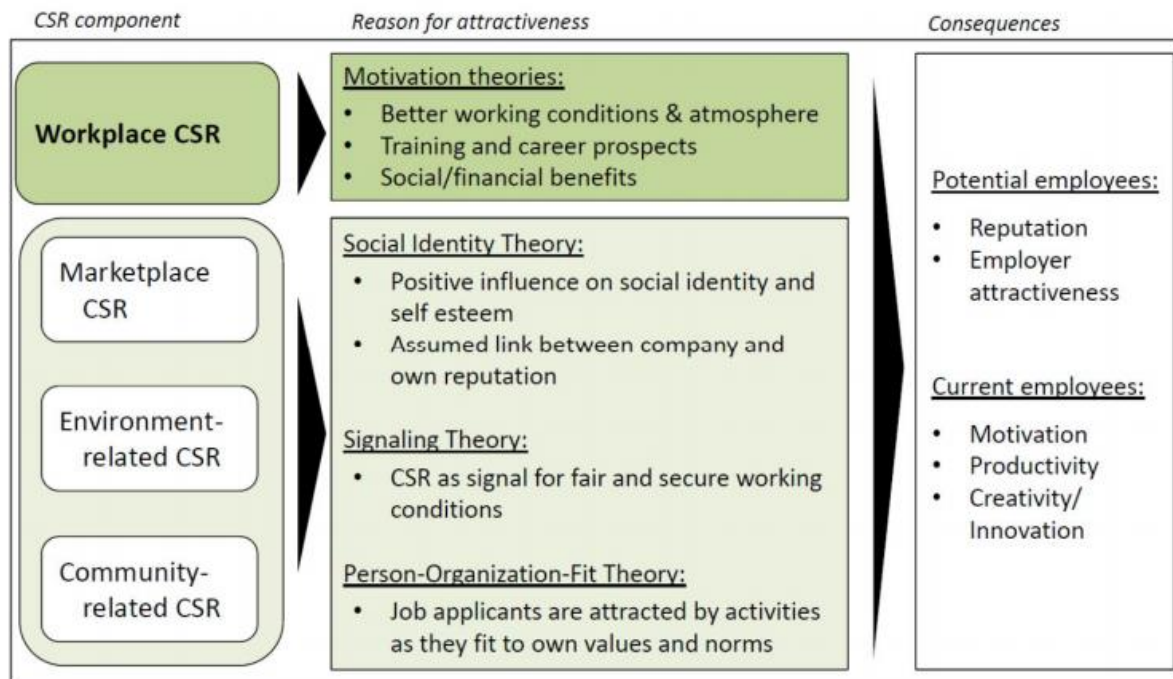
**Person-Organisation-Fit Theory:** Based on several researches and observations, people are attracted to places that demonstrate and reflect their own personal values and norms. For example, any individual who is ecologically and socially conscious would consider the CSR (especially the social and charitable activities) activities undertaken by the company to be an important deciding factor while considering them to be as his/her potential employer.

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<sup>50</sup> Bustamante, Silke & Brenninger, Klaus; "CSR and its Potential Role in Employer Branding – An Analysis of Preferences of German Graduates"; CRRC 2013

CSR hence influences not only the knowledge about workplace attributes (cognitive level), but also emotions and feelings (affective level) (Zajonc & Markus (1982)), and potentially shapes attitudes towards potential employers.<sup>51</sup>

Figure 24: CSR and its Potential Role in Employer Branding



(Image Source: Bustamente, Silke & Brenninger, Klaus; “CSR and its Potential Role in Employer Branding – An Analysis of Preferences of German Graduates”; CRRC 2013)

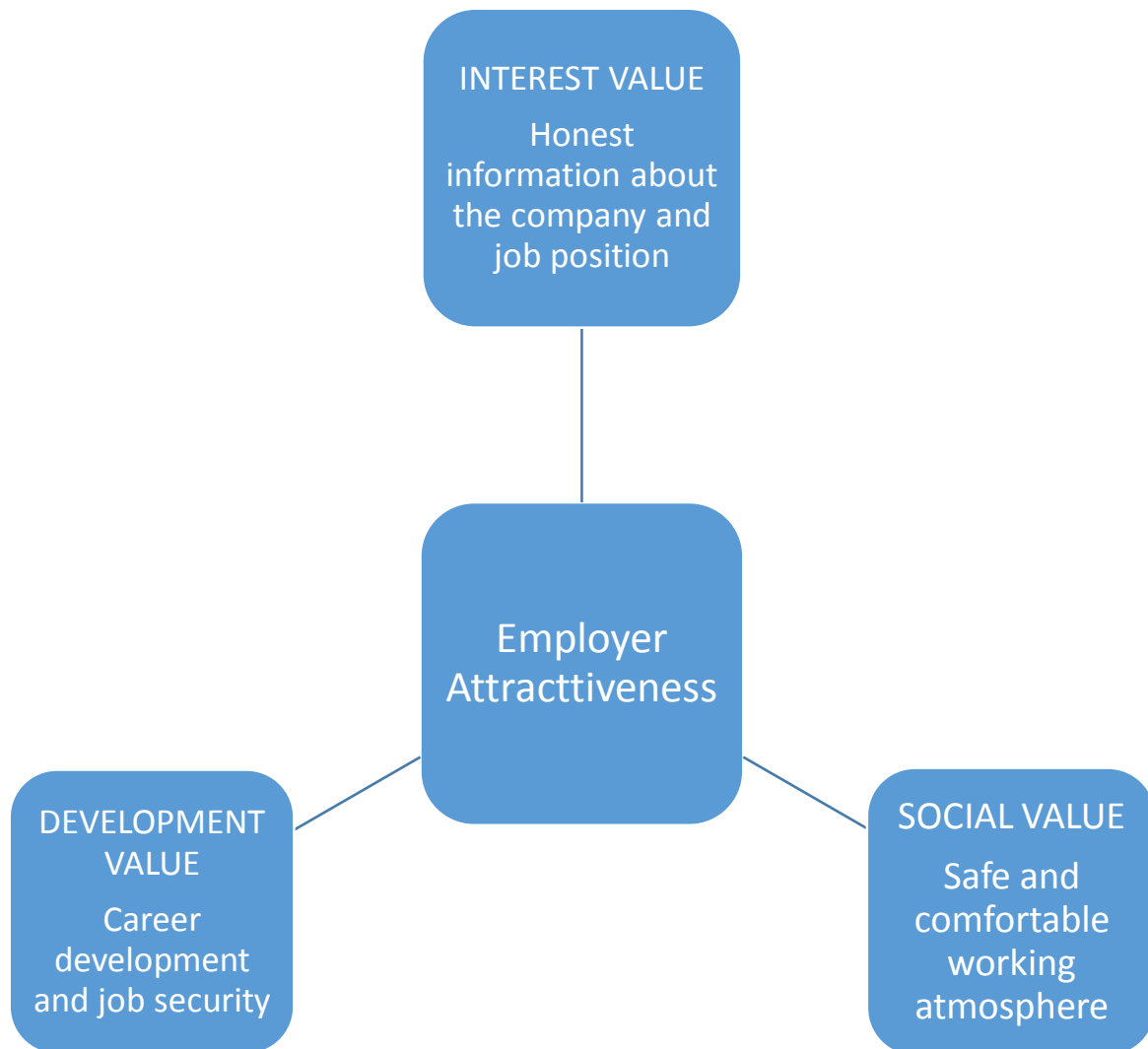
We can observe that CSR does indeed have a positive effect on both current and potential employees by building a reputable employer brand that aims to attract talent to the workplace. However, different stakeholders have different preferences that are controlled by different situations.

The research questions postulated by the author of this publication included that students and young graduates in Czech Republic expressed a visible desire to work for companies that are actively engaged in CSR and also recognized the fact that CSR could be used as a powerful tool with regards to employer branding. The analysis and research reveals that the assumptions have indeed been validated, nevertheless, the degree of validation is open for further discussion and research.

<sup>51</sup> Bustamente, Silke & Brenninger, Klaus; “CSR and its Potential Role in Employer Branding – An Analysis of Preferences of German Graduates”; CRRC 2013

Since CSR encompasses a broad range of topics, the respondents indicated only a certain range of topics within the concept of CSR that they deemed were necessary and important while deciding to apply for the trainee advertisements. Considering the aspects that were mentioned in the analysis of the responses, the following model of employer branding or employer attractiveness can be built:

Figure 25: Theoretical Model on Employer Attractiveness



*Image Source: Own illustration based on theory by Berthon et al. 2005*

We can observe that respondents are motivated by a combination of the 3 values that have been identified. An ideal trainee advertisement should mention the above-mentioned information in an equal combination which attracts talented individuals to apply for the advertised position. Collins and Stevens (2002) suggest that firms which understand how their job opportunities match the needs of employees, and further communicate the value of



their job opportunities through a strong and consistent employment brand, will have a strategic advantage in the “war for talent”. Thus this study further seems to support the commonly held notion that presentation of favourable information will positively influence potential applicants, or even more precisely, influence their intension of applying for the positions posted.<sup>52</sup>

## **Chapter 7: Summary & Conclusions**

The general conclusion that can be derived from this research elucidates that the concept of Corporate Social Responsibility (CSR) is only partially important to students and recent graduates in the Czech Republic. CSR is not considered to be a deciding factor while candidates are considering or applying for a certain job position. This puts forth the finding that companies still enjoy the attention from job applicants irrespective of whether they are involved in CSR or not.

Nevertheless, it does not imply that the use of CSR as a valuable attribute for attracting potential candidates is not recommended. The concept of CSR can act as a valuable source of information and differentiation for an organisation in the hunt for talent. With the financial crises crippling many companies across the world, it has encouraged organisations to focus explicitly on what they say and do with regards to important stakeholders and the general public. Thus, the companies’ activities in informing stakeholders, including potential applicants, may pave the way to build relationships with them.

Apart from the above mentioned conclusions, the research also suggest that trainee advertisements need to be short and precise placing equal importance on honest information about the job, company as well the company’s activities with respect to employee relations. Since candidates view the trainee advertisement as the first point of contact with an organisation, companies must carefully and judiciously use this resource to their advantage. Candidates form opinions on reading the trainee advertisements and try to establish connections with their own personal values and attitudes. These similarities and connections reflect the way as to how a candidates would go about applying to those organisations and positions.

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<sup>52</sup> Andersen, C.A. Helle; “Employer Attractiveness – What effect does CSR have, and how can organizations become attractive to Norwegian Business Students?” (Fall 2008)

Based on the above-mentioned observations, the author recommends organisations in Czech Republic to focus on key information such as detailed information about the position, company, employee benefits, etc. while interspersed with relevant words such as “recognition and appreciation of employees”, “job security”, “career progression”, etc. Thus by following the recommended guidelines discussed earlier, companies in the Czech Republic can strategically approach potential applicants with more finesse with both parties benefiting mutually towards the end.

Since different stakeholder groups view the reputation of an organisation in different ways, it is important to understand this difference of perception. The research limitations include the sample size which does not provide a conclusive evidence. Nevertheless, it does enable to set a direction and benchmark that would enable more detailed research in the area. The sample size needs to be further expanded to include more universities and cities with active cooperation from other universities. External conditions may have affected the outcomes of the survey. The slow recovering economy in Europe and around the world may have had a role to play in the final outcomes of the analysis. A comparative study could be conducted in order to find out the change over the years with respect to CSR and employer branding. Also the levels of studies of the sample and their field of specialisation were not considered as part of the research. Blue-collared workers and vocational students may have a different set of priorities as compared to economic or technical students who start with white-collared jobs.

Future research could ideally explore this possibility of understanding this difference. It would be interesting to observe if there would be any similarities or differences among the different stakeholders. Since the study focussed on Master Students and recent graduates from Czech Republic, it did not consider the cultural aspects of the respondents such as their nationality. For the future, it would also be more interesting to observe any inter-cultural differences or similarities and find out how different nationalities react to the concept of CSR.

Also, future research could track the changes in motivation and identify a trend by observing any changes that may occur as the students’ progress from their first Semester to the final semester and eventually complete their master’s degree. Furthermore, to conclude, it would also be interesting to study the effects of the financial crisis on the lives of the respondents, namely if the number of job choices available to the respondents would change their opinion of an organisations’ CSR and their attractiveness as employers.

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## **Appendices**

Questionnaire (English):

Intro Text: This questionnaire is aimed to find out the perception of students with regards to the CSR activities of companies in the Czech Republic.

For Students:

Demographic Data:

Age:

- 20-25
- 25-30
- 30-35
- 35+

Gender:

- Male
- Female

Education:

- Science & Technology
- Economics & Business
- Social Science & Humanities
- Political Science & International Relations
- Others: Please fill

Current Employment Status:

- Unemployed/Looking for employment
- Part-time/Student Job
- Full-time

- Still Studying

What are some of the most important criteria for you while applying for a job? Please rank all of them.

- Salary/Remuneration
- Safe and comfortable physical work environment
- Job Security/Stability
- Chances for promotion/career development
- Company's reputation
- Company's engagement in social/charitable activities
- Honest and truthful information about the company
- Honest and truthful information about the job position
- Work-life balance
- Other:

Are you aware about the concept of Corporate Social Responsibility? (CSR is defined by the European Commission as "the responsibility of enterprises for their impacts on society" (COM (2011) ). The Commission encourages that enterprises "should have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders".)

- Yes
- No

Are you aware of any companies/enterprises engaged in CSR in the Czech Republic?

.....

What in your opinion is the level with which companies are actively engaged in CSR in the Czech Republic?

- Strongly Active
- Somewhat Active

- Neither Active Nor Inactive
- Somewhat Inactive
- Strongly Inactive

Which criteria do you think fall under Corporate Social Responsibility of a certain company?  
(Please tick TOP 3 choices which you feel are applicable)

- Salary/Remuneration
- Safe and comfortable physical work environment
- Job Security/Stability
- Chances for promotion/career development
- Company's reputation
- Company's engagement in social/charitable activities
- Honest and truthful information about the company
- Honest and truthful information about the position
- Work-life balance
- Other:

How important is it that your future employer actively engages in CSR?

- Very important
- Somewhat important
- Neither important nor unimportant
- Somewhat unimportant
- Very unimportant

Qualitative Data: Advertisements for 3 trainee programs will be showed and participants will be asked to rate a series of questions accordingly.

Trainee Ad #1:



As one of the largest companies in the Czech Republic and having a global presence, NODA is aware about the impact of its activities on the public and the environment. And so we try to support selected social projects which benefit the public and enforce actively a thoughtful attitude to life. NODA endorses development activities in the fields of sports, culture, ecology and charity. Our target is not only to fulfil expectations of the public, we truly care about long term improvement of quality of life in the regions where we operate.

NODA offers an International Trainee Program with the aim of recruiting talented and motivated individuals and develop their skills and abilities according to the company's culture and needs. The 1 year program offers excellent remuneration, opportunity for personal growth and international job rotations. The focus of our attention is working safety, health care, qualification development and employee needs outside of the workplace.

Did you like this trainee ad?

- Yes
- No

If yes, why did you like this trainee ad? (Tick whichever is applicable)

- Honest/clear information about the position
- Honest/clear information about the company
- Socially responsible activities of the company
- Interesting trainee program
- Other:

If no, why did you not like this trainee ad?

- I need more information about the company
- I need more information about the company's social activities
- I feel there is too much information about the company's social activities
- I need more information about the company's trainee program in general
- Other:

How likely is it that you will apply for this Trainee program?

- Highly Likely
- Most Likely
- Neither Likely Nor Unlikely
- Most Unlikely
- Highly Unlikely

How do you rate the company according to your desirability to work for them?

- Highly Positively
- Mostly Positively
- Neither positive nor negative
- Mostly negatively
- Highly negatively

How do you rate the information provided in order for you to make a decision on whether to apply or not?

- Highly sufficient
- Mostly sufficient
- Neither sufficient nor insufficient
- Mostly insufficient
- Highly insufficient

Which information would influence your decision of applying for this company and trainee positions?

- Salary/Remuneration
- Safe and comfortable physical work environment
- Job Security/Stability
- Chances for promotion/career development
- Company's reputation

- Company's engagement in social/charitable activities
- Honest and truthful information about the company
- Honest and truthful information about the job position
- Work-life balance
- Other:

Trainee Ad #2:

NODA is one of the largest companies in Czech Republic with a global presence. With several years of manufacturing expertise, NODA prides in being one of the industry leaders in automotive technology.

NODA offers an International Trainee Program with the aim of recruiting talented and motivated individuals and develop their skills and abilities according to the company's culture and needs. The 1 year program offers good remuneration, opportunity for growth and job rotations.

Did you like this trainee ad?

- Yes
- No

If yes, why did you like this trainee ad? (Tick whichever is applicable)

- Honest/clear information about the position
- Honest/clear information about the company
- Socially responsible activities of the company
- Interesting trainee program
- Other:

If no, why did you not like this trainee ad?

- I need more information about the company
- I need more information about the company's social activities
- I feel there is too much information about the company's social activities

- I need more information about the company's trainee program in general
- Other:

How likely is it that you will apply for this Trainee program?

- Highly Likely
- Most Likely
- Neither Likely Nor Unlikely
- Most Unlikely
- Highly Unlikely

How do you rate the company according to your desirability to work for them?

- Highly Positively
- Mostly Positively
- Neither positive nor negative
- Mostly negatively
- Highly negatively

How do you rate the information provided in order for you to make a decision on whether to apply or not?

- Highly sufficient
- Mostly sufficient
- Neither sufficient nor insufficient
- Mostly insufficient
- Highly insufficient

Which information would influence your decision of applying for this company and trainee positions?

- Salary/Remuneration
- Safe and comfortable physical work environment

- Job Security/Stability
- Chances for promotion/career development
- Company's reputation
- Company's engagement in social/charitable activities
- Honest and truthful information about the company
- Honest and truthful information about the job position
- Work-life balance
- Other:

Trainee Ad #3:

As one of the largest companies in the Czech Republic and having a global presence, NODA is aware about the impact of its activities on the public and the environment. And so we try to support selected social projects which benefit the public and enforce actively a thoughtful attitude to life. NODA endorses development activities in the fields of sports, culture, ecology and charity. Our target is not only to fulfil expectations of the public, we truly care about long term improvement of quality of life in the regions where we operate.

NODA offers an International Trainee Program with the aim of recruiting talented and motivated individuals and develop their skills and abilities according to the company's culture and needs.

Did you like this trainee ad?

- Yes
- No

If yes, why did you like this trainee ad? (Tick whichever is applicable)

- Honest/clear information about the position
- Honest/clear information about the company
- Socially responsible activities of the company
- Interesting trainee program

- Other:

If no, why did you not like this trainee ad?

- I need more information about the company
- I need more information about the company's social activities
- I feel there is too much information about the company's social activities
- I need more information about the company's trainee program in general
- Other:

How likely is it that you will apply for this Trainee program?

- Highly Likely
- Most Likely
- Neither Likely Nor Unlikely
- Most Unlikely
- Highly Unlikely

How do you rate the company according to your desirability to work for them?

- Highly Positively
- Mostly Positively
- Neither positive nor negative
- Mostly negatively
- Highly negatively

How do you rate the information provided in order for you to make a decision on whether to apply or not?

- Highly sufficient
- Mostly sufficient
- Neither sufficient nor insufficient
- Mostly insufficient

- Highly insufficient

Which information would influence your decision of applying for this company and trainee positions?

- Salary/Remuneration
- Safe and comfortable physical work environment
- Job Security/Stability
- Chances for promotion/career development
- Company's reputation
- Company's engagement in social/charitable activities
- Honest and truthful information about the company
- Honest and truthful information about the job position
- Work-life balance
- Other:

Which Trainee Ad did you like the most?

- 1
- 2
- 3

Which Trainee position would you like to apply for?

- 1
- 2
- 3

Which Trainee position would you recommend a friend (or someone you know) to apply for?

- 1
- 2
- 3

How important is it that your future employer engages in Corporate Social Responsibility?

- Highly important
- Mostly important
- Neither important nor unimportant
- Mostly unimportant
- Highly unimportant

Do you believe that companies who engage in CSR have better working environments than companies who do not?

- Yes
- No

Do you feel that companies engaging in CSR have a better chance of attracting talented candidates?

- Yes
- Mostly Yes
- Neither Yes nor No
- Mostly No
- No

Do you feel that companies can use the concept of CSR to hire talented candidates?

- Strongly agree
- Mostly agree
- Neither agree nor disagree
- Mostly disagree
- Strongly disagree

After completing the survey, how important is it NOW that your future employer engages in CSR activities?



- Very important
- Somewhat important
- Neither important nor unimportant
- Somewhat unimportant
- Very unimportant

Any further comments:

Questionnaire (Czech):

dotazník

Do Text: Tento dotazník je zaměřen na zjištění vnímání a povědomí žáků o CSR aktivitách firem v České republice.

Pro studenty:

Demografické údaje:

Věk:

- 20-25
- 25-30
- 30-35
- 35 +

Pohlaví:

- Muž
- Žena

Vzdělání:

- Technické zaměření
- Přírodovědné zaměření
- Ekonomika a podnikání
- Humanitní zaměření

- Politologie a mezinárodní vztahy

- Ostatní: Vyplňte prosím

Povolání:

- Nezaměstnaný / Hledám zaměstnání

- Part-time/Brigády

- Full-time

- Student

Která z následujících kritérií jsou pro Vás nejdůležitější při hledání práce? Prosím, řad'te všechny sestupně od nejdůležitějšího k nejméně důležitému

- Plat / Odměňování

- Bezpečné a pohodlné pracovní prostředí

- Bezpečnost práce / stabilita

- Možnosti kariérního růstu / profesního rozvoje

- Pověst společnosti

- zapojení společnosti do společenských / charitativních aktivit

- pravdivé informace o společnosti

- pravdivé informace o pracovní pozici

- Rovnováha mezi pracovním a soukromým životem

- Ostatní:

Jste si vědomi o konceptu Corporate Social Responsibility? (CSR je definována Evropskou komisí jako "odpovědnost podniků za jejich dopady na společnost" (KOM (2011)). Komise doporučuje, aby v podnicích " byl zaveden proces integrace sociálních, environmentálních, etických lidských práv a spotřebitelských zájmů do obchodních operací a byla stanovena základní strategie v úzké spolupráci se zúčastněnými subjekty ").

- Ano
- Ne

Jste si vědomi veškerých společností / podniků zabývajících se CSR v České republice?

.....

Co podle vašeho názoru je úroveň, s jakou společnosti jsou aktivně zapojeni do CSR v České republice?

- Velmi Aktivní
- Poněkud Aktivní
- Ani Aktivní ani neaktivní
- Poněkud Neaktivní
- Velmi Neaktivní

Jaká kritéria si myslíte, že spadají do oblasti sociální odpovědnosti podniků určité společnosti? (Zaškrtněte, prosím, TOP 3 možnosti, které si myslíte, jsou použitelné)

- Plat / Odměňování
- Bezpečné a pohodlné pracovní prostředí
- Bezpečnost práce / stabilita
- Možnosti kariérního růstu/ profesního rozvoje
- pověst společnosti
- zapojení společnosti do společenských / charitativních aktivit
- čestné a pravdivé informace o společnosti
- čestné a pravdivé informace o poloze
- Rovnováha mezi pracovním a soukromým životem
- Ostatní:

Jak důležité je to, že váš budoucí zaměstnavatel aktivně zapojuje do CSR?

- Velmi důležité

- Spíše důležité
- Ani důležité ani nedůležité
- Poněkud nedůležité
- Velmi nedůležité

Kvalitativní údaje: Reklamy 3 trainee programů budou ukázány a respondenti budou vyzváni k odpovězení na seznam otázek

Trainee Ad # 1:

Jako jedna z největších společností v České republice, Noda si je vědoma o dopadu svých činností na veřejnost a životní prostředí. Snažíme se podporovat vybrané sociální projekty, z nichž má prospěch veřejnost, a aktivně prosazovat promyšlený přístup k životu. Noda podporuje rozvojové aktivity v oblasti sportu, kultury, ekologie a charity. Naším cílem je nejen naplnit očekávání veřejnosti, skutečně nám záleží na dlouhodobém zlepšování kvality života v regionech, kde působíme.

Noda nabízí mezinárodní Trainee program pro talentované a motivované jednotlivce. Cílem programu je rozvíjet jejich schopnosti a dovednosti v závislosti na kultuře a potřebám společnosti. Program na 1 rok nabízí vynikající odměňování, příležitost k osobnímu růstu a možnosti získat mezinárodní pracovní zkušenosti. Bezpečnost práce, zdravotní péče, kvalifikační rozvoj a potřeby zaměstnanců mimo pracoviště jsou našimi hlavními prioritami.

Líbí se vám reklama tohoto trainee programu ?

- Ano
- Ne

Pokud ano, proč se vám líbí tato reklama? (Označte podle toho, co je relevantní)

- Pravdivé / srozumitelné informace o nabízené pozici
- Pravdivé / srozumitelné informace o společnosti
- Společensky odpovědné aktivity firmy
- Zajímavá nabídka trainee programu
- Ostatní:

Pokud ne, proč se vám nelíbí?

- Potřebuji více informací o firmě
- Potřebuji další informace o společenských aktivitách společnosti
- Mám pocit, že je příliš mnoho informací o sociálních aktivitách společnosti "
- Potřebuji více informací o Trainee programu společnosti obecně
- Ostatní:

Jaká je pravděpodobnost, že se do tohoto trainee programu budete hlásit?

- vysoce pravděpodobně se budu hlásit,
- s největší pravděpodobností se budu hlásit
- nevím
- velmi nepravděpodobně se budu hlásit

- vysoce nepravděpodobně se budu hlásit,

Jak hodnotíte společnost podle toho, zda se chcete v ní pracovat?

- Vysoce Pozitivně
- Většinou Pozitivně
- Ani pozitivně ani negativně
- Převážně negativně
- Vysoce negativně

Jsou poskytnuté informace dostačující pro učinění rozhodnutí zda se do trainee programu hlásit nebo ne?

- Vysoce dostačující
- Většinou dostačující
- Nevím
- Většinou nedostatečující
- Vysoce nedostatečující

Jaké informace ovlivnily Vaše rozhodnutí o přihlášení se do daného trainee programu?

- Plat / Odměňování
- Bezpečné a pohodlné pracovní prostředí
- Bezpečnost práce / stabilita
- Možnosti kariérního růstu/ profesního rozvoje
- pověst společnosti
- zapojení společnosti do společenských / charitativních aktivit
- pravdivé informace o společnosti
- pravdivé informace o pracovní pozici
- Rovnováha mezi pracovním a soukromým životem
- Ostatní:

Trainee Ad # 2:

Noda je jednou z největších společností v České republice s celosvětovou působností. S několikaletými zkušenostmi a hlubokými znalostmi z výroby, Noda se pyšní tím, že je jednou z předních firem v oblasti automobilové techniky.

Noda nabízí mezinárodní Trainee program pro talentované a motivované jednotlivce. Cílem programu je rozvíjet jejich schopnosti a dovednosti v závislosti na kultuře a potřebách společnosti. Program trvá 1 rok a nabízí dobrou odměnu, příležitosti k růstu a cestování mezi pobočkami.

Líbí se vám reklama tohoto trainee programu ?

- Ano
- Ne

Pokud ano, proč se vám líbí tato reklama? (Označte podle toho, co je relevantní)

- Pravdivé / srozumitelné informace o nabízené pozici
- Pravdivé / srozumitelné informace o společnosti
- Společensky odpovědné aktivity firmy

- Zajímavá nabídka trainee programu

- Ostatní:

Pokud ne, proč se vám nelíbí?

- Potřebuji více informací o firmě
- Potřebuji další informace o společenských aktivitách společnosti
- Mám pocit, že je příliš mnoho informací o sociálních aktivitách společnosti "
- Potřebuji více informací o Trainee programu společnosti obecně
- Ostatní:

Jaká je pravděpodobnost, že se do tohoto trainee programu budete hlásit?

- vysoce pravděpodobně se budu hlásit,
- s největší pravděpodobností se budu hlásit
- nevím
- velmi nepravděpodobně se budu hlásit
- vysoce nepravděpodobně se budu hlásit,

Jak hodnotíte společnost podle toho, zda se chcete v ní pracovat?

- Vysoce Pozitivně
- Většinou Pozitivně
- Ani pozitivně ani negativně
- Převážně negativně
- Vysoce negativně

Jsou poskytnuté informace dostačující pro učinění rozhodnutí zda se do trainee programu hlásit nebo ne?

- Vysoce dostačující
- Většinou dostačující
- Nevím

- Většinou nedostatečující
- Vysoce nedostatečující

Jaké informace ovlivnily Vaše rozhodnutí o přihlášení se do daného trainee programu?

- Plat / Odměňování
- Bezpečné a pohodlné pracovní prostředí
- Bezpečnost práce / stabilita
- Možnosti kariérního růstu/ profesního rozvoje
- pověst společnosti
- zapojení společnosti do společenských / charitativních aktivit
- čestné a pravdivé informace o společnosti
- čestné a pravdivé informace o pracovní pozici
- Rovnováha mezi pracovním a soukromým životem
- Ostatní:

Trainee Ad # 3:

Jako jedna z největších společností v České republice s globální přítomností, Noda si je vědoma o dopadu svých činností na veřejnost a životní prostředí. Proto se snažíme podporovat vybrané sociální projekty, z nichž mají prospěch veřejnost, a aktivně prosazovat promyšlený přístup k životu. Noda podporuje rozvojové aktivity v oblasti sportu, kultury, ekologie a charity. Naším cílem je nejen naplnit očekávání veřejnosti, nám skutečně záleží na dlouhodobém zlepšování kvality života v regionech, kde působíme.

Noda nabízí mezinárodní Trainee program s cílem náboru talentovaných a motivovaných jednotlivců, kteří by rozvíjeli své schopnosti a dovednosti v závislosti na kultuře a potřebách společnosti.

Líbí se vám reklama tohoto trainee programu ?

- Ano
- Ne



Pokud ano, proč se vám líbí tato reklama? (Označte podle toho, co je relevantní)

- Pravdivé / srozumitelné informace o nabízené pozici
- Pravdivé / srozumitelné informace o společnosti
- Společensky odpovědné aktivity firmy
- Zajímavá nabídka trainee programu
- Ostatní:

Pokud ne, proč se vám nelíbí?

- Potřebuji více informací o firmě
- Potřebuji další informace o společenských aktivitách společnosti
- Mám pocit, že je příliš mnoho informací o sociálních aktivitách společnosti "
- Potřebuji více informací o Trainee programu společnosti obecně
- Ostatní:

Jaká je pravděpodobnost, že se do tohoto trainee programu budete hlásit?

- vysoce pravděpodobně se budu hlásit,
- s největší pravděpodobností se budu hlásit
- nevím
- velmi nepravděpodobně se budu hlásit
- vysoce nepravděpodobně se budu hlásit,

Jak hodnotíte společnost podle toho, zda se chcete v ní pracovat?

- Vysoce Pozitivně
- Většinou Pozitivně
- Ani pozitivně ani negativně
- Převážně negativně
- Vysoce negativně

Jsou poskytnuté informace dostačující pro učinění rozhodnutí zda se do trainee programu hlásit nebo ne?

- Vysoce dostačující
- Většinou dostačující
- Nevím
- Většinou nedostatečující
- Vysoce nedostatečující

Jaké informace ovlivnily Vaše rozhodnutí o přihlašování se do daného trainee programu?

- Plat / Odměňování
- Bezpečné a pohodlné pracovní prostředí
- Bezpečnost práce / stabilita
- Možnosti kariérního růstu/ profesního rozvoje
- pověst společnosti
- zapojení společnosti do společenských / charitativních aktivit
- pravdivé informace o společnosti
- pravdivé informace o pracovní pozici
- Rovnováha mezi pracovním a soukromým životem
- Ostatní:

Která reklama Trainee programu Vás zaujala nejvíce?

- 1.
- 2
- 3

Do kterého Trainee programu byste se chtěl/a hlásit?

- 1.
- 2

- 3

Který Trainee program byste doporučil/a kamarádům?

- 1.
- 2
- 3

Jak důležité je to, že se váš budoucí zaměstnavatel věnuje Corporate Social Responsibility?

- Vysoce důležité
- Většinou důležité
- Ani důležité, ani nedůležité
- Většinou nedůležité
- Vysoce nedůležité

Myslíte si, že ve firmách, zabývajících se CSR, je lepší pracovní prostředí než v těch, kde CSR není prioritou?

- Ano
- Ne

Máte pocit, že společnosti, které nezabývají se CSR mají větší šanci přilákat talentované kandidáty?

- Ano
- Většinou Ano
- Ani ano, ani ne
- Většinou ne
- Ne

Máte pocit, že společnosti mohou používat koncept CSR pro přilákání talentovaných kandidátů?

- Rozhodně souhlasím

- Spíše souhlasím
- Nevím
- Spíše nesouhlasím
- Rozhodně nesouhlasím

Po dokončení průzkumu, jak důležitá je pro vás skutečnost, že váš budoucí zaměstnavatel se zabývá CSR aktivitami?

- Velmi důležitá
- Spíše důležitá
- Ani důležitá, ani nedůležitá
- Poněkud nedůležitá
- Velmi nedůležitá

Jakékoliv další komentáře :