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POTENTIAL APPRAISAL METHOD FOR CSR

Taking a look at the different fields of responsibility of the companies in this paper the social responsibility is studied. The actions carried out by the companies can be studied from different aspects. In this paper the actions at different need levels are represented. Through the numbers of the actions and the way of performing the actions potential way of appraisal of corporate social responsibility activity can be based according to the coverage of the actions in term of the needs at different areas and at different time periods.

Introduction

There are different approaches and interpretations of Corporate Social Responsibility (in the followings Corporate Social Responsibility will be mentioned as CSR). Taking some out of the several interpretations Business dictionary defines CSR as “A company’s sense of responsibility towards the community and environment (both ecological and social) in which it operates. Companies express this citizenship through their waste and pollution reduction processes, by contributing educational and social programs and by earning adequate returns on the employed resources.“. According to Carroll (1979) characterization of CSR it is “The social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that a society has of organizations at a given point in time“. Lord Holme and Richard Watts defined CSR in the publication Making Good Business Sense as „Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large“. According to cultural differences CSR is interpreted as „It respects cultural differences and finds the business opportunities in building the skills of employees, the community and the government from Ghana, through to CSR is about business giving back to society from the Phillipines.“. The Business for Social Responsibility defined CSR as “Operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business.“. There is another definition of CSR stating “A concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment. A concept whereby

companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.” Further interpretations and definitions can be found.

The difference of the interpretations can be explained with the development of the CSR as a part of the strategy that was implemented by the companies during the previous decades. Socially responsible way of thinking was also studied by other researchers as a part of the company’s strategy. Increasing number of CSR actions refers to the higher level of responsibility presented by the companies. Higher intensity of CSR actions carried out by the companies shall also refer to higher level of internal initiatives on voluntary basis according to Kotler – Lee (2007). Referring to other approaches CSR is evaluated as a kind of trend that has limited future potentials. The CSR taken as a kind of trend was also published by Amadiou (1999). Other questions about the real effects, the transaction costs and efficiency of the CSR can also be raised to see the potential negative sides. Companies’ responsibilities can also be interpreted from different aspects. Company’s basic responsibility is interpreted at its economic responsibility level toward profit increase. Companies are the engines of the economy so they are responsible for meeting the economic demand that shall occur at any of the stakeholders. Leadership and management of the company are responsible for the owners’ goals either through increasing profit or through increasing income. Further economic goals can also be defined such as given increase in market share or certain ratio in cost reduction. Providing work places to the employees, paying taxes are some of the economic responsibilities. As a second level of responsibility companies have to operate within the legal frames. The operations of the companies are ruled and controlled by laws. Besides the external laws there are internal rules as well to coordinate the work of the companies. In case of multinational enterprises the differences among the laws implemented by the different countries shall induce further questions in term of the responsibility. Working according to the legal and economic laws and rules are obligatory, it is not voluntary based. Upper lever of company’s responsibility shall provide the potentials to carry out supportive types of actions at different areas. The actions carried out at the higher level of responsibility are mainly voluntary based. These actions are determined mainly by the available pieces of information to the company, the available sources of the company to support the demand occurred at the society and the final decision by the company. Besides the voluntary basis there can be some changes in the future at some countries where CSR type of reports can be expected. These potential expectations confirm that the importance of the CSR is increasing and it is getting into focus.

Widening the scope of the companies' responsibilities and the different levels of responsibilities characterize and determine the operations of the companies. Originally the companies were founded to make profit as a part of the economic responsibility. The basic need as profit oriented mindset determines the operations of the companies. The activities of the company have to be within the legal frame. Besides the economic oriented goals there are socially oriented actions which shall also be the basis of other type of companies. Companies shall also be launched to work for the society. The positive effect of the actions carried out by these companies can be experienced at the society and at the same time the company can also be economically and legally responsible through employing people and making profit.

There is high number of areas where CSR actions can be performed. Socially responsible companies play role in environment protection, protection of different rights and different actions towards the increase of the welfare of the society. Right protection actions are oriented to represent the rights of people and animals. Right protection actions keep focus on activities against implementation of child labor force, gender discrimination, violence against employees for instance. On one hand the cost of actions carried out within the CSR can be seen easily, on the other and the effect of the actions carried out can be evaluated more difficultly. The positive effects induced by the CSR actions can be summarized as public relations, communication of the company, improvement of the supply chain, improvement of the image towards the investors. Marketing type of advantages, improvement of the company's image at the customers and authorities can also be advantage according to different studies. As the companies open their scope within the field of responsibility new market potentials can be discovered at the different business segments. The CSR activities can be detected and evaluated from the aspect of expected results. Examples can be seen at different companies how they request their suppliers to take part in the social responsibility actions. There are several types and ways how the CSR actions can be appraised whereas there are several fields where these effects can be experienced. There have been already methods that can be implemented for evaluation of the actions and the effect of them carried out by the companies. These methods shall be implemented as well in case of CSR activity. Due to the complexity of the CSR actions and their effects the implementation of existing analyses shall be revised as potential appraisal basis.

As a further potential aspect of the responsibility the question of ownership shall also be seen as a kind of influencing factor. According to different studies responsibility can be taken easier in the cases when the ownership is seen clearly. With other words if someone owns something he or she will feel responsibility for the thing that is owned by him or her. Studying the CSR activities through examples sometimes it can be difficult to see how a company can be

responsible for anything that it is not owned by the company beyond the legal obligations. For example the air, water and society which are not owned by the companies, the responsibility can be detected in a difficult way in some cases. Taking for example machines which are owned by a company, the responsibility of the company can be detected more clearly. Responsibility in these cases can be seen through regular actions either as elements of the clearly planned and carried out maintenance or as irregular parts of the reparations. As other examples the employees of the companies are expected to be with owners' attitude towards the company. The employees are expected to see their daily activities within the companies with owner mindset. Similar approaches can also be seen at the buildings and lands of the companies. If the connection between the companies and their surroundings, where their effects can be detected, is seen as the presence of ownership, the responsibility can be realized easier.

Basis of a potential measuring method

As we can see there are different interpretations of the responsibility at different levels from the aspect of different stakeholders. From the point of the owners the company's responsibility is to make profit. Economic responsibility is essential in this term at the companies. As a higher level of responsibility companies have to be aware of that all of their actions cannot exceed the legal frames. At higher levels of responsibility companies shall perform activities towards the benefit of the society and at other areas as well. Responsibility presented by the companies can be seen at different areas.

Summarizing the entities of the interpretations of the CSR we can see voluntary basis, actions beyond legal obligations, consciousness, part of the companies' strategy, benefit towards the society and the neighborhood as some of the main characters. Implementation of CSR can be studied in terms of the actions themselves and the way how the actions are performed and the effect of the actions. Measuring the activities can be done in an easier way. For instance the number of labor hours or amount that is spent on certain actions can be summarized easier in case of evaluating the actions. Projects can be defined easier knowing the start and the finish date of them. Through these data the actions can be seen clearly. Easier way of actions' measuring means that there can be difficulties to make a complete and clear evaluation of the actions. Taking the example of voluntary work to support different demand, the work of the employees can be evaluated in a difficult way. There are other actions as well where evaluation is difficult too meaning how the costs should be seen. The number of the actions and projects can show the CSR intensity that was performed at the different need levels. The way of the actions carried out are also crucial to see it clearly if the actions are

done according to the interpretations of the CSR. Understanding the goals and the way of the actions shall reveal further market potentials that can be implemented by other companies too. Analysis about the way of the actions shall confirm if the CSR is incorporated well into the strategy of the company and the duration of the projects to cover the need properly.

Taking the CSR actions into account as projects the real effects of them have to be evaluated to see if the actions are carried out to meet the goals defined by the companies and the demand that occurred at the society. It is important to mention that the goals defined by the companies with the CSR projects should cover at least partly the demand of the society out of the company or the demand inside the company. If it is so the goals can be said to be well defined. The effects of the actions can be appraised in a more difficult way. There are existing analysis methods which can be implemented as basis of the evaluation of the effects internally and externally. Through these analyses further potential opportunities can be found. The analysis also shall provide view about the weakness of the CSR activities. A potential weakness of the CSR can be the narrow scope of the vision in term of the results that can be achieved through CSR. Besides the weaknesses the strengths of the CSR can also be found. Through the correctly carried out analysis the threats within the CSR can also be revealed. Among the threats identification of not properly defined goals can be mentioned. These findings resulted through the SWOT analysis shall be the basis of the CSR interpretation directly to the company. Discussing the real and potential effects of the CSR actions from a wider scope political, economical, and technical effects also can be studied. Whereas the research was focusing on the CSR actions towards society in and out of the company, appraisal of the effects generated by the projects are obvious to be done. The economic based appraisal of the actions was not so obvious whereas the expected results are not always stated in this term.

The cases which are presented in this paper were discussed with questions which had been structured basing on Maslow's need pyramid. The research was focusing on the CSR activities towards the society. Different need levels were defined to see which need level was in focus of the company. The need levels refer to the level of importance of the different needs. The lower need level shows the higher level of importance as shortage of the items have to be supplied or satisfied in shortest time period. Taking a look at the higher level of needs we can see the demand can be satisfied in longer time. According to the main characters the CSR actions carried out towards the welfare of the society the actions can be evaluated basing on Maslow's need pyramid. The activity towards the society can be seen at different levels through examples of CSR actions. The CSR actions according to Maslow's need pyramid can be discussed at basic need level involving actions to support housing or catering and similar needs occurred in the society. Value protective actions as disaster protection, family oriented

actions can be found for instance at the second need level called value protection. At a higher need level actions towards the social connection building oriented actions can be discussed. Among these actions sport, culture and education can be interpreted besides others. The highest need level of activities are focusing on individual positioning. At this need level the same actions can be inquired at the companies.

About the research

To see the intensity of the CSR actions towards the society, projects can be inquired at different need levels with different methods. The amounts and the labor hours spent on the different actions at different need levels can be inquired. Referring back to the problem of cost evaluation of the CSR actions themselves, this problem was confirmed by the companies during the interviews and through the questionnaires received back from the questioned companies. Clear data about the intensity of the CSR actions were received through the numbers of projects at the different need levels. The exact examples shall also accurate the view about the actions. Within the research food industrial companies were inquired to research the activities and the way of the actions are carried out. The companies in the research were from the food industry working in the South Transdanubian region of Hungary. Within the interviews the CSR actions towards the society were inquired mainly that were carried out by the companies in 2014. The number of projects refers to the intensity of the actions at different need levels. The environment protection oriented CSR actions made a small part of the interviews. The actions towards the right protection were not questioned directly within the interviews. The questionnaires and the questions in the interviews were structured the same way.

The numbers of projects give a view about the intensity of the company's CSR activity. Through these numbers focus of the actions can also be seen at the different companies. Excluding the amount and the labor hours spent on the CSR projects the mindset of the companies and the employees of the companies in term of the social responsibility can be characterized irrespectively of the size and the financial sources company. There is a potential problem in evaluation by implementing the amounts and the labor hours spent on CSR, whereas wider range of sources shall provide more significant background to carry out supporting activities. Companies with more limited resources shall show higher level of social responsibility through managing higher number of CSR projects in more proper way. Consciousness of the companies was also inquired directly. Direct questions about the duration, extension, frequency of actions were discussed within the interviews. Through the

exact examples further details can be revealed and seen. Best practices can also be found out of the interviews and the answers which were received.

Characters of the companies were discussed too in order to see if there is correlation with any of the actions or the company itself. These types of correlations between the company's characters and their CSR actions – if there are – can present important items whereas it is questioned by scientists if a company can be responsible or the individuals of the company can be responsible for the different actions (Goodpaster – Mathews 1982). Referring back to the core responsibility of the company we can see that companies are basically profit oriented.

The research in details

In the followings the results of the research will be presented in term of the actions with some examples carried out at different need levels. Following the presentation and interpretation of the numbers of CSR projects the characters of the CSR project management will be described. As a third part of the details the characters of the companies are presented.

Actions carried out within the CSR

CSR Actions at the basic need level

The CSR actions beyond the legal obligations to satisfy the human needs at the basic need level are focusing on the needs which have to be satisfied in anyway in short term. These are the items that have to be available for the everyday life. Among these elements of the daily life food and catering, housing, clothing and environment protection were inquired. Besides these potential fields of activities other potential fields of activities were also questioned. It is obvious that food, housing clothing are the basic elements of the daily life. Conditions of the environment are also obviously necessary for the everyday life. All of these needs as food and housing can be supported through different projects if the demand is occurred at the society.

There were examples reported by the researched companies to provide companies' own food industrial products to the society. For the first sight providing on companies' own produced products shall look simple but there are several other aspects. It is well known that products provided for free, have to meet all the standards and food industrial regulations. Food that is provided by the company is associated with obligation of value added tax paying. Financial type of supports was also mentioned during the interviews. Among these actions mainly the employees were supported. The highest number (121) of projects was reported by

the companies as CSR actions to support the food within and out of the company. In case of food industrial companies the high level of intensity to support the demand for food can be expected as natural knowing all the necessary conditions.

Housing can also be supported in different ways basing on the reported examples to the questions. Among the projects to support housing examples were reported for instance support the moving of employees in different ways. This type of CSR action was mentioned by a company with very strictly limited financial resources. There were companies among the researched companies which reported financial support towards the housing. As an example of the financial support interest free loans to employees to buy either flat or house was reported by one of the companies. Obviously this kind of support requires high level of financial resources that means mainly companies with stable financial background and with huge annual income have the ability to perform these kinds of projects. Projects for example to support housing can be performed by a company with significant financial sources and with extremely limited resources too. Through these examples the orientation and the channeling between the demand and the potentials were carried out well. This type of actions was among the actions with the lowest intensity according to the numbers (4) of the projects carried out by the researched companies to support the demand at the basic need level in 2014.

Projects (5) to support the clothing were also with low level of intensity at the companies within the research. Example of collecting clothes to the people living in the neighborhood of the company was reported by one of the companies and there were two other companies which had provided clothes to their employees for the work. Some of the companies reported that protection clothes were provided them to their employees.

Whereas the research was focusing on the CSR actions towards the society, the actions in the field of environment protection was not detailed but it was questioned at the basic need level. The number (7) of CSR projects to protect the environment was among the lower intensity actions. There were different projects mentioned as examples for instance installation of solar cells, development of the production technology to reduce the emission of the hazardous materials. Out of the process the products were also in focus at a company to be developed in order to protect environment by implanting degradable packaging material. Through the exact amounts which were reported about the installation of solar cell it can be seen that stable and sufficient financial background is also needed besides the attitude of the company. Managing the CSR projects well, the scope of the company shall be widened to find new market needs and new potential products. To find the new market potentials require high level of consciousness and proper financial resources as well. Developing new

products to satisfy the potential market needs involves high level of risk, but it shall have positive economic effect on the company.

As other type of actions carried out in order to support the need at basic need level represented low level of intensity basing on the number of projects (5). The reported CSR activities were different from each other. Among these actions individual supports, support of employees' commuting were carried out in 2014. This action within CSR shows that the commuting is a part of the basic need of the daily life. Besides these actions good salaries – compared to the regional average - to the employees were reported by one company. Motivating the employees shall also be done with salary which is over the average. Taking the examples into consideration the salary above the regional average shows a real CSR activity whereas it is beyond the legal obligation, it is well incorporated in the strategy of the company. The benefit of the better salary is obvious from the side of the employees. Whereas employees are motivated, they will work long-term at the company, so the human resource costs induced by the fluctuation of the employees will be lower. Company does not have to pay extra amount to the employees for leaving the companies and the training on the new employees can also be avoided.

CSR actions at the need level towards the value protection

The demand at the second need level involve those types of need which are necessary for the daily life - but compared to the basic need level - satisfaction of needs at this need level can be performed in longer time. If any of the demand at the basic need level has to be satisfied within a day, the demand have to be satisfied within some days, since these needs are necessary for the daily life too. Among these actions carried out at this need level health care, sustainability, family oriented actions, disaster protection were discussed. The actions are protective typed to protect the values which exist already. Health, family and the property of the daily life are taken as real values that take great role in the welfare of the daily life.

Health care oriented actions represented intensity at the middle level according to the number (23) of the projects carried out by the companies in the research. The projects to protect health were different at the companies according to their different attitudes. Through the examples received within the research it was seen that companies supported purchase of glasses by the employees. There was a company that organized blood giving. These projects were carried out with high level of consciousness as inquiring about the real demand of the health. Besides the financial support the active participation of the company was also performed through research about the need and the management and the realizing of the

projects. Financial supports to Red Cross and ambulance were also performed in 2014 in other cases. Development of new products was also mentioned by the companies. A company with high level of intensity and high level of consciousness regarding CSR within the research mentioned that analyzes of the potential market demands from the aspect of CSR provided the well grounded basis to develop new products to keep customers' health. Through the development of new products a potential segment of their customers got the opportunity to buy specially developed products, and the well known products were still available on the market. Acquiring market segment and increase of income can be seen through these actions. High level of consciousness and sufficient financial background are necessary to carry out these strategic actions. One of the companies mentioned that it had excluded additional ingredients in their products. The company put focus on studying the effects of the ingredients, and after the results some of them were decided to be eliminated. These ingredients – as additives - were taken out of the normal production process. Excluding these materials production costs can be reduced and through excluding these ingredients healthier products can be produced and sold by the company. Actions to prevent certain kinds of disease for instance diabetes were also carried out by one of the companies in 2014. A company of the researched companies provided massage to its employees. The massage shall play part in keeping employees' health and increasing their welfare too. It is also important to mention that the massage is done by people with serious eyesight difficulties. This action shall be taken as an action of high level of consciousness whereas there are two sides receiving the benefit of this action. On one hand people with eyesight difficulties can be integrated back to the society, people living with eyesight problems can feel themselves useful again, and on the other hand the employees' health can be protected too.

Basing on the numbers (12) of projects the CSR actions towards the sustainability were among the lower level of intensity. One of the general expectations is the sustainability as a result of the CSR in the activity of the companies is carried out in a way that a company handles its economic, social and environmental effect. Different examples out of the daily business activities were reported by the companies within the research. Implementation of boiler was described by one of the companies to burn the pallets which cannot be used anymore. Installing parks in the surrounding of the company was also realized by another company in 2014. Within the interview the company also stated that to install boilers of high quality to burn the wooden packaging materials that cannot be recycled is associated with high costs. It is visible that significant financial background is unavoidable to install and implement these kinds of high-tech equipment in sustainability, but its positive long-term effect is also seen. Coping against the child poverty was in focus at another company in 2014.

This company mentioned projects and actions with lower budgets towards the society. The poverty of the children is not a rare thing in the neighborhood of the company. The actions for instance providing bread to the children mean a lot to those children. Concerning the financial background of the companies this example shows that proper ideas targeted to the proper area can satisfy the demand properly even with low budget. Paying extra pension fund was also mentioned by one of the companies. Besides the availability of the necessary financial sources the financial structure of the company is also at an advanced level. Implementing such kind of actions has clear positive effect on the employees. One of the bakery industrial companies reported that they had carried out no separate actions, but the business policy of the company was to carry out a stable and moderate business development in long-term. The effect of this attitude pays off whereas this company has been working for over two decades with great success. The example of this strategy shows proper CSR for the sustainability. At this need level importance of customers' feedback in order to continue the development of the company and properly designed long-term co-operations with suppliers was underlined by some of the companies.

Family oriented actions showed higher level of intensity according to the number (20) of projects carried out by the researched companies in 2014. Different actions were carried out among these types of projects too. Providing place to the children of employees while their parents are at work was mentioned by one of the bakery industrial company. Significant financial sources to install and to run this kind of action were not mentioned by the company. This action rather refers to higher level of sensibility towards the need of the employees. Through this activity towards the family the company can see both short and long-term advantages. A practical problem, occurs dealing with employee's children while employees are at work, is solved this way, so positive economic and social effect can be realized both at the company and the employees. Big families were also supported by another company among the researched companies. This action was rather social oriented action with limited economic expectation. Dinners and garden parties were also given to employees and their families. These actions are social oriented within the company for the welfare of the employees. Motivation based on family oriented actions can be realized as the example shows. Paying life insurance to employees of a company was also performed showing higher level financial resources and consciousness.

Disaster protection showed relatively low level of intensity. The number (8) of the projects ranked these types of actions to the lower level intensity activities. The actions carried out in 2014 were mainly financial supports of civil organizations. Some of the companies mentioned that they were not ready to support civil organizations due to some special cases

that were against their reputation. These companies mentioned that they rather supported given demand instead of supporting civil organizations based on phone calls. Showing high level of social responsibility there was only one company within the research that took part in disaster protection physical work on voluntary basis. These actions were done with lower financial budget.

Paying accident and life insurance, supporting scientific conferences, cleaning the neighborhood of the company, financial support of funeral ceremonies, were mentioned as other type of CSR actions carried out in 2014. These types of actions represented low level of intensity due to the number (4) of the projects that was reported.

CSR actions at the need level towards the social connection building

At the need level called social connection building CSR activities can be discussed to support needs which are out of the daily, physical short – and long term needs of the society. The activities at this need level are to support long term objectives of the society and the company. Among these sorts of activities education, culture, sport, talent care, social integration oriented activities were discussed.

Culture oriented CSR actions were among the projects with highest intensity according to the total number (63) of projects. Projects supporting culture were carried out in different ways. Examples of supporting the culture can be mentioned as financial support of theatre, music festivals and other different cultural events. Besides the financial support there were examples of voluntary work as supporting cultural events. The amounts mentioned within the interviews varied significantly due to the financial potentials and their attitudes. Cultural events were also supported by own products as well, that was typical at a company with limited financial sources. There were several examples of ensuring tickets for theatre and other cultural performances to the employees of the companies. Supporting churches and village days were also listed among this type of actions. As the high number of projects is seen, supporting culture is taken as proper way to build social connection.

The intensity of the education oriented CSR actions were significantly lower (28) compared to the intensity of the actions towards the culture. Among the actions to support education examples were reported about providing work positions to pupils to get work experience. Some of the companies within the bakery industry reported problem of employing skilled workers because of low number of pupils who want to work in this industry and the workers at the bakery industry are attracted by foreign

countries' opportunity with much higher wages. Besides these actions, employees were also supported in their studies, as it was reported through the examples. Supporting the education and the training of the next generation is carried out to cover the need for the knowledge and skills in the future. There were supports to schools and kindergartens as well. Language teaching projects were also mentioned among the examples. Lower number of projects were carried out by the companies within the research towards education – compared to culture – shall refer to the expectation of the future work type in the region.

Life style advisory, supporting sport clubs in different ways, supporting sport events were listed as projects to support needs in the field of sport. Intensity of the sport oriented actions can be evaluated as medium level according to the number (34) of projects carried out by the questioned companies in 2014. Supporting sport either through sport clubs or sport events was taken as a proper activity to build social connections.

The talent care oriented actions showed low level of intensity as it could be seen through the numbers (5) of CSR projects carried out by the companies questioned in 2014. Examples were reported as contests in study of trade, supporting sport. Supporting the trade study and sport actions was stated at other areas, but these kinds of actions were also stated within the talent care oriented activities.

There were actions reported as social integration activity for instance supporting minorities, supporting the care of old people. According to the number (15) of projects social integration oriented actions showed higher level of intensity compared with the talent care oriented actions. As it was stated by a dairy industrial company massage was provided to its employees. This project was mentioned by this company among the actions at the value protection activity level too. The massage is performed by people with eyesight difficulties. People with eyesight problems got involved in daily work at the company as it was mentioned at actions towards health care by giving massage to the employees. Supporting civil organizations was also mentioned as an example of project that was carried out in 2014. Supporting minorities in different ways were underlined in some cases, but there was one company reporting integration of minority with comment that it is an absolute natural attitude of the company meaning no extra effort.

There was a significant number (16) of projects carried out to build social connections with other projects. Supporting St. George knight orders, supporting the installation of the internet at a village, supporting village house, excursions to the employees of the companies were reported as examples.

CSR actions at need level towards the individual positioning

The lowest intensity of the activities according to the numbers of projects was found at among the activities at the highest need level to support the individual positioning. The same questions were discussed at these need level as it had been discussed at the need level of social connection building.

Culture oriented actions at the highest need level was among the actions with the lowest intensity. The number (2) of projects represented example of supporting artists.

The lowest intensity was found among the education oriented actions at the need level towards the individual positioning. There was only one (1) action that was carried out towards education support by the companies within the research.

Supporting sport in order to position individuals showed also low level of intensity with its number (4) of projects. As it was seen through the examples supporting top athletes were listed as actions carried out in 2014.

As we can see the total number of projects was the lowest compared to the other need levels. This low level of intensity at the highest need level shall confirm that the companies understand the entity of the social responsibility. It is not towards the individuals positioning but it is rather to the society and connection building.

CSR actions in and out of the company

The actions carried out by the companies in the research within CSR activities were listed basing on different need levels. Both numbers of projects and amounts spent on the projects can be studied at the different need levels. Whereas the data about the exact amounts spent on the projects shows difficulties to be gathered, numbers of projects can be listed easier and the level of intensity of the actions can be showed through the numbers of the projects.

Besides the numbers of the projects showing which need level was in focus in 2014 from the aspect of the companies, the exact examples received through the research showed as well if the actions were carried out either in or out of the company. Through the exact examples and the interviews further details shall be discovered about the focus of the companies' activities. From this aspect through the numbers of projects and the exact examples we can see that highest number (141) of projects were carried out at the third need level called social connection building activity out of the companies. This number of projects in term of the orientation – out of the company, towards the society - and need level called “social connection building”

where the CSR projects are focused confirms that the companies within the research see the entity of the CSR well according to the needs and their supporting potentials. Whereas the need is seen and detected at the need level towards the social connections building the companies made their greatest effort. Companies in the research see the importance of the connections at the society where they operate, and they implement the CSR tools in order to complete these demands at the society. The positive result induced by the activities can be experienced both by the society and the company as well.

Lowest intensity of the CSR actions through the numbers of the projects can be seen at the highest need level showing that the actions towards individual positioning were out of the focus in 2014 at the questioned companies. This low level of intensity was experienced both internally and externally of the companies. The low level of activity towards individual positioning shall also refer to the fact that companies within the research are on the good way to understand the responsibility for the society where they operate. The actions were also inquired in order to see what kinds of actions were done for the individuals' positioning. The low intensity at the highest need level explained with the lowest numbers of projects confirms too that the companies within the research understand the essence of the CSR well, whereas the actions were oriented towards the society and not to the individuals externally. Similar low level of intensity with lowest number of projects was carried out inside the companies towards the individual positioning. It shall confirm the fact that the companies have separate tools within their HR policy to position individuals.

The highest number of CSR projects performed internally by the researched companies was discovered at the second need level called value protection. High level of consciousness can be seen through the project numbers towards the employees of the companies. It can be confirmed that the companies put effort to keep and motivate their employees in different ways out of human resource activities. The high number of internally carried out projects shall also confirm that companies see family, health as real values that should be supported. These needs are certainly supported by the employees on their own implementing their salaries and their free time. These kinds of supports from the companies can confirm that the importance of these values is high, but the available financial sources of the employees are not enough to cover these activities. Investments into relaxation, family events, and healthy will pay off long-term whereas the employees will work much more motivated at the employers. It is generally taken positively by the employees if the companies deal with them out of their every day work through different supports.

Consciousness

Besides the activities of the CSR actions the management of the actions shall also be studied through the interviews and the questionnaires. The intensity of the activities themselves is not enough to be known. For the purpose of the proper evaluation of the CSR the way as the CSR actions are carried out, are necessary to be known. If any of the companies does a certain action the target of the action and the time orientation of them should be known well. If an exact demand occurs in a certain time at the society or internally of the company in best practice the action should cover that given demand. Otherwise from my point of view the action is difficult to be valued proper, if it is oriented to any of the areas, where there is no need. These kinds of needs occurred at the society two approaches can be considered. According to approach number one the responsibility should be focusing on the demand occurring in the present and in the future, which are induced by the companies. In case of the approach number one we can refer to the ecological foot print that could be adopted as social foot print. According to approach number two the responsibility should be oriented on the demand in the society that is seen by the companies. In this case the interpretation and evaluation of demand at the society shall incorporate problems of the action planning. Harmonization of these activities due to the social demand is definitely necessary to avoid either the “over support” of certain areas and the “lack of support” at other areas.

In term of inquiry towards the need the highest number of companies reported that they had not inquired about the demand which had occurred at the society. The lowest number of inquiries initiated on companies' shall refer to low level of initiative among the companies within the research. The inquiries towards the potential demand within the society were mainly initiated by external requests. This high number of externally initiated inquiries confirms that the companies were not ready to initiate their inquiries on their own. Ad-hoc type of inquiries towards the demand was mentioned in low proportions. Cooperation to carry out CSR projects was typical at the companies. The vast majority of the co-operations was initiated externally and not by the companies on their own. Only a small proportion of the companies reported that they had performed projects on their own. The ratio of the companies that initiated co-operations to carry out CSR projects was also small.

Basing on the answers it got clear that the highest proportion of the actions were carried out by the employees on voluntary basis. It shall confirm the theory that not the company but the individuals can be socially responsible. Companies are basically founded to meet the economic expectations within the legal frames. Ethical activities beyond the legal regulations are not among the daily activities of the companies. Significantly smaller ratios of the answers

represented involvement of dedicated employees and managers as well. There were hardly any examples of employing specially employed people by the companies. It can be explained with the size and the financial sources of the companies within the research.

Companies reported that most of their CSR actions had been carried out internally and at the direct business partners. Co-operations were also reported with other stakeholders in lower proportion with civil organizations too. The scope of the responsibility shall be evaluated narrow. These companies see their responsibility mainly within the closest surrounding of the company. The CSR actions were reported to be not regular in lower proportion. The higher number of the companies reported that their CSR activities were carried out mainly on regular basis. The highest number of the CSR actions was carried out both regularly and irregularly too by the companies within the research. As an addition to the regular CSR activities the occasional actions shall be good completion to support the demand occurred at the society either in or out of the company.

Duration of the CSR actions and projects carried out by the companies showed high level of similarities. Highest proportion of the companies performed CSR actions with duration over 5 years, very close to this result the second highest proportion of the CSR actions that were occasional activities confirming the results in term of the frequency of the CSR actions. Only very low proportion of the projects was under 1 year, between 1 and 3 years and between 3 and 5 years. As it was reported by one of the companies once the company had started a kind of support towards the society it was not really willing to stop it. The kinds of activities with duration over 5 years can be taken as stable part of the strategy of the company.

Higher proportion of the companies performed follow-up of the CSR actions - either regular or irregular way - that shows conscious attitude towards their CSR activities. The higher proportion of the follow-ups was carried out irregularly and only the lower proportion of the follow ups was done regularly. The presence of the follow-up towards the CSR actions carried out by the companies confirm the higher level of consciousness and the willingness to plan future actions within field of social responsibility. Due to the different types of actions the follow-up some times can be defined in difficult way, whereas it can be difficult to define the data to control after the actions which are done to see if the project was done correctly. From the aspect of the project planning it shall be better to define the effects and the results of the CSR actions to be measured at the beginning of the planning status of the projects. This approach shall give the proper guideline to evaluate the actions.

Highest proportion of the companies reported that they had carried out the CSR actions for altruistic purposes. The 57,6% of the CSR projects were carried out by the questioned companies to support the demand in the society in an altruistic way. Only the lower proportion

of the companies reported that there was financial type of expectations as result of their CSR activities. The 24,4 percentage of the actions were focused onto image improvement within a given time period. Some of the actions similarly to the altruistic oriented actions were performed to show good example for other companies. As it can be seen through these results the smaller proportion of the actions represented economic goals. There are several CSR based actions which have positive effect on the profit and loss account of the companies. If these cases and actions are known and implemented correctly by the companies, the positive outcome can be achieved.

The companies within the interviews and questionnaires reported that they were focusing mainly on existing problems that shall refer to low level of willingness to make preventive type of actions. Confirming this lower proportion of the companies reported that they had been focusing on problems to be prevented in 16.7% out of the total number of projects. The 83,3% of the projects were done to solve existing problems either on their own or together with other companies. The direct answer regarding the proportion of the innovation of the CSR actions showed similarity to the attitude towards problem solving and problem prevention. The majority of the CSR actions were evaluated by the companies as well known type of activities and only a small proportion of the actions were treated as innovative type of actions. The 75,25% of the actions were done through well known methods and 24,75% of the actions were done by implementing innovations. Examples can be seen among the questioned companies with high level of willingness to innovate in the field of CSR.

The researched companies reported that financial limits were the main reasons why CSR actions were not performed. On one hand this result shall confirm the theory that companies are basically responsible for economic goals through making profit, on the other hand it can also be seen that there are society demands which can be supported with lower level of financial sources. As a second highest proportion the companies within the research stated that they had found no point is supporting certain demands. Other reasons for example political initiatives were stated in lower proportion too why demand at the society is not supported through CSR activities. This shall confirm the nature of the CSR itself as it is initiated either by market actors or by non government organizations. There were also companies saying that lack of information did not confirm the company to support certain demands.

The companies had clear plan about their future CSR activities. Far the highest proportion of the companies was planning to keep their CSR activities at its level of year 2014. On one hand the companies were ready to support different demands at different need levels either internally or externally on the other hand companies within the research saw difficulties to get enough financial sources to carry out further CSR activities. A smaller proportion of

the companies reported that they would increase their CSR activities. There was only one company that planned to decrease its CSR activity.

Characters of the company

The companies within the research were small and middle sized operating in the South Transdanubian region of Hungary. Companies were operating in the food industry. The vast majority of the companies were planning their activities for time period over 5 years as it was stated by the companies within the interviews. There were also small proportions of the companies within the research that planned its future operation either for time period between 1 and 3 years or 3 and 5 years.

Conclusions

Through the answers given by the companies we can see that the social responsibility is mainly based on the employees' activity of the companies in ad-hoc way basing on the data about the involvement. It does not mean necessarily if there are no volunteers the company itself would not perform responsibility towards the society. Companies were ready to support the social demand providing the necessary sources as it could be seen that employees, managers and leaders can also take part in the actions.

Actions can be evaluated at different need levels either they are carried out internally or externally. For the purpose of the appraisal of the CSR actions another dimension – time – could also be implemented. The time orientation of the CSR actions shall provide a more accurate view about the CSR actions themselves. Taking the short-term and the long-term demand of the society into consideration the readiness to carry out preventive and innovative types of actions can be interpreted.

Through the research we can see if the CSR projects are oriented and performed in a proper way the actions shall achieve higher level of efficiency.

Whereas projects are associated with goals discussing the CSR activities as projects the actions within the projects can be evaluated from the aspect how well the goals are achieved, how well they cover the demand which occurred at the society. To summarize the effects that shall be achieved through the CSR projects can also be viewed through other existing analyzing methods that are implemented already in case of companies' other operations. These types of analyses shall also make the planning of the projects more efficient too. If companies have the relevant pieces of information about which type of social threat to cope

with it shall bring advantage both from the aspect of the company and the society as well. If the preparations are done well, these types of internal and external threats can be handled well. In term of the external threats the visions of the companies due to the fact that they work either in different industries or in different regions of the world. Besides these two bases of different points of views the asymmetric information may also play a role. Difference between the pieces of available information and the interpretation of them can be experienced.

Taken other examples it was seen that there had been companies which studied societies living in poor countries. Following these studies specially developed services were introduced to those countries creating a new market for the company. The benefit was experienced both at the society through buying the services and at the company through selling its services at a totally new market. Such examples can be found when the company could see the opportunity in areas where other companies may see only threat.

Being aware of the weakness that is present both affecting on the company and within the company, it is the first step to know which is the next step that should be taken for the potential success. This requires high level of objectivity from the employees and leaders of the companies playing role in CSR actions. Besides the economic responsibility and the economic effect of the companies operations it is known through the PEST analysis that companies' operations also have political, socio-cultural and technical effect.

As a critic regarding the CSR it is seen that there is a question about how the decision makers of the companies are authorized to initiate and carry out CSR activity. The decision is theirs which field to support and when to do it. The question shall be interesting since on one hand some of the activities' cost shall reduce the basis of the income to be taxed at the companies on the other hand in other cases the companies have to pay the value added tax after providing support to the society. From this point of view taxation shall be viewed as a potential political effect. The society type of CSR actions can be harmonized further on that requires sufficient wide range of scope where demand occurs and which company can support a certain type of need for instance with its own product if it is possible. This approach based on the effect of the CSR actions shall also be the basis of the evaluation knowing that a given company fulfills its social responsibility according the expectations. Considering the CSR actions from political aspect makes the appraisal more difficult because the actions and demand are difficult to be expressed objectively and numerically.

Within the research the CSR actions were discussed which are beyond the legal obligations. As it was stated by Carroll companies were basically economically responsible. To meet the legal obligations the responsibility of the company can be seen at a second level. Further responsibilities towards the society and environment can be found at upper levels. Companies

within the research showed how well they carried out their CSR actions at the higher levels of responsibility. The basic level of responsibility was not discussed. Questions shall be raised if the company showing high level of intensity at the upper level of responsibility but it is not at the lower level, can it be called responsible company. Examples can be imagined such as not paying value added tax, and supporting the local sport club at the same time. From the aspect of the voluntary basis paying no tax is not a CSR question but it is an economic and legal question.

In order to make this kind of evaluation of the CSR actions towards the society, cooperation between social scientists and companies can be revised to see the current and the future potential demands. These kinds of co-operations shall help to avoid “over-supporting” any field and it shall also support to make the supporting actions to be more efficient. As it could be seen from the examples within the research there are different need levels in and out of the company. The actions with the orientation of them are described clearly. The key characteristic of the projects is the way they are done. The actions on their own are known but the correct focus of them both in term of the need level and the time horizon are crucial. The consciousness of the CSR actions involves the characters if the actions are carried out into the right direction and in the right time. The basis of the CSR evaluation can be characterized with the actions and the way they are done knowing the different demand at the society in different time points. Co-operation among companies, government and social scientists are needed to make the actions basing on clear view into the right direction.

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