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**WORKING PAPERS SERIES ON SOCIAL
RESPONSIBILITY, ETHICS AND SUSTAINABLE
BUSINESS**

Volume 5, 2016

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LICENSE TO KILL: EXAMINING LICENSING EFFECT IN THE CONTEXT OF CORPORATE SOCIAL RESPONSIBILITY AND TAX REPORTING FROM THE CONSUMERS' PERSPECTIVE

Anat Toder Alon, Tali Teeni-Harari, Estery Giloz and Eyal Rosenstreich

Over the last years, two seemingly parallel trends characterize companies' strategic operations: First, companies have become progressively more interested in investing significant resources in Corporate Social Responsibility (CSR) initiatives and subsequently communicating those activities; second, companies apply increasingly more aggressive tax avoidance practices. Recent studies that investigated financial and tax reporting behavior of firms have argued that establishing moral credentials via adopting CSR activities may license unethical tax reporting behavior.

By applying the legitimacy theory as a framework, this study examined this licensing effect from the consumer's perspective - exploring whether consumers assume that a company known to exhibit socially responsible behavior would engage in aggressive tax avoidance practices. Specifically, this study distinguished between - extrinsic CSR activities (environmental protection and community relations) and intrinsic CSR activities (corporate governance, working environment, business ethics, and management and reporting), suggesting that since extrinsic CSR activities which are directed toward secondary stakeholders are more likely to be viewed as voluntary acts, and to produce moral capital, investment in extrinsic CSR is less indicative of an organization's levels of ethical quality or virtuousness. In contrast, since intrinsic (or technical) CSR activities which target primary stakeholders are viewed as merely self-serving, thus, are less likely to produce moral capital, investment in intrinsic CSR is far more indicative of an organization's moral conduct.

A total of 331 participants (mean age = 27.24, $SD = 7.40$; 55.6% females) completed the questionnaire. Findings demonstrated that in terms of consumer perceptions, it is evident that when a company engages in CSR activities, namely, is involved in doing something good, it allows itself to act immorally and more aggressively in its tax avoidance practices. However, this tendency is found only regarding extrinsic CSR activities and not intrinsic CSR activities.

Keywords: CSR consumers' perceptions, CSR domain, Ethics, Licensing effect, Tax Reporting.

CONSUMER PERCEPTIONS OF HOTEL CSR COMMUNICATION

Andrea Ettinger, Sonja Grabner-Kräuter and Ralf Terlutter

This paper explores consumer perceptions of Corporate Social Responsibility (CSR) communication of hotels as well as consumers' willingness to comment on a hotel's CSR engagement on online review platforms. Based on three focus groups, it is analysed what CSR in the hotel industry means to (potential) guests and how it is manifested in their eyes. The focus groups are analysed by means of qualitative content analysis. Results show that in the eyes of (potential) guests, CSR in the tourism industry mainly implies the use of regional products, environmental protection, sustainability issues and employee wellbeing. CSR communication of hotels via their websites is considered desirable, although it might have less impact with younger consumers who rarely access hotel websites but rather online booking and review platforms, such as TripAdvisor, Holidaycheck or Booking.com. Hotels must be aware of the impact of such platforms on consumer opinion making and they are advised to increasingly manage their profiles on such booking platforms, including responding to guest reviews. The focus groups showed that so far, consumers only very rarely comment on hotels' CSR activities in their reviews. Hence, if hotels want to make their CSR engagement seen, it should be their goal to actively communicate their CSR measures to guests during their stay, in order to create awareness among guests that CSR engagement is worth to be commented on in online reviews. Thus, CSR engagement can become a decision criterion for future guests and a competitive advantage for the hotel.

Keywords: consumer perceptions, corporate social responsibility, CSR communication, focus groups, hotel industry, online reviews

NATURE BASED BUSINESSES – LONG TERM SUSTAINABLE BUSINESSES?

Anna Sörensson, Maria Bogren and Cecilia Dalborg

Nature based resources such as land, forest, garden and rural environment are examples of assets that in the future will be used even more in a long term sustainable society. Entrepreneurs in these areas are considered to have good prospects for growth since there is a high demand for locally produced food, renewable energy, experiences in nature and rural tourism (Pettersson, 2008). These industries are also often seen as more sustainable businesses since they are highly dependent on the nature based resources. In Sweden, the term “green industry” refers to economic activities in agriculture, forestry, landscape management, and other natural resource based commercial activities in rural areas. It includes the traditional industries and emerging industries that are based on these resources. The new industries can for example be processing of local food specialties, new value creation based on forests, development of experiences related to hunting, fishing or other outdoor activities. These industries are core resources for business development in rural areas. The concept “green industry” lack an English counterpart why we henceforth refer to these industries as "nature based businesses". The aim with the study was to explore if and how and why nature based businesses focus on creating more sustainable companies? Data was collected through in deep studies of 9 companies during autumn 2015 – spring 2016. The data collection focused on mapping the strategic prerequisite for the businesses focused on sustainability. This was done through presentations of the companies, interviews and observations. The result shows that many of these nature based businesses are family business where the children in heritage their companies. This creates businesses that have long term perspective on sustainability since the idea is that their children will take over the company in the future. The result also show that the customers of these nature based businesses are asking for more sustainable products.

IMPROVING SUSTAINABILITY PERFORMANCE: THE ROLE OF SUPPLIER RELATIONS AND RISK MANAGEMENT

Sirpa Multaharju, Anni-Kaisa Kähkönen, Katrina Lintukangas and Jukka Hallikas

Companies’ own efforts to promote sustainability are not enough; hence, they must extend their sustainability actions over their supplier network and supply chain. Risks that violate the image and brand of a company are known to increasingly arise from the supply base. Thus, the aim of this paper is to study the role of supplier relations and risk management in improving sustainability performance. Survey data collected from a sample of 130 Finnish organizations, empirically examines if a company’s strategic orientation towards its supplier network has an influence on the firm’s sustainability-related risk management capability and sustainability performance. Moreover, it is examined if sustainability-related risk management capability has a direct impact on the sustainability performance of a firm. The results show that supplier orientation increases a company’s overall sustainability performance. Furthermore, it was found that the influence of sustainability-related risk management capability of supply management is mediated by the supplier orientation on a firm’s sustainability performance. These results highlight the role of supplier management and collaboration in advancing sustainability efforts in a company and its supply chain.

Keywords: sustainability performance, supply management, supplier orientation, risk management, capability

CORPORATE SOCIAL RESPONSIBILITY (CSR) DIGITAL COMMUNICATION IN SMALL INDEPENDENT RESTAURANTS.

Barbara Tomasella and Alisha Ali

The hospitality industry is dominated by small and medium-sized enterprises (SMEs), seeking autonomy and pursuing lifestyle or family values (Thomas, et al., 2011; Agarwala & Dahm, 2015). Recent research has found that small hospitality enterprises are among the most proactive in undertaking environmental and social practices (Font, et al., 2016). On the contrary, tourism and hospitality SMEs are usually underexposed in the CSR literature (Coles, et al., 2013), as their level of impact is considered irrelevant, or as they do not have enough resources to undertake CSR practices (Hillary, 2004; Revell, et al., 2010; Brammer, et al., 2012; Cassells & Lewis, 2011). Given the value of SMEs for the hospitality industry, it is important to examine how these businesses interpret and express CSR. This research is based on a content analysis conducted on the websites and Twitter or Facebook feeds of small independent restaurants, which are members of a network called Eat Sheffield, based in Sheffield, United Kingdom. From the analysis, it emerges that these businesses have implemented social responsibility practices related to the quality of the food, or other practices of a social and philanthropic nature. The paper argues that social media, such as Facebook or Twitter, are the preferred means of digital communication for small independent restaurants, due to their flexibility and informality, which mirrors the informal style of CSR practices in SMEs (Perrini, 2006; Jenkins, 2006; Lepoutre & Heene, 2006). Despite this active use of digital technologies, the communication of CSR through social media still remains a one-way mode, rather than an attempt to create engagement and interaction with the stakeholders; active engagement is limited to traditional practices such as philanthropy. This paper aims to contribute to the generally scant literature on CSR in SMEs, by focusing in particular on the restaurant sector.

Keywords: CSR communication; small independent restaurants; hospitality industry: social responsibility; ethics.

THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY ON THE COMPANY'S IMAGE AND PERFORMANCE: A CASE STUDY IN AN ITALIAN COMPANY

*Benedetta Sebastiani, Ana Paula Ferreira Alves, Isadora Stangherlin, Natália Rohenkol do Canto and
Marcia Dutra de Barcello*

The concept of Corporate Social Responsibility (CSR) emerges in a context in which companies have sought to create an image that identifies them as responsible and/or sustainable. There seems to be a consensus in understanding CSR as an ethical and sustainable way to conduct organizations. CSR can be used to reduce the risk of a considered inappropriate behavior that may affect the reputation and/or operational performance of a firm. Thus companies with high environmental impact, such as the ones of the chemical industry (Demirel and Kesidou, 2011), have a possibility of improving their image and/or performance with CSR practices. This study aims to analyze CSR practices adopted by a company of the chemical industry, specifically focusing on the understanding of how CSR can contribute to a better image and performance. We conducted a study with Madel S.p.a., an Italian company which changed its strategy to meet CSR issues. CSR practices currently adopted are related to environmental impact, such as solar panels, certified renewable sources, water waste reduction; and to social aspects, such as sponsoring pro-sustainability events and supporting diversity, human rights and philanthropy. Moreover Madel S.p.a. has developed Winni's, the leading Italian brand in the ecological cleaning products market, with a key differentiation strategy that democratizes the green concept by offering high quality products respectful for the environment. As a result of these actions, the products are associated to a lifestyle philosophy and company's market share and net sales keep growing. This research contributes by exemplifying how it is possible to offer sustainable, high-quality and at the same time not overpriced products in a successful way, improving company's image and performance.

Keywords: Chemical industry, Corporate Social Responsibility, image, Madel S.p.a., performance.

HOW GREEN ARE SOLAR PANELS? CSR ISSUES WITHIN SOLAR ENERGY SECTOR

Bozena Guziana

Technological change is central to environmental action and has contributed to solving various environmental problems. This is especially true for sectors contributing to sustainable growth, such as environmental technology and cleantech. These sectors provide environmentally superior products, i.e. these sectors are characterized by product related environmental profile which constitutes the legitimacy of these sectors and contribute to recognition of these sectors as green sectors. Surprisingly, the research on the environmental impact of the environmental technology and cleantech sectors is rare.

The interest for CSR and ethics within environmental technology is even more limited. The purpose of this paper is to investigate the character of CSR issues at sector level within Solar Technology. The survey of national and regional branch organizations will be conducted. Legitimacy theory is widely used as a framework to explain environmental and social behaviour of organizations. Cognitive legitimacy, sociopolitical legitimacy and industry legitimacy are often mentioned as sources of legitimacy in the case of industry creation. As many of the environmental technology and cleantech subsectors are new industries, these types of legitimacy will be used as framework.

Keywords: environmental profile, CSR, environmental technology, solar technology, industry legitimacy

THE HIDDEN NEXUS BETWEEN ORGANIZATIONAL CULTURE AND CORRUPTION

Davide Torsello

Corruption is a pervasive and resistant social phenomenon that applies to the private as well as the public sector. In spite of the rich and sophisticated social science literature on the topic of corruption, there is still a number of fields in which more nuanced and empirical research need to be done. Two of these fields concern two expressions of the cultural aspects of corruption. The first is the national culture, the second the culture of organizations (in the public and business sectors). Although the two aspects cannot be conflated into a single one, I suggest that they play an important and often underrepresented role in understanding the root of this complex phenomenon.

Organizational culture and work climate are particularly relevant factors in understanding vulnerability to corruption. Since corruption is illegal and unethical, corrupt practices necessitate the growth of particular norms within the corrupt focal group or organization. These norms may be in conflict with the stated values of the organization, and will require secrecy to disguise the corrupt behavior. On the other hand, excessive focus on the ethical and the compliance aspects may lead to failure in understanding the true motivations that lead personnel to break the rules and act dishonestly. These motivations are influenced both by the organizational climate and cultural, and by the national culture of the actors. Qualitative and ethnographic field research may allow to penetrate deeper into the organizational cultural features that leave space to conditions of integrity loss and unethical behavior.

HELPING THE WORLD ONE 'LIKE' AT A TIME – THE RISE OF THE SLACKTIVIST.

Freya Samuleson and Elvira Bolat

Over the last ten years social media has become a buzzword in all things business, psychology and global change. The Charity and Non-profit sector has adopted social media as one of their core engagement and fundraising tools showing the great power of the online community, however, the extent to which this is benefitting the sector is debateable. Is liking an organisation on Facebook is equal to donating money? A

consumer interaction with charities and non-profit businesses by sharing and liking campaigns is based around the notion of ‘Slacktivism’. To date, studies on ‘Slacktivism’ behaviour in the social media context are limited with Rotman et al.’s (2011) study discussing a process framework for slacktivist and activist behaviour on social media, however, with no empirical evidence obtained to illustrate framework. Adopting theories of reasoned actions and planned behavior together with Goldberg’s big five personality factors, this study aims to investigate the motivations and interactions of social media users towards non-profit social media campaigns, with particular interest of studying ‘Slacktivism’. This study reveals no highly significant difference between all supporter types. Slacktivists and activists were found to be the most similar on personality traits and motivations, however slacktivists were less motivated by altruism. Interestingly, the emotional and psychological motive was found to not influence any of the groups in their support towards charities on social media, which differs to research not conducted on social media, suggesting social media facilitates a relationship between supporter and charity which is instantaneous or unemotionally involved and subsequently uncommitted to the cause. On the contrary to existing research (Seidman 2013; Pillai et al. 2015), this study found (1) the subjective norm to have the strongest correlation with slacktivist behavior and, therefore, suggests slacktivists are somewhat influenced by the perceived pressure those around them; (2) neuroticism (low rating on the emotional stability scale) does not influence slacktivism.

Moreover, empirical evidences shows that slacktivists are strongly motivated by the familial link and by the emotional and psychological motive. Hence, it is not surprising to see that this study found no relationship between attitudes towards charity-related social media (ATTCH) and slacktivist behaviours. If those who are slacktivist are not emotionally engaged with a charity and do not have any real attitude towards their social media campaigns, they may just be engaging with content out of boredom or because they have been prompted to by a peer. Overall this study highlights that when communicating via social media Charity and Non-profit sector deals with diverse categories of audience, hence, objectives and communication tactics should be mapped against each individual category.

HUMAN RESOURCES DEVELOPMENT: A PROPOSAL FOR ENGAGEMENT IN SUSTAINABILITY

Ethan Brown, Samantha Dukes and Susana Velez-Castrillon

Though one might not automatically associate Sustainability with Human Resources, in reality there is a strong and vibrant interconnection between the two topics. Sustainable development in Human Resource Management is the difference between organizations performing and thriving. The goal of Sustainable Human Resource Management is treating people as people, not the means to the end of a financial goal.

Only by doing this can an organization reach its highest potential of maximizing the potential of its “people component” to achieve its business’s goals and strategy (for today and tomorrow.) Sustainable Human Resource Management enables an organization to reach its goals, while at the same time empowering its employees to maximize their own personal potential and reach their goals in life.

Keywords: Sustainable Development; Human Resource Development; Human Sustainability; Employee Sustainability; Sustainable Human Resource Management.

A MEASURE FOR THE DIVERSIFICATION TRADE-OFF IN SOCIALLY RESPONSIBLE INVESTMENTS

Fabio Pizzutilo

Socially responsible investing (SRI) is considered to a greater extent by investors wishing to avoid their savings being used in “unsocial” businesses. Essentially there are two main types of SRI strategy: negative screening and positive investing. The former screens out securities according to established social criteria. The latter simply advocates including companies that follow predefined social criteria in the portfolio. Both these strategies, while seeking to consider financial and societal returns, reduce the population of

corporations in which to invest. Thus, financially speaking, a non-negligible drawback of SRI is that it is not possible completely to diversify the unsystematic risk of the shares in the portfolio.

Although the literature on the financial performance of SRI is copious, no one, as far as it is possible to determine, has yet dealt with the measure of the residual diversifiable risk a socially responsible portfolio bears. This paper fills this gap. It is proposed a straightforward measure of the residual unsystematic risk that a selective portfolio investment strategy such as SRIs eventually bears. The model is empirically tested using the MSCI SRI family of indices. The study finds that a low but not negligible part of the volatility of the returns could be diversified by not restricting the investment to socially responsible companies.

The research makes several contributions. From a practical perspective, it offers a theoretically sound and easily implementable tool for measuring the diversification trade-off of SRI or other selective portfolio strategies. The results of the empirical application also call for socially responsible funds and investors to broaden the set of eligible stocks to include small and micro caps to achieve more effective diversification.

From a theoretical perspective, this paper contributes to the debate on the segmentation of the SRI market between value-driven and profit-seeking investors. The results indicate that socially responsible value-driven investors have to take into account the loss in diversification along with potential drawbacks in terms of returns. On the other hand, alpha seekers socially responsible investors must consider the diversifiable volatility embedded in their portfolios before concluding that a pure alpha has been achieved by SRI.

Keywords: Socially responsible investment, SRI, Environmental social governance, ESG, Mutual funds, Exchange traded funds, ETF, Portfolio diversification, Unsystematic risk, Specific risk, Diversifiable risk, Idiosyncratic risk.

THE CASE OF THESSALONIKI'S BRANDING: CONSTRUCTING SOCIAL NETWORKING AND CSR

Fragkoulis A. Papagiannis, Seng Kok and Zenon Michaelides

2012 was a celebratory year for Thessaloniki, Greece, mother land of Alexander the Great, marking 100 years since its liberation. In 2012, the municipality of Thessaloniki initiated an international sustainable development (SD) strategy. Part of this strategy was to launch a branding campaign with four thematic categories: i) history; ii) social activities and culture; iii) environment and urban landscape and iv) entrepreneurship. The aim of this paper is to present and critically analyse these ongoing social, environmental and economic factors of Thessaloniki's SD strategy. Maintaining as a focal point social responsibility (SR) and social networking this paper reveals the importance of innovative services in digital communication and social networking when branding a city's profile. It unfolds the role of SR in branding and networking. It designates how Thessaloniki and its stakeholders are engaging, encountering and exploring digital and social profile potentials, opportunities and perspectives for the years to come.

Keywords: Socially Responsible Networking; Sustainable Development Strategy; City Branding; Social Innovation; CSR

CUSTOMER ENGAGEMENT AND SUSTAINABILITY – UTILIZING ENGAGED CUSTOMERS IN INNOVATING COMPANY'S SUSTAINABILITY PRACTICES

Henna Järvi

Customer engagement has been central of customer relationship literature during recent years and its importance has been recognized by both academics and managers. Customer engagement offers firms possibilities to co-create value with their customers, and customers a chance to be connected to a firm. Due to the importance of customer engagement, companies should embrace throughout their operations. One avenue is sustainability, a rising concept in business literature. Companies are showing ever-growing interested towards sustainability and especially, how customers can be involved into creating new sustainability practices. This paper studies how customer engagement can be utilized in creating and ideating new sustainability practices. Since previous research on the topic is limited, we chose to conduct a qualitative case

study at a hotel chain in Finland. Data was collected from 12 semi-structured interviews. Our results indicate that customers have different reasons for engaging and disengaging with firm's sustainability practices. Additionally, our results show that information, providing and receiving is a key customer engagement strategy.

Keywords: Sustainability, sustainability practices, customer engagement, hotel industry

SUSTAINABILITY PRACTICES AND THEIR VALUE OUTCOMES

Henna Järvi and Anni-Kaisa Kähkönen

Creating value for customers is the reason why firms exist in the first place. Changing business environment requires firms to change their value creation strategies as well. Sustainability and practices related to sustainability, offer new approach to value creation. Due to the large number of sustainability practices, companies should choose which practices should put in practice. Therefore, this paper studies the role of different sustainability practices and the role of sustainability in value creation in general. Since previous research on the topic is limited, our research approach is inductive qualitative research.

The empirical data for this study was collected through 14 semi-structured interviews conducted in 7 different companies operating in Finland. Our results indicate that financial, environmental and social sustainability practices and sustainability itself are value creating, and they can be differentiated to value facilitating and value creation practices. Our results provide important notions to both academics and practitioners by identifying that sustainability practices are just not valuable for companies, they are valuable for customers as well. Sustainability is a collaborative task between providing companies and their customers and by collaborating, value creation and value co-creation can be achieved.

Keywords: Sustainability, sustainability practices, value creation

CSR IN EDUCATION: THE ROLE OF CSR COMMUNICATION IN MASTER'S DEGREE CURRICULA THROUGHOUT EUROPE - PREPARING STUDENTS FOR FUTURE CHALLENGES

Isabell Koinig, Franzisca Weder, Sandra Diehl and Matthias Karmasin

Concerns for social and environmental engagements on behalf of businesses are on the rise globally; as a result, the concept of Corporate Social Responsibility (CSR), understood as all social, environmental and ecological efforts by firms, has evolved from an "obligation ('doing good to look good') to [a] strategy ('doing well and doing good')" (Nussbaum, 2009: 68). The social and environmental commitments of organizations then offer communicative opportunities "to strengthen the social reputation and consequently the entire reputation of an organization" (Röttger and Schmitt, 2009: 43). At the corporate level, CSR has thus become an issue that is addressed both practically and communicatively (Cochran, 2007; Karmasin & Weder, 2008; Ihlen et al, 2011; Coombs & Hollady, 2011; Weder, 2012), rendering CSR communication crucial for corporate success (Diehl et al., 2015).

Since thematizing CSR engagements pro-actively and communicatively is key, skills related to their proper treatment need to be imparted by educational institutions. The study at hand is, hence, concerned with analyzing inasmuch post-secondary educational institutions in 22 countries which have jumped the bandwagon and started to integrate aspects of social and environmental communication into their programs. For this purpose, information on 173 Master's degree programs – as provided by the online platform www.mastersportal.eu as well as the host institution's original program websites – were selected if one or more CSR-related key words were featured in the title or the program description. Online content was then investigated by use of a qualitative analysis in an effort to unravel whether the topic area of CSR in general as well as its communicative facets have been picked up in educational programs. In addition, the programs' assignment to various academic disciplines and subject areas will be investigated with a special focus on media

and communication related content. The study of CSR (communication) outlined herein, thus, attempts to carve out the current status of CSR in education and analyzes the comparability across national borders before offering suggestions for future development and innovative educational programs dealing with the issues sustainability and CSR.

Keywords: CSR, corporate responsibility, sustainability, CSR communication, university education, international comparison

CSR BY ENERGY SUPPLIERS: DO SUSTAINABLE MESSAGES LEAD TO CONTRADICTION OR DO THEY PRESENT AN ADD-ON?

Franziska Weder, Isabell Koinig and Denise Voci

Media ethical discourses on corporate behavior are usually negatively connoted, focusing on (managerial) misconduct. Recent years, however, have led to a change in argumentation, forcing corporations to rethink their scope of activities. Today, more than ever, a company's reputation in the global marketplace is related to both its social and financial performance. This means that apart from economic goals, enterprises have increasingly started to address social and environmental challenges (e.g., poverty, illiteracy, water scarcity etc.). Recent research and marketplace polls also found a firm's social actions to play a significantly greater role in forming consumer and stakeholder impressions of companies. In consequence, a purely economic form of operation does not suffice anymore.

This also holds true for the energy sector, whose motives has been often subject to public questioning. By use of a qualitative content analysis the project at hand intends to (1) shed some light on how energy providers position themselves with regard to their CSR activities in their online communication and (2) pinpoint potential ambiguities in their communication. Previous research resulted in a theoretical framework that is used for the study presented herein: When consciously communicating their CSR efforts, companies can frame their messages in two distinct ways: they can either justify their actions (past orientation) or they can legitimize their efforts in order to open up new fields of operation (future orientation). Moreover, CSR talk, actions and argumentations behind can address two sorts of issues: they can either center on economic topics or take an ethical/philanthropic stance.

For the content analysis put forward herein, online communication tools (information on corporate websites) as well as content for download (i.e. press releases) were investigated. Results indicate that CSR has already been implemented in most energy and energy-related industries; however, it is put forward with varying degrees of attention and intensity; moreover, a "green" image dominates other CSR dimensions like social or economic issues, indicating a tendency to philanthropic and partly "ethically overloaded" argumentations. In conclusion, recommendations and future research potentials are addressed.

Keywords: CSR communication, energy sector, framing, content analysis, qualitative study

ECONOMY OF COMMUNION AS A SOCIALLY RESPONSIBLE APPROACH TO BUSINESS – STUDENTS' PERCEPTION OF MAIN DRIVERS AND OBSTACLES TO JOIN THE ECONOMY OF COMMUNION PROJECTS

Ivana Maric and Maja Klindzic

The paper deals with a possible strategy of overcoming inequality in society that was especially aggravated by the latest global financial crisis – the economy of communion (EoC). The EoC emerged in Brazil at the beginning of the 1990s with the idea of setting or transforming small commercial business so that their profits, by applying and nurturing a „culture of giving“, could be distributed to those in need. More specifically, the idea was to divide the profits into three equal parts and use them for direct aid for the poor, educational projects which could help further a culture of communion, and development of the businesses. As a specific attempt to address acute social problems by creating businesses that are integral parts of their

communities, this movement has gain success in many countries around the globe and eventually attracted academics into the field. There is, however, a lack of research in the area so more primary studies are needed to contribute to the understanding and further development of the field.

In order to investigate the main drivers and motivation to join such an initiative as well as to identify the main obstacles to join, we conducted an empirical study among students at University of Zagreb. As young people are facing high unemployment rates, which is especially pronounced among young educated individuals in Croatia, one of our goals was to assess the possibility of our respondents to engage in such socially responsible projects. The results of the research could potentially serve as an indicator to various governmental bodies on the perceptions of highly-educated individuals on the main obstacles of becoming a socially responsible entrepreneur.

Acknowledgments: This paper is fully supported by Croatian Science Foundation under the project UIP-2014-09-4057 Potentials and Obstacles of Social Supermarkets Development in Central and Eastern Europe.

Keywords: economy of communion, corporate social responsibility, social entrepreneurship, non-profit organizations, students' perceptions

BUSINESS AND SOCIETY: CORPORATE SOCIAL RESPONSIBILITY

Huseynli Javid

The aim of this paper is to explain the connection between business and society, which has undergone intense modification in contemporary times. Due to globalization, environmental affairs, strict authoritative policies, an increasing respect for one another within societies, and ethical consumerism are the features that forced companies to reevaluate their responsibility in society. CSR (Corporate Social Responsibility) is one of the notions that describe this complex link between business and society. Additionally, the paper describes the concept of CSV (Creating Shared Values) and stakeholder theory, which increases the equilibrium between business and society. By developing a connection between business and society its effects on the sustainable growth will be shown. Bringing health and wealth to certain societies has a positive reflection on economic growth and social advancement within such societies. The paper examines conflicting opinions about the CSR discussion and identifies the instruments which are accepted by companies in the fulfilment of their social responsibilities. Moreover, the paper talks about why companies should embrace the sustainable development from an ethical point of view. As sustainable development is an ethical part of CSR, the duty of sustainable development should be based on an increase in human happiness from an economic point of view and thus advance social solidarity. In the world of economic exchange, business and society ought to identically share the concept of reaching sustainability. Additionally, from an ethical perspective CSR assists companies as a moral controller. Lastly, the paper concludes with the connection between CSR and sustainable growth. The paper scrutinizes the points of an ethical attitude in studying CSR, identifying its supervisory values; furthermore, its link to sustainable growth. The supplementary demanding method, which concerns ways to incorporate communal requirements to CSR packages, is an obligation to rationally validate the way in which CSR can assist as an instrument that helps and directs growth.

Keywords: CSR, Business, Sustainable Development, Society, Ethics, Economic Advantage

CSR IN A SAUDI ARABIAN CONTEXT: THE PRIVATE SECTOR'S VIEW OF THE GOVERNMENT-LED SOCIAL DEVELOPMENT CENTRES

Jawhar Ebnmhana, Anya Ahmed and Mark Wilding

This study examines the views of the Saudi private sector towards a potential new framework for the implementation of Corporate Social Responsibility (CSR) in Saudi Arabia. The framework proposes a new role for the Social Development Centres (SDCs) as a bridge between the private sector and the public. SDCs are part of the Ministry of Labour and Social Development and their main role is currently supposed to provide

support for local communities through projects related to starting up family businesses, supporting the elderly, unemployed and single mums in addition to supporting women with their child care and health matters. Furthermore, SDCs are responsible for supervising the work of non-governmental organisations (NGOs) in Saudi Arabia. Therefore, they should have an excellent awareness of local needs and have vital local knowledge.

The research of this part of the study has been conducted via interviews with key personnel from the private sector, allowing a detailed examination of the views and concerns of several managerial level workers involved in the implementation of their companies CSR activities. The main findings of the research so far suggest that there is a lack of clear definition of CSR in the Saudi private sector with a clear confusion between the concepts of CSR and charitable work and limited appreciation of strategic CSR as a way to benefit both business and communities. However, there seems to be a clear understanding among the interviewees that CSR work should be focused on addressing societal challenges by delivering long-term, sustainable projects aiming to build capacity and contribute to social development. Although there appears to be a lack of awareness of SDCs and their role, most of the participants expressed their willingness to work with them in a government-led initiative for CSR implementation. However, several recommendations were provided to help improve the quality of services provided by the SDCs. Importantly, the private sector is calling for the establishment of a national organisation or “umbrella” to coordinate and manage CSR projects in Saudi Arabia. The problems and barriers to the proposed framework are mainly related to worries about potential government bureaucracy.

Keywords: Corporate Social Responsibility, CSR Partnership, Private Sector, Saudi Arabia, Social Development Centres.

PROMOTING ETHICAL MNC ACTIVITY: AN ANALYSIS OF WHISTLEBLOWING

Sandeep Gopalan and Katrina Hogan

Globalisation has created a business landscape in which many multinational companies have the power to choose the most favourable national conditions for operation. It is often more cost effective for sizeable multinational companies to offshore components of their supply chain to developing countries. Operation in these countries is more cost effective because lower environmental, labour, wage, taxation and human rights standards result in lower compliance costs. These lower thresholds, often combined with lax enforcement mechanisms, inevitably result in an increase in unethical business activity. Factory fires, deforestation and living wage violations are just some of the consequences that have been linked to unethical activities by multinational corporations. Many of these multinational companies operate in developed countries and have complex company structures and non-disclosure agreements which hide these unethical offshore operations from their consumers and investors.

We analyze whistleblowing to the United States Securities and Exchange Commission as a means of discovering and preventing unethical activity by MNCs in developing countries. The SEC’s bounty program offers a rich avenue for those who are privy to unethical activity to report such incidents. As the whistleblowing imposes substantial costs on companies, there are incentives for them to internalize ethical norms and practices. Our analysis yields some tentative conclusions for law reform.

Keywords: whistle-blower, United States, Australia, protection and bounty.

IMPACT OF CORPORATE SOCIAL RESPONSIBILITY AND REPUTATION ON FINANCIAL PERFORMANCE

Doreen McGunagle and Laura Zizka

Corporate social responsibility (CSR) has been linked to corporate reputation (CR) and, in many cases, to financial performance. At present, companies are not obligated to report their CSR actions and, for those

who do, there is no standardized approach. CSR reports are linked with trust and legitimacy and often contribute to the 'Halo Effect' or overall positive perception of a company based on their CSR actions. Satisfied stakeholders feel committed to the company, buy more products, invest more readily, and contribute to overall profitability. With this consideration, the corporate reputation and financial performance statistics of Global 100 companies were examined. An objective of the research was to validate a positive correlation between CR and financial performance. Methodology for this study involved analyzing CR and financial performance records from 52 firms over the past 5 years. Three benchmarks were used to examine the 52 firms as Global 100 (all combined) and 5 industries respectively (transport, diversified/F&B, manufacturing, retail, IT/electronics): growth ratios (gross income, operating income, net income, and earnings per share), financial health (debt to equity and long term debt to equity ratios), and profitability (EBIT, ROTA, ROI, and ROE).

According to the findings, CR for Global 100 companies showed inconclusive results for CR and growth ratios and financial health ratios, but a positive correlation between CR and profitability ratios. The conclusion reached suggests a need for companies, all industries combined, to establish clear CSR reporting and expenditures to produce more accurate results in future studies. Companies who are not currently profiting from this opportunity to increase sales revenues through CR should consider standardizing their approach to reporting CSR actions.

Keywords: Corporate social responsibility, corporate reputation, financial performance, Global 100, CSR rankings, CSR reporting, Global Reporting Initiative (GRI)

PREACHING TO THE CONVERTED: THE VALUE OF ORGANISATIONALLY-SUPPORTED CARBON REDUCTION INITIATIVES.

Susel Arzuaga, Claire May and Lee Matthews

Organisation-led carbon reduction initiatives are bridging the gap between purely individual environmental action and higher-level intervention and regulation. This research looks into one of those initiatives aimed at engaging employees in carbon reduction. We adopt a single case study approach following learning activities of volunteers within a UK organisation over four months. Observations of their activities were conducted, in addition to interviews with participants and organisers.

Our core findings are, firstly, that rather than engaging a wide range of employees, only a very narrow group chose to participate. This group bears similarities with Barr and Gilg's (2006) classification of 'committed' environmentalists which suggests that those willing to participate in these initiatives may be those for whom environmentalism is personally relevant. That there was little evidence of the initiative engaging a broader network of employees raises questions on the effectiveness of these activities in the wider population of employees. Secondly, we identified attitude-behaviour gaps to varying degrees among participants who still made carbon-intensive choices especially in relation to air travel, for example.

We conclude by analysing the effectiveness of the intervention and the associated challenges. Recommendations are made covering several dimensions such as the potential role of technology in facilitating behaviour change, and organisational policy-making with regards to employee engagement to carbon reduction.

Keywords: multilevel carbon reduction initiatives, organisational environmental strategy, technologically mediated behavioural change

COMPLEMENTARITY AND INTERCONNECTION BETWEEN CSR AND CROWDFUNDING: A CASE STUDY IN GREECE

Loukas Spanos

CSR and crowdfunding are two concepts that have been affected, transformed and evolved through digitalization. Crowdfunding has emerged as an alternative form of financing that collects funds from the

‘crowd’, through internet-based platforms, and channel them into various social causes or business projects. Crowdfunding is not only about funding, but is about sharing knowledge, expertise and ideas. It can be an important tool for companies in implementing CSR strategies through various ways, like increasing available funding for CSR projects, raising public awareness and engagement, building effective communication channels with stakeholder, increasing marketing reach and revealing opportunities from the crowd about ideas generation, product development and market testing.

Crowdfunding provides opportunities that can potentially radically change the traditional landscape of CSR. This paper explores and discusses the emerging linkages, interconnections and complementarities between crowdfunding and CSR. It also highlights the importance of crowdfunding for the banking sector and presents the act4Greece donation/reward-based crowdfunding program, developed by a commercial banking institution in Greece (National Bank of Greece), as a pioneering case study that incorporates crowdfunding in the bank’s CSR strategy.

Keywords: act4greece; banking; Corporate Social Responsibility (CSR); crowdfunding; crowdsourcing; digitalization

THE IMPACT OF PERCEIVED INVOLVEMENT IN DEVELOPMENT PROCESS ON ACCEPTABILITY OF WIND POWER

Sari Janhunen, Maija Hujala, Satu Pätäri and Julia Puska

Energy-related issues have attracted extensive interest in past few years, mostly because a large portion of the environmental impacts are associated with the use of energy. Energy, and especially renewable energy, is thus seen as an essential factor for sustainable development. Public attitudes show generally strong support for the implementation of renewable energy, especially wind power, as a substitute for fossil fuels. However, development of actual projects appears to be a complicated matter in many cases. Despite positive attitude towards wind power in general, local wind farm projects often face strong opposition (see e.g. Wolsink 2007). The aim of this study is to shed more light on understanding factors affecting acceptability of local wind farms. We are especially interested in local people’s possibility to participate in the development process of wind farms.

In this study, we investigate how the perception of involvement in development process of a wind farm affects local acceptability of wind power. The local acceptability is measured as perceived impact of wind turbines on landscape, health, and well-being. Our analyses are based on both quantitative survey data and qualitative interview data of residents living near two Finnish large-scale onshore wind farms built about 1.5 years before the data collection.

The vast majority of the respondents see that they did not have opportunities to involvement in development process of local wind farm. In addition, it seems that the perceived involvement in development process interrelates with acceptability. Quite interestingly, perceived involvement in development process resulted in decrease in acceptability especially when it comes to wind farm impact on health and well-being. Positive general attitude towards wind power resulted positive evaluations of local acceptability. Results of this study indicate that the successful participation process is essential for socially sustainable development process of wind power installations.

THE TRENDS OF POLITICAL CSR IN GREECE. A COMPARISON AMONG PIONNERS OF CSR

Maria Tsavdaridou and Theodore Metaxas

The political turn of CSR is one of the dimensions of CSR that concerns many academics, policy makers, NGOs and even more politicians. The last decade this political turn in CSR is under examination especially with the recent developments in Europe in economy and politics which justify the formation of a various theoretical perspectives on the political dimension of it. The following article will discuss the implementation of CSR activities in Denmark and UK in different political time periods along with a

presentation of how CSR has evolved in Greece during the period of economic crisis. The implementation of successful CSR practices through legislation, partnerships or guidelines are some of the means that will be used to describe how governments or enterprises use them in order to promote CSR.

The case of Greece is a unique case study due to the difficulties that our country faces in every aspect of its everyday life but this article will designate the fact that during the last ten years different governments and the remaining Greek enterprises are still engaged in the CSR field with partnerships, laws or national plans.

Keywords: political CSR, globalization, political theories, governments, enterprises

CROSS-CULTURAL RELIABILITY AND VALIDITY OF A SCALE TO MEASURE EMPLOYEES' COMPANY REPUTATION-RELATED SOCIAL MEDIA COMPETENCE

Gianfranco Walsh, Mario Schaarschmidt and Lefa Teng

Anything employees post on social media is in the public domain, where it can cause reputational damage to the company. Interestingly, as social media use continues to grow across the world, cases of employees' imprudent social media use appear to be on the rise. Recent research thus argued that such cases (i.e., when *employees' uses of social media harm their company's reputation*) highlight the need for a measure to evaluate *employees' company reputation-related social media competence* (RSMC). The advantage of such a RSMC scale is that employees with competence deficits can be identified and targeted with competence-enhancing policies and training to guide appropriate social media uses. Such an approach seems appropriate because applying policies and training to all employees is often not feasible. Drawing on a new multidimensional measure developed in a western context, we investigate this specific employee competence in individualistic versus collectivistic cultures using three occupationally diverse country samples in Germany (n=314), the U.S. (n=453), and China (n=200). The five RSMC scale dimensions are entitled: Technical competence, social media communication competence, visibility awareness competence, knowledge competence, and impact assessment competence.

The data confirmed the reliability and validity of the previously established five construct dimensions in all three samples, indicating that the scale can generally be utilized to assess individual employees' company reputation-related social media competence in cross-cultural settings. Beyond the scale's good psychometric properties, we find associations of the five-dimensional measure with important correlates such as bad mouthing and positive word-of-mouth. Moreover, we find that some paths between RSMC-dimensions and potential correlates are different for the Chinese sample compared to the German and U.S. sample. For example, the path from social media communication competence to bad mouthing is stronger for Chinese respondents. Thus, our findings provide important and relevant implications to marketing management and scholars in developing effective corporate social media guidelines and strategies across individualistic and collectivistic countries.

Keywords: cross-cultural, employees' company reputation-related social media competence, scale development, validation

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MARKETING PERSPECTIVES OF CORPORATE SOCIAL RESPONSIBILITY AS A STRATEGY FOR SUSTAINABLE DEVELOPMENT

Mariya Georgieva Georgieva

In the 21st century business and society demonstrate a stronger strive for achieving a stable balance between social, economic and ecological goals, the triad of which is the basis of the concept for sustainable development.

The practical approach to achieve this development goal relies on the principles of “sustainable consumption and production”. Companies that seek to produce and sell their products sustainably identify themselves as "corporate citizens"; their target market is the segment of the "sophisticated" clients for which the "sustainable consumption" is inherent. A central role in the process of establishing and keeping a balance between these both parties is played by the Corporate Social Responsibility (CSR), which acts as “intersection point of sustainability”. In the context of “Europe 2020” CSR affirms its role as one of the most effective strategies for achieving sustainable development as it is purported to: increase the competitiveness of companies; improve the quality of life of local communities in particular regions; reduce the need for governmental regulation; provide financial stability; increase profits; attract skilled labor force; facilitate access to investments and capital; improve company’s image and help in the process of maintaining a loyal customer base.

Given the strategic corporate importance of CSR, the aim of this article is to clarify the conceptual nature of CSR by putting an emphasis on the Carroll’s pyramid that examines the social responsibility of companies as a combination of economic, legal, ethical and philanthropic responsibilities. Specifically, on one hand it puts into critical discussion the assumption that CSR is equal to philanthropic responsibility. Implementing certain corporate social initiatives such as donations and cause promotions does not encompass the scope of CSR. On the other hand the article highlights the importance of the corporate social initiatives as an expression of company’s commitment to CSR stating that the implementation of the latter does not only have a strong communication effect, but many other positive effects for the companies as well.

By examining the six types of corporate social initiatives and their main characteristics and by putting a strong emphasis on the benefits that their implementation has in marketing and especially in branding aspect, this article attempts to outline the marketing perspectives of CSR considered as strategy for sustainable development.

Keywords: Branding, Corporate social initiatives, Corporate Social Responsibility, Marketing, Sustainable development

CORPORATE PHILANTHROPY IN ACHIEVING THE GOAL OF CSR

Mateusz Rak

The aim of article is to show the corporate philanthropy as a tool for CSR. Review of the literature and showing the importance of philanthropy and show the tools of corporate philanthropy.

Fulfillment of tasks resulting from the adoption of the concept of corporate social responsibility requires companies to change the way of management, production and organizational culture of companies. Above all to gain employee support for transformations. P.F. Drucker oints that the modern major challenge for managers is to meet the social needs of the "generation of social good" while achieving economic benefits. Implementation of the company's social objectives can be difficult and considered in the initial period as a load of staff additional , making increase in manufacturing costs.

The article presents the current state of knowledge of corporate philanthropy in CSR. The information presented suggests a large role for philanthropy in achieving the goals of CSR. The area in CSR is least to be used in achieving CSR strategy. Befor philanthropy eenterprise must make profit to be able to use the full operation of corporate philanthropy.

This article is intended for scientists studying CSR and also for company managers who think about philanthropy.

Keywords: corporate philanthropy, CSR, corporate foundations,

LEARNING FROM CORPORATE FOUNDATIONS AND THEIR STRATEGIC RESPONSES TO SOCIALLY RESPONSIBLE DEMANDS

Aline Pereira Pündrich and Sylvaine Mercuri Chapuis

Considered as an opportunity to concentrate social activities and strengthen reputation (Fombrun and Gardberg, 2000; Altuntas and Turker, 2015), corporate foundations allow commercial companies to give something back to society while being a resourceful and sustainable way of financially assisting their communities (Hofland, 2007). In France, non-governmental organizations such as foundations are seen as social mediators, present in different spheres such as social, economic, public, private, paid and voluntary ones (Robbins, 1990). In the last few years, the creation of corporate foundations has been a tendency in the French corporate sector, in which private companies looking for a more flexible system than sponsorship to support philanthropic projects (Lemaistre and Laurens, 2005) would consider creating their foundations. Moreover, since the Aillagon Bill, in 2003, the French law presents significant taxation and statutory changes, which helps explaining the rise of corporate foundations in this country. According to the French Foundation Centre, the number of recognized charitable foundations remained stable in 2015 while there had been a fivefold increase of the number of corporate foundations.

When considering the ISO 26000 and serving as guidance on how businesses and organizations can operate in a socially responsible way, corporate foundations represent the societal commitment of the companies that created them as well as their means to achieve socially responsible actions. Nevertheless, such relationship is not conflict-free and the role of the foundation for the corporation can be the source of possible tensions, especially in what concerns the inter-dependence of both entities as well as the exigencies of stakeholders towards them (Westhues and Einwiller, 2006). While facing such demands, organizations and their foundations may be constraint to respond to different pressures from their institutional environments and risk their legitimacy if they do not satisfy them (Pache and Santos, 2010).

This exploratory research (Denzin and Lincoln, 2011) aims to analyze private organizations and their foundations through the perspective of the responses given by those entities to social responsible demands. In order to do that, Pache and Santos' (2010) approach of different organizations' strategic responses inspired by Oliver (1991) (acquiescence, compromise, avoidance, defiance and manipulation) serve as reference. Moreover, to contemplate the socially responsible dimension of such analysis, represented by the nature of the demands, literature on corporate social responsibility (CSR), especially in what concerns its performance (Clarkson, 1995) is used to better understanding the practices of the 10 French corporate foundations. Such analysis is done through a qualitative approach based on the collection and analyses of empirical material that allow the illustration of organizational contexts (Denzin and Lincoln, 2011) while cross-analyzing two main theoretical grids: strategic responses (Oliver, 1991; Pache and Santos, 2010) and corporate social performance (Clarkson, 1995). By combining them, this paper looks for answers to the following question: How do corporate foundations strategically respond to socially responsible demands?

Keywords: corporate foundations, corporate social performance, corporate social responsibility, ISO 26000, strategic responses.

GEOGRAPHIC LOCATION, OWNERSHIP STRUCTURE AND CORPORATE SOCIAL PERFORMANCE IN CHINA

Pengcheng Tang, Shuwang Yang and Nan Meng

This paper examines the effect of geographic location on corporate social performance (CSP) from two opposite modes, i.e., a substitute mode and an outcome mode, and whether this effect varies due to the ownership structure. Using data from listed corporations over the period of 2010 to 2014 in China, which has

experienced unbalanced regional development, the results demonstrate that the two opposing strengths cancel each other out for the whole sample. When taking ownership types into account, state-owned enterprises (SOEs) invest more in CSP and follow the outcome mode, whereas non-state-owned enterprises (NSOEs) follow the substitute mode to be more strategic. When accounting for another important management strategy, political connections, the results also hold, implying that NSOEs are more willing to use CSP to reduce information asymmetry and agency costs and enhance available resources from their geographic location, particularly when they lack sufficient political protection. These findings provide new explanations for CSP and strengthen the understanding of corporate rent-seeking behaviors, thereby providing important implications for China and other emerging countries in general.

Keywords: Corporate social performance, Geographic location, Ownership structure, Strategic management

COMMUNICATING CORPORATE SOCIAL RESPONSIBILITY ONLINE IN MALAYSIAN HIGHER EDUCATION INSTITUTIONS: DOES IT MATTER?

Nurul Ain Mohd Hasan

This paper extends a continuing development of ideas among researchers on social responsibility in higher education institutions, mainly looking at universities as a global player for reputational management. The purpose of this study is to explore how Malaysian universities communicate their CSR initiatives through their official corporate websites and which of the areas of CSR are communicated based on the global best practice standards in the literature.

A case study approach was utilised to investigate a local Malaysian public university to consider the communication tools utilised under the banner of CSR and whether or not these initiatives in education sector are aligned with the existing best practice guideline of local and international standards (Mohd Hasan, 2015). This was measured based on five existing global standards in CSR collated by extensive literature review and content analysis.

The findings suggest that CSR initiatives in Malaysian universities potentially lack global standards and transparency in communicating initiatives, particularly in the areas of human rights and anti-corruption actions, whereas, a huge focus on CSR initiatives was mainly on community driven area of CSR. The results suggest that further investigations are required in order to gain deeper understanding of the CSR practices and communication among higher education institutions. This study provides a snapshot understanding of the current practice of CSR initiatives in higher education institutions from a Malaysian perspective.

Keywords: Corporate social responsibility in universities, CSR processes and outcomes, stakeholder engagement, CSR online communication.

ACHIEVING ORGANIZATIONAL IDENTIFICATION AND EMPLOYEE COMMITMENT THROUGH CSR COMMUNICATION

Ouiam Kaddouri

In this article, we draw upon the resource-based theory and the stakeholder theory to show that CSR communication has evolved through four antecedents into a dynamic capability. Thus, it engenders two cognitive and affective outcomes: organizational identification and employee commitment, that lead in their turn to a behavioral outcome conceptualized as word-of-mouth from both primary and secondary stakeholders. The findings of the research are based on a qualitative study conducted through semi-directed interviews of both primary and secondary stakeholders of a French firm in a regulated sector. We posit using our conceptual framework that for a CSR communication to be effective, it has to be based on four antecedents. These antecedents will lead to cognitive and affective outcomes that in turn lead to a major behavioral outcome that is word-of-mouth from both primary and secondary stakeholders.

We contribute to the literature by showing that CSR fit is a “double-faced” construct that needs to fit both firm’s activity and society’s issues of interest. We also show that stakeholders are more eager to

communicate about CSR actions that they take together, which can reduce the effects of greenwashing. Finally, we underline the fact that employees who identify with the firm are committed employees who will act as CSR communicators both formally and informally.

Keywords: CSR communication, organizational identification, employee commitment, CSR fit, word-of-mouth, stakeholders.

EVOLUTION OF INNOVATIVE MOBILE FINANCIAL SERVICES IN DEVELOPING ECONOMIES - THE EASYPAlSA CASE IN PAKISTAN

Per J. Nesse and Hanne Kristine Hallingby

The intention of this article is to provide insight into the adoption of a new innovative mobile money solution supporting a sustainable financial inclusion of end-users in third world countries. The new mobile money solution makes use of individual and digital mobile accounts as opposed to the conventional cash and agent based Over-The-Counter solution (OTC). Factors explaining uptake of OTC and later active use of mobile accounts are regarded as the independent variables while the mobile account users and use are the dependent variable. In order to shed light on these factors the history of Easypaisa is presented, including critical decisions and events explaining both the OTC success and the mobile account use.

Furthermore, the article touches upon how history and success of OTC explain why mobile accounts are not used as much as wanted; which historic factors (success and failure) in a growing ecosystem we can learn from to explain and predict growth of active mobile account users will be presented in the discussion chapter.

Keywords: Biometric ID, BISP, Easypaisa, Financial inclusion, Mobile wallet accounts

CSR, A NEW MARKETING TOOL FOR THE MULTINATIONAL AND BIG COMPANIES OR REAL RESPONSIBILITY? THE HUNGARIAN EXPERIENCE

Petra Putzer

This study tries to identify the CSR strategies of Hungarian companies. There are more and more companies that recognise taking responsibility is a value, but the current CSR practices are much diversified. The companies have recognised that CSR could be a value for different stakeholders, but the CSR activities are varied from shallow CSR actions to the real responsibility.

The aim of my study is to define the incentives of CSR and the activities carried out by companies, therefore my research consists of three main parts. Firstly I focused on secondary research using literature review with the aim to reveal the pyramid of CSR. On the basis of the secondary research I conducted two primary researches. First a face to face survey was compiled; I used personally administered pen and paper *questionnaires*. The objective was to reveal Hungarian customers' opinions and habits in connection with CSR. I reached 2,000 respondents and the research is representative for the given population based on variables age, gender, education and region. After the customers' survey research I conducted a CATI survey research with companies and reached 101 company respondents with stratified sampling. In the study I introduce the attitudes, motives and practices of CSR in Hungary based on empirical results.

The conclusions of my research help to forecast the spread of CSR. The results show that in Hungary the real, "deep" CSR could not spread because of the gap between the consumers' positive attitude and their effective or real behaviour. The results also imply that according to CSR pyramid the number of the really responsible corporations will be much less, than the number of corporations, which use CSR as communication tool, so the companies do not have to undertake real responsible actions.

Key words: consumer behaviour, survey research, CSR pyramid, CSR practices, Hungary

THE SOCIAL EFFICIENCY OF ETHICAL CREDIT UNIONS IN A SPANISH BANKING CRISIS FRAMEWORK

María Pilar Sierra-Fernández, Almudena Martínez-Campillo and Yolanda Fernández-Santo

Credit Unions are an example of ethical companies that verify a relevant social function in the Spanish banking system, with a dual nature (Server and Capó-Vicedo, 2011). On the one hand, they are financial entities alongside lucrative banks and social savings banks. On the other, they are cooperatives, characterised by their firm commitment to the Social Economy and local development. They try to reconcile business efficiency with the principles of participatory democracy, self-help, support for the community and distributive justice (Kalmi, 2012). So the very nature of credit unions implies socially responsible behaviour, as the postulates of Corporate Social Responsibility can be identified with such cooperative principles (Server and Capó-Vicedo, 2011).

During the Spanish banking crisis situation, the Spanish credit unions have just been able to stabilise their sales volumes and reduce their levels of bank default, remaining practically unaffected by recent crisis, while the rest of Spanish banking had major financial issues. However there have been practically no studies on the credit unions efficiency, and the existing studies only measure efficiency from the financial point of view, without considering their social aims. For these reasons, this study aims to estimate relative levels of social efficiency in Spanish credit unions during the recent financial crisis (2008-2013), and to analyse the determinants of the social efficiency achieved by such entities in the study period.

To achieve these objectives, we used the two-stage double bootstrap Data Envelopment Analysis (DEA) methodology developed by Simar and Wilson (2007). In the first stage, the relative efficiency indices are calculated using the DEA-bootstrap approach, which allows them to be corrected using a homogeneous re-sampling process and, in the second, truncated bootstrap regression is applied, in which the corrected estimators of efficiency are regressed on a set of explanatory variables.

Keywords: Spanish credit unions, Two-stage double bootstrap DEA method, Financial efficiency, Social efficiency, Spanish banking crisis.

EMPLOYEES' EVALUATION OF CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES AND THEIR ANTECEDENTS – PRELIMINARY RESULTS

Sarah Desirée Schaefer, Sandra Diehl and Ralf Terlutter

The study reports preliminary results of an investigation of employees' evaluation of their company's CSR initiatives and their antecedents. CSR is conceptualized as a latent second order factor composed of three dimensions: employee-oriented CSR, environmental CSR, and philanthropic CSR. Four antecedents of employees' evaluation of CSR are included in the analyses, which are evaluation of the ad, personal involvement in CSR initiatives, identification with the respective CSR dimension, and evaluation of the CSR motive.

Drawing from signaling theory (Rynes 1991) and social identity theory (Ashforth and Mael 1989), we develop a framework that we test in a cross-departmental experimental study with the employees of a large Austrian energy provider. Results reveal important implications for marketing and human resource management theory as well as for CSR practice. Limitations are addressed.

Keywords: Antecedents of CSR Evaluation, Corporate Social Responsibility, CSR Communication, Employees' Perspective, Framework

QUALITY ELEMENTARY EDUCATION AS A SUSTAINABLE DEVELOPMENT GOAL: A POLICY PERSPECTIVE FROM INDIA

Shireesh Thakur

Leaders from all over the world have adopted a set of seventeen sustainable development goals with a fifteen year perspective to end all forms of poverty, hunger, inequality, injustice and tackle climate change. Similar collective efforts towards achieving the Millennium Development Goals have helped reduce poverty and inequality to a certain extent. Ensuring inclusive and equitable quality education for all, remains one of the key sustainable development goals to be achieved. Developing countries like India are still struggling to cope up with the humongous task of achieving quality elementary education (Classes 1-8) for all its children. Although the Governments in India seem committed to the cause of bridging the gaps in elementary education as is evident from various policy initiatives, a lot still needs to be achieved.

In the process of achieving universalization of elementary education, the quality of educational outcomes have taken a beating, especially in Govt. schools in India. A modern management-based approach to school education needs to be ushered in, to achieve the dual objectives of scale and quality. A pilot case based on the author's experience of designing and executing Management Development programs for education officers in the state of Bihar has been described as one of the ways forward to effectively manage various challenges in the school education sector. The paper has implications for future policy roadmap in the area of elementary education in India and other developing countries.

Keywords: Sustainable Development, Elementary Education, School Education, Education Policy, Quality in Education, Education Management

A SURGE TOWARDS SUSTAINABLE NEW PRODUCTS IN OIL AND GAS INDUSTRIES: DRIVERS OF MIDDLE MANAGERS

Tahrir Jaber

Researchers reported that integrating environmental strategies into the overall business can bring several benefits: triggered innovations that are efficient in the use of resources, development of new environmental markets, improved corporate image, product differentiation, enhanced competitive advantage, and economic growth (Porter & Van der Linde, 1995; Shrivastava, 1995). In particular, renewable energy innovation has received a significant attention as a means to improve environmental activities for commercial use, and has been found to be a new promise to the world's future energy (Bayer, Dolan, & Urpelainen, 2013). Being an important source of low environmental impact, renewable energy development might become a contributing factor in producing clean power system, and reduce energy costs. Investigating sustainability innovation in the oil and gas industry is crucial to understand how this industry works in terms of environmental, social, and economic impact. In environmental terms, Goodland (1995) described it as the protection of sources to satisfy human needs. In social terms, Yusuf et al. (2013) viewed it as the means to improving people's quality of life without harming the environment and exploit the resources contained in it. While they considered the economic terms as working on achieving economic growth while protecting the environment and the society. Thus, the outcome of the social and environmental factors is necessary for the long-term survival of organisations which leads to sustained economic growth over time (Sarkis et al., 2011). This makes oil and gas industry recognise that sustainability-based product innovation should become part of their activities. As a signal of the growing relevance of sustainability concerns, oil and gas companies introduced cleaner alternative sources of energy to their core businesses. Several oil and gas companies invested recently in renewable energy projects that aim to develop finite green resources for future generations, in addition to reduce the carbon emissions to be part of the solution. Thus, there is a growing trend of developing sustainable source of energy by oil and gas companies, believing that renewable energy will create a promising sustainable energy within an economically relevant. This raise a research question of understanding 'what are the most important factors that drive middle managers to select sustainable projects in oil and gas companies.

Sustainability is now considered as one of the key drivers of innovation (Nidumolu et. al, 2015). In other words, sustainability started to transform the competitive landscape that forces companies to change their business into sustainable form, and thus being treated as ‘innovation’s new frontiers’ (Nidumolu et al., 2015). Developing new sustainable energy products outside the core business of oil and gas companies, requires additional resources to set up Research and Development (R&D), new activities, new processes, new networks, and probably new suppliers and partners. This challenges oil and gas companies of introducing new environmental sustainability issues. For example, there are no definite answers on the selection of renewable energy sources (wind, hydropower, solar energy, geothermal energy, or bio energy). Selecting a renewable energy case is not just about the finished product or its impact on society, but the whole physical life cycle of the renewable energy case (technology used, main goals, location, competences, long-term strategy, and profit). Furthermore, developing new sustainable energy could be a market opportunity for oil and gas companies, to take advantage of emerging markets, and promote renewable energy innovations. However, it requires satisfying multiple stakeholders who may sometimes have motivations, commitments, goals, and emphasis on sustainability issues.

Integrate oil and gas companies in developing renewable energy technologies adds complexity to the organisational processes. Agreeing that renewable energy issues are not core activities for oil and gas companies, which requires these companies to enhance their capabilities of integrating renewable energy knowledge and competencies outside their boundaries. Accordingly, this article aims at studying the middle managers’ drivers to introduce environmental sustainability issues in oil and gas companies, and investigating whether this integration creates new markets of renewable energy projects. The unit of analysis of this study is represented by Scott’s institutional pillars (Scott, 2013) . This article is structured as follows: first, the relevant literature on sustainability and renewable energy is briefly reviewed. Second, theoretical background and hypotheses are provided. The article continues with a description of research methodology, followed by a discussion of results. Finally, implication, limitations, and directions for future research are provided.

CORPORATE SOCIAL RESPONSIBILITY IN GEORGIA: ATTITUDES OF MANAGERS

Tamar Makharadze and Tamar Abashidze

In recent years there has been increasing interest about Corporate Social Responsibility (CSR) among researchers. CSR is a subject of interest not only for researchers - representatives of NGOs and international organizations and missions have expressed concern about the behavior of corporate entities in relation to human rights, social welfare and environment. Despite the urgency of the issue a very little research exploring CSR has been conducted in Georgia. The given study researches the attitudes of management toward CSR: attitudes of top and operating managers from large size banks and construction companies have been studied. The attitudes of 15 top managers have been explored via in-depth interviews. The survey covered 480 operating managers from 35 organizations. The survey was conducted using a specially developed structured questionnaire. Data analysis was carried out using SPSS (21.0). The research was carried out in the capital city. The research data shows that both top managers and operating managers consider CSR as an important issue; majority of respondents think that business companies should participate in solving existing social problems. However the research data shows that CSR is not a part of corporate strategy for majority of participant organizations. The banks have had more experience of conducting CSR activities. Majority of the organizations have focused their CSR activities towards different vulnerable groups. Also they have had a practice of financial support of individual persons with different urgent needs. Both top and operating managers consider it important to work on further development and promotion of CSR in Georgia.

Keywords: Georgia, CSR, Bank, Construction Company, Vulnerable groups.

USING INSTITUTIONAL ETHNOGRAPHY TO UNDERSTAND THE SUSTAINABILITY OF DAY-TO-DAY CONSUMPTION PRACTICES

Tiia-Lotta Pekkanen

Consumption is essentially an institutional action. When engaging in consumption, consumers are affected by the formal institutional environment and the cultural embeddedness of economic action. On the other hand, individuals may amend the institutional setting through consumption choices that challenge the prevalent institutional constraints. This paper reconciles theoretical and conceptual premises from institutional and practice theoretical literature to study the sustainability of day-to-day material consumption as part of the practice of running a household. Using institutional ethnography as a methodological approach, the study explores to what extent sustainability in day-to-day consumption of necessity goods is of embedded nature; to what extent it is due to a well-considered choice of an individual; and further, how does the institutional environment shape the sustainability of consumption.

A hierarchy of informal institutions emerges, and it is argued that in order to understand how various institutions interact with economic action, it is crucial to recognise the underlying structures that shape the action: cultural dispositions, practices, routines and preference-driven choices all interact differently with external changes. The study further argues that sustainability is the more widespread the more it is embedded in practices, and that this is a result of overall institutional development beyond regulation and choice editing to path-dependent structures in society.

Keywords: agency, cultural context, institutions, practices, sustainable consumption,

THE ACCOUNTABLE JOURNALIST 2.0 - MONITORING NEWSROOM RESPONSIBILITY IN THE DIGITAL AGE

Tobias Eberwein

Research on corporate social responsibility has long been focusing on large international corporations with global relevance. The proposed paper turns the spotlight on CSR initiatives in media companies. For this aim, it integrates traditional CSR research with recent studies of media accountability processes in the digital age.

Media accountability research has shown that technological change clearly enhanced the possibilities for media companies to demonstrate responsibility. In addition to traditional media accountability instruments (MAIs) on the newsroom level (such as ombudspersons, journalistic self-coverage, open newsroom meetings etc.), many new MAIs come into existence in the online realm, particularly in the Web 2.0. Examples can be found in all phases of the news production process and include instruments for creating actor transparency (e.g. hyperlinks to author profiles, mission statements, ethical guidelines), production transparency (e.g. links to original sources, online corrections, newsroom blogs), and responsiveness (e.g. online comments, forums for criticism on social media etc.).

The research presented in this paper intends to make an inventory of such online initiatives of media CSR – and assess their impact. It does so from a comparative perspective, covering 30 different European countries. In each of these countries, up to seven experts from the fields of journalism and media self-regulation were interviewed with the help of a standardized questionnaire, in order to realize an empirical research approach similar to the Delphi technique. On the basis of these expert opinions, it became possible to describe the distribution and effectiveness of media CSR across Europe.

The analysis illustrates striking differences, particularly between Northern-European media companies and their counterparts in Southern and Eastern Europe. At the same time, it demonstrates how newsroom responsibility can be monitored in the digital age by presenting a practical assessment tool that can be helpful for media managers and media policy-makers all around the globe.

NON PROFIT ORGANIZATIONS: CRITICAL SUCCESS FACTORS

Alessia Anzivino, Federica Bandini and Giuliana Baldassarre

Public funding grant reduction, local entities cutting and increased competition within the third sector itself, have led to the need to diversify their sources of income by intercepting new markets, and developing innovative services and projects.

The need to acquire tools and management skills, interpersonal and business managing, monitoring, and to report the effectiveness and efficiency of initiatives is becoming more widespread among nonprofit organizations.

The theme of the fundraising, which is a set of tools useful to the growth of nonprofit organizations' economic resources, is constantly developing in relation to a number of factors that lead to a necessary evolution: first of all the use of new technologies and social networks, and in general the development of new ways to create relations with other economic actors.

The research, presented in this paper, fully fits in the context just described, setting the goal of analyzing the determinants of the increase and improvement of the fiduciary relationship of nonprofit organizations, and the determining factors for business success.

The aim to investigate the critical success factors of a company deals with the theme of reached performance. However, the lack of financial data and the extreme heterogeneity of the non-profit sector often makes difficult to evaluate performance, which is instead essential to maintain and encourage donor confidence, and to allow an efficient and effective internal management. Measuring the degree of success of a nonprofit implies referring to a reporting model on the quantities and qualities of relationship between the organization and its stakeholders (model generally represented by the Social Report), aiming to outline a coherent framework, that underlines the complex interdependence between quantitative and qualitative factors.

In the paper we will use an inductive approach: through targeted analysis of case-studies it will be possible to investigate the nonprofit organizations critical success factors comparing them with the results from the literature.

SOCIAL INITIATIVES IN FOOD CONSUMPTION AND DISTRIBUTION IN POLAND AS AN ELEMENT OF SUSTAINABLE CONSUMPTION AND SHARING ECONOMY

Katarzyna Bachnik and Justyna Szumniak-Samolej

The aim of this paper is to look at sustainable consumption movement, sharing economy and collaborative consumption within the context of food distribution and consumption. Food is among areas that seem to adapt to those ideas more easily which means that individual consumers seem to see value in behaving in more responsible way. In Poland social awareness is rather limited and responsible behavior happens in a minor scale for the moment, but more international research shows great potential of sharing economy. Food is being wasted therefore it constitutes a good ground for changing consumption habits.

The paper presents few chosen social initiatives in Poland that refer to sustainable consumption philosophy and collaborative consumption. Those mini case studies are backed by a thorough analysis of relevant literature, theme contents on websites, results of secondary research studies dedicated to the issues discussed in the paper. Due to its introductory character, this paper shall be followed by more in-depth primary research to second the findings.

COMMUNICATING CSR IN RETAIL TRADE – A MARKETING PERSPECTIVE

Marek Drzazga

From a marketing point of view, the issues, very often discussed in the media, such as: the production of goods and the conditions under which it is carried out, animal husbandry and treatment, preservation of natural environment and deposits of raw materials, and in particular the preservation of climate, have become very important for the growing number of customers, which is manifested in their needs. Simultaneously, these issues constitute new possibilities for the diversification of companies' activities on markets. Goods produced in a socially responsible way answer to the need of conscious consumption whose core aspects are health and environmental preservation.

Together with the change in customers' awareness and needs, a growing readiness on the part of customers to go to greater expenses buying goods having value connected with companies' social awareness is observed. Thus, in companies' activities, a connection between the issues of value and the conception of sustainable development appears.

The activities of companies based on the CSR conception should lead to the creation of trust in companies among their customers.

In all the activities concerning CSR, marketing communication plays the most important role. The marketing communication of a company should be clear and transparent; it should provide customers with certain values thanks to which they would be ready to go to greater expenses to purchase the company's goods. In the process of marketing communications various instruments can be used, ranging from traditional ones to those used in modern media. Of great importance is the fact that goods produced by companies using CSR should be appropriately visible and distinguished from the rest of the assortment in a shop. This can be achieved by characteristic product packaging, applying appropriate marketing communications activities in a shop, as well as creating additional displays, e.g., only with goods produced by companies applying CSR conception.

It would be worth pointing out that the CSR conception requires of companies to conduct well-thought-out activities in order to become successful. The activities include the creation of consumers' trust in companies and clearly communicating the values represented by them in the area of CSR.

CSR COMMUNICATIONS ON TWITTER: AN EXPLORATION INTO STAKEHOLDER REACTIONS

Francisca Farache, Isobel Tetchner and Jana Kollat

The present paper explores CSR communications on Twitter and examines stakeholder reactions to companies' communication approaches. The purpose is to gain insights into the ways in which companies' communicate CSR on Twitter and how stakeholders perceive such approaches. Over 3,000 Tweets from companies and their stakeholders were collected and coded. The analysis revealed that a higher CSR rating is an indicator of a higher amount of CSR communications. Findings suggest that product-related initiatives are well received by stakeholders and that there is a desire for more communication about the responsibility of products.

The paper concludes that Twitter is a useful tool for managers to implement and communicate CSR activities. This paper also concludes that a dialogic approach to CSR communications on Twitter is not only better perceived by stakeholders but by using stakeholder insights from this platform can aid companies in making strategic CSR decisions.

Keywords: CSR communication, Twitter, stakeholder engagement, dialogue

OPENING PUBLIC ADMINISTRATION TO SOCIAL RESPONSIBILITY

Paolo D'Anselmi and Athanasios Chymis

Corporate Social Responsibility movement has gone a long successful way so far. As the term CSR denotes, it is focused mostly on the private for-profit sector. We argue that it is time to include the public sector under the umbrella of Social Responsibility. Public and non-profit organizations play significant role in modern economies. As Douglass North and the New Institutional Economics School argue, institutions are crucial for human development and economic growth. Many institutions such as property rights, legal framework, law enforcement, contracts, customs etc., are mainly the outcome of public organizations. Moreover, public goods and services providers are responsible not only for the quality of the services but also for the well-managed use of the public resources they consume.

Taking into consideration that the public sector in many countries counts for almost half the economic activity of the country, we investigate the role social responsibility movement can play to creating a more responsible public administration. How can we apply CSR principles to public administration? What does it mean for a public organization to be socially responsible? What difference does it make for the development and the economic growth of a country to have a responsible public administration?

EXPLORING THE ROLE OF INSTITUTIONS IN SHAPING SUSTAINABLE CONSUMPTION PRACTICE

Maurizio Catulli, Matthew Cook and Stephen Potter

Practice Theory has been proposed as a better framework than behavioural perspectives to understand sustainable consumption (Shove, 2010). Practice Theory is a socio-cultural theory which studies social practices to help explain how people make and transform the world in which they live through their daily routines (Feldman and Orlikowski, 2011).

It is suggested that institutions, defined as humanly devised constraints to human interaction (North, 1990) shape practices (Tuomela, 2003). It is not clear, however, how institutions shape consumer practices leading to sustainability. One such institution is Environmental Protection (Frank et al., 2000; Buttel, 2000). This paper proposes a conceptual framework based on Practice Theory enhanced by an institutional perspective.

In Practice Theory, diffusion of sustainable solutions is problematized as recruitment of consumers into sustainable practices (Shove et al., 2012; Shove and Walker, 2010). This paper explores how conflicting institutions can affect diffusion of sustainable innovations in a positive or negative way. One in the mix of such innovations is *Product Service System* (PSS) (Cook, 2014). A PSS is a system of Products, services, networks of actors and a supporting infrastructure which is designed to be more environmentally sound than traditional business models (Mont, 2002). Examples of PSS are modes of consumption which do not involve transfer of ownership of products, e.g. Zip Car car club.

A case study of infant equipment PSS is used to explore how conflicting institutions shape the recruitment of parents into a consumption practice based on a PSS, following Mylan (2015).

Data generated by the case study suggests that, in line with Halkier and Jensen (2011) and Askegaard and Linnet (2011), recruitment into sustainable practices such as PSS can be slow and even generational, as these practices are shaped by the embedding of new institutions such as environmental Protection (cf. Frank et al., 2000; Buttel, 2000).

Keywords: Infant care; Institutions; Practice Theory; Product Service System; Sustainable Consumption

CSR AS PLATFORM FOR CRIME PREVENTION: AN APPROACH THROUGH SOCIAL MEDIA

Jamilah Ahmad and Suriati Saad

Social media is one of the most commonly used medium of interaction among Malaysian. Recent statistics indicated that 80.3% of social media users are youth in Malaysia. Realising the potential of social media for dissemination of information, including those that are crime related, the Malaysian authority utilises the medium for crime prevention purposes. The authority and many other non-governmental organisations (NGO) believe that social media provides an ideal avenue for them to reach its target audience, as well as to educate and engage them in various social awareness campaign to improve the quality of life of the community.

However, society members including organisations and institutions should join force to take part in these social responsibility initiatives such as the crime prevention effort. Research was carried out to investigate competences of social media in crime prevention. Corporate Social Responsibility (CSR) activities run by corporation, organisations and institutions should be geared up to champion social problem and became the avenue to safeguard society members.

Keywords: Social Media; Corporate Social Responsibility; Crime

THE TROUBLE WITH FOSSIL FUELS: CSR AND THE FUTURE AS RUSSIAN ROULETTE

David McQueen

This paper explores several ways in which fossil fuel industries must change in order to become more socially responsible and safeguard a future for the wider energy sector under radically different operating conditions. Drawing on critical public relations literature and analysis of the oil industry's impact on the environment, political institutions and communities around the world, five key changes are identified that require immediate action to secure a continued licence to operate. These changes can be listed as follows: firstly, attention and significantly increased resources allocated to worker safety and the integrity of drilling, pipeline and oil transportation structures and technologies to avoid catastrophic accidents and destructive environmental impacts. Secondly, the negative effects of oil extraction on communities, especially in developing nations and areas suffering historic problems with oil spills, such as the Niger Delta. Thirdly, lobbying and oil companies' history of underhand efforts to 'manufacture doubt' about global warming and influence the political process in undemocratic ways. Fourthly, corruption - oil companies must stop bribing and treating political elites for influence in the developing (and developed) world. Fifthly, there must be an end of corporate tax avoidance to safeguard the sector's legitimacy in the eyes of the general public.

Finally, a sixth change is the most fundamental and requires an immediate and irreversible disinvestment in fossil fuels and re-investment in renewables. With the latest studies showing three-quarters of known reserves of fossil fuels must remain in the ground to avoid runaway global warming, the industry must transform itself without delay into a powerful driver of sustainable energy. This is the only real foundation for a continued license to operate - anything else threatens the very existence of life on earth. Hence, the range of intractable CSR challenges facing the energy sector require nothing less than the shutting down and shuttering of the age of fossil fuels?

STRATEGIC IMAGE MANAGEMENT OF CSR FOR LUXURY BRANDS – THE CASE OF LUXURY HOTELS

Anne-Flore Maman-Larraufie

CSR-oriented strategies are more and more required by consumers, whatever the sector of activity. However, authenticity in its management and its communication is part of its credibility in the eyes of consumers. Part of this authenticity lies within the full integration of it in the brand management strategy of the company. However, not all brands have been found as CSR-consistent, from their identity perspective, at least in consumers' imaginary. Luxury brands do not escape this sociological trend, and need to fully take into account in their strategic development plan. However, CSR-topics sound very materialistic and down-to-earth with comparison to the more symbolic attributes traditionally associated with luxury brands. Therefore, there is high chance that they have a carefully-crafted communication plan with regard to their CSR moves.

One sector of activity that faces such issues in a very important way is the hospitality sector, as it belongs to the so-called experience goods. Besides, the brand-image management of such companies is specific. There is a plenty of ways to be CSR-oriented for a luxury hotel, yet the way to communicate about them should be different from one hotel to the other one, for the brand-consistent issue already mentioned.

In the present study, we aim at identifying the various strategies used by luxury hotels to communicate about their CSR actions, focusing on the common patterns. This would enable us to define several types of strategies, depending on carefully identified criteria. Hence, hotels displaying such characteristics would be more eligible to display such strategy etc. How final objective is to present a managerial framework about how to go for communicating about one's CSR strategy in the luxury hospitality industry. To achieve these goals, we use a triangulation of methods in three separate studies. Study 1 consists of a structural semiotic reading of CSR online communication made by luxury hotels. Study 2 gathers interviews with main stakeholders of the offer-side (excluding consumers) to get an emic perspective on the topic and understand the relationship between brand-identity management and CSR strategy. Study 3 is a qualitative content analysis of the press around CSR strategic actions conducted by luxury hotels. Study 1 & 2 are done, while study 3 is currently in the stage of data collection. We expect all results to be available by the date of submission for the conference.

Theories of various strategic moves will be confronted with the typology found in this study, to eventually craft a new strategy for CRS-oriented communication in luxury. Then practical recommendations for luxury managers will be made, with a framework explaining the most secure way of going, as defined by the sector of activity itself.

CSR AND EMPLOYER ATTRACTIVENESS - THE RELATIONSHIP OF VALUE ORIENTATION OF HIGH-POTENTIAL APPLICANTS AND THEIR DECISION FOR AN EMPLOYER

Silke Bustamante, Andrea Pelzeter, Andreas Deckmann, Rudi Ehlscheidt and Franziska Freudenberger

Against the background of demographic changes and the need for employees, companies have a growing interest in being perceived as an attractive employer and gain a competitive edge in the market for talents. Research indicates that corporate social responsibility plays an important role in employer choice. This is assumed to be particularly true for the cohorts of the so called generations y and younger applicants born later. Several studies identified cultural, educational and generational differences in CSR preferences. However, until now literature that links preferences for employers' responsibility with the individual value orientation of job applicants is scarce.

This paper seeks to close this gap and analyzes the preference structure of 577 German university graduates for CSR-related and non-CSR-related employer attributes contingent on their value orientation.

In a first step we identified 17 CSR related attributes in five CSR dimensions (ecology, community, workplace, governance and market) as well as 11 traditional attributes such as salary, reputation, personal development etc. based on literature review and focus groups. We then used an adaptive Conjoint Analysis framework in order to understand the relative preference of each attribute for each participant. Additionally

we surveyed the value orientation of participants to gain a differentiation of participants into clusters of value orientation.

The results allow not only to operationalize preferences for CSR and other important employer attributes, but – more importantly – to answer the question how different value structures play together with CSR preferences of potential employees. They hereby allow companies to customize employee directed messages to their respective target group and design their employer brand accordingly.

Keywords – Corporate Social Responsibility, employer attractiveness, employer brand, recruiting, values.

THE NEED FOR DIGITAL APPLICATIONS TO EMPOWER BUSINESSES TO FIGHT CLIMATE CHANGE

Kathi Kaesehage

Small and Medium-Sized Enterprises (SMEs) could play a central role in combating climate change. UK SME's e.g. could collectively save over 2.5 million tonnes of CO₂ per year. Over the past four years we have examined 30 SMEs on their behaviour to climate change, 5 Innovation-Support-Organizations (ISOs) which communicate climate change information and 2 business networks that discuss climate change-related business practices. The research demonstrates that SMEs struggle to implement activities that mitigate climate change although they are highly motivated to do so. Limited financial resources, lack of research capabilities and limited know-how hinder their (successful) implementation. We show that the help of ISOs that aim to stimulate innovation in businesses on such issues is plentiful but often time limited and dependent on funding. The findings demonstrate that ISOs oversimplify climate change messages and struggle to communicate climate change-related actions that are relevant to businesses. They focus on persuading businesses to engage with climate change, fulfilling simple metrics of engagement but failing to achieve lasting behaviour change.

Business leaders that hear this persuasive message are often already willing to engage and expect practical advice on how to mitigate, adapt, and innovate for climate change. We argue that digital, interactive applications could replace those external services and enable SMEs that mitigate and/or want to mitigate climate change to easily identify one another and their current mitigation activities. Introducing digital applications to the field of business and climate change could simultaneously solve three challenges for policy-making: first, SMEs would be empowered across localities, sectors and sizes to learn about mitigation activities from each other independently from third-party organizations and time-limited projects, second, the application could track the latest behaviour and associated challenges of businesses and directly provide this information to policy-makers, and third, business networks could be connected and collectively lobby government.

Keywords: businesses, digital applications, empowerment

VALUE CREATION IN PARTNERSHIP BETWEEN PROFIT AND NON PROFIT ORGANIZATIONS

Alessia Anzivino

Nowadays there is a trend of thought and behavior within the company that goes from a notion of corporate social responsibility only as maximization of profit, to a conception of social responsibility in which the aim is to maximize and optimize the interests of the multiplicity of stakeholders.

The new conception of corporate social responsibility implies value creation for the company and one way in which corporate social responsibility can create value is through the collaboration with nonprofit organizations. Non-profit companies are located in the functionalist strand of the public studies, according to which the general and collective interests should be pursued not only by public institutions, but also by other stakeholders, and aim to meet the needs of the community that are not satisfied by the work of the market and public institutions.

The paper analyzes the theme of value creation in collaborations between businesses and non-profit organizations firstly from the point of view of literature, in particular, starting from an analysis of the literature related to the creation of value in marketing, and considering the issue of inter-organizational relations and the approach of "living enterprise".

The paper presents, also, through a quantitative analysis conducted on a sample of businesses and non-profit organizations that carry out cooperation between them, a number of hypothesis that come to define the value created by this type of cooperation and taking into account some constructs like inter-organizational trust, interpersonal trust, inter-organizational communication, the level of cooperation, the creation of value and the alliance of brands.

CONSUMER BUYING BEHAVIOUR OF FUTURE DIGITAL CONSUMERS – EVIDENCE FROM THREE COUNTRIES

Satu Pätäri, Tiia-Lotta Pekkanen, Laura Albareda and Ari Jantunen

The development of green or ethical consumerism among the end-users is expected to change the consumer behaviour. The ethical consumerism refers to value-based buying behaviour, which decreases the total consumption and directs consumption towards products from such companies that base their business on ecologically and socially sustainable practices (Sobczak et al., 2006). The amount of ethical consumers is marginal at the moment, but the global trends in the business environment are likely to increase the significance of value-based consumption (Straughan & Roberts, 1999). It is important to understand how new digital generations will adopt green and ethical consumerism.

The consumers and their expectations are thus important elements in determining the possible futures of industries. The paper at hand, hence, advances the question of the characteristics of a consumer that looks for sustainability and corporate social responsibility -related information when making purchasing choices. In addition to providing information on the kinds of people that the sustainability information is likely to reach, the other side of the coin appears as interesting: what kind of people would need to be reached by other means in order to make their consumption more sustainable. We draw from consumer surveys that was carried out in Finland, Hong Kong and Spain in several universities. In sum, the results show that values differ between the studied nationalities, but when modelling how values affect the pro-responsibility behaviour, the effect of nationality vanishes.

Keywords: buying behaviour; corporate social responsibility; national differences; students; values

HOW OUTSIZED TAXBREAKS CAN BE ETHICALLY JUSTIFIED: THE CASE OF NIGERIA LNG LTD.

Wybe Popma

In January 2016 the Dutch Centre for Research on Multinational Corporations (SOMO) in cooperation with the NGO ActionAid published a report which accused three European oil companies of unethical tax arrangements with the Nigerian government. The energy firms Shell (Holland), Total (France) and ENI (Italy) were estimated to have avoided a combined tax bill of around 3.3 billion dollars between 2005 and 2013, money which could have benefitted citizens in Nigeria if it had been collected as tax. The tax break given to Nigeria LNG Ltd (the company owned for 49% by the Nigerian government and 51% by Shell, Total and ENI) was codified in a legal act in 2004. In an official reply NLNG refutes the allegations and literally claims to be “a good corporate citizen” providing employment, investment and paying all sorts of related taxes.

In this case study, the legal versus ethical expectations of different stakeholders are analysed looking at the original legal provisions (the NLNG Act), the allegations of ethical misconduct (the original 78 page report from SOMO and the related 20 page “Leaking revenue” report by ActionAid) plus the official reaction of NLNG and the replies to questions in parliament by the Dutch minister of Development and Trade. Literature shows that tax breaks and tax incentives have limited effect on the total investment of foreign

companies in developing countries. Blanket tax holidays as given to Nigeria LNG are not encouraged by the IMF and OECD nor by the African Tax Administration Forum (ATAF). The reasons given for and against tax breaks as seen from the perspectives of the different stakeholders are discussed and the deontological and teleological ethical thinking behind each of these arguments is analysed.

EMPLOYEES AND CORPORATE SOCIAL RESPONSIBILITY: INVESTIGATING THE EFFECT OF CSR ON WORD-OF-MOUTH AND RELATIONSHIP COMMITMENT

Umit Alniacik, Jamilah Ahmad, Georgiana Grigore and Alin Stancu

It has been suggested that corporate social responsibility (CSR) increases employee attachment to their employer and also contributes to corporate performance. This paper investigates the effect of employees' perceptions of CSR on word-of-mouth and relationship commitment. Drawing on surveys with 558 employees in Turkey, Malaysia and Romania working in telecommunications companies (Turkey, 147 employees and Malaysia, 300 employees) or other industry sectors (Romania, 111 employees), this study compares the influence of direct and indirect effects of employees' perceptions of CSR on their intentions to create positive word-of-mouth about the organization, while controlling the relationship commitment construct.

Data analyses demonstrates that employees' relationship commitment with their employer fully mediates the effects of perceptions of ethical, legal and discretionary dimensions of CSR on positive word of mouth, while it partially mediates the effect of economic CSR views on positive word of mouth.

DIVERSE WORKFORCE?: DIVERSITY MANAGEMENT PROGRAMS IN KOREA

Kyungmin Baek

This study uses a representative sample of 1,768 Korean workplaces to examine the presence of diversity management programs. Three theoretical perspectives—neo-institutionalism, functional need, and organizational culture—are developed to predict the presence of diversity management programs across the Korean workplaces. A logistic regression model is used to identify the predictors of the presence of two types of diversity management programs: a diversity management policy action plan and a mentoring program. The findings suggest that the three theoretical perspectives explain the presence of diversity management programs. In particular, neo-institutional perspective suggests that public policies and normative pressures in Korea play an important role in diffusing new management practices, as have been seen in studies in the U.S. context. Functional need implies that the numbers of the foreign and handicapped employees in a workplace are still too small to have leverage in the Korean context.

THE EFFECT OF PROFESSIONAL ACCOUNTANT'S ETHICAL JUDGEMENTS ON TAXPAYER'S TAX MORALE

Ismail Atabay, Fatih Koc and Umit Alniacik

Why do some people pay their taxes while others do not? This question has received increased attention in both the behavioral finance and the business ethics literature. Tax morale -the the intrinsic motivation one has to pay his tax- can be the answer. Tax morale is defined as the attitude of a group or the whole population of taxpayers regarding the question of accomplishment or neglect of their tax duties.

Independent accountant and financial advisors (IAFA) are professional accountants who keep the accounts, make out tax declarations and provide advisory services to their clients (taxpayers), and they have legal responsibility to the financial administrators. It is well documented that professional accountants do

influence the intentions and behavior of taxpayers. This influence may motivate taxpayers to comply or neglect their tax duties.

The present paper focuses on the analysis of tax compliance behavior from the tax morale standpoint. More specifically we examined how does professional accountant's ethical judgments towards taxpaying effect their client's tax morale. We conducted a field study in Balikesir province of Turkey and collected data from 353 conveniently selected IAFA's by face to face surveys. Data analyses revealed that IAFA's intention to comply with the tax rules significantly positively influence taxpayers' tax morale, while IAFA's intentions to tax evasion significantly negatively influence taxpayers' tax morale. Theoretical and managerial implications of these findings are discussed.

Keywords: *Accounting, Business Ethics, Fiscal Ethics, Tax Morale*

NEW LEADER SKILLS AND CORPORATE SOCIAL RESPONSIBILITY IN THE KNOWLEDGE ECONOMY: THE CASE OF TURKEY

Pınar Falcioğlu

Sustainability of organizations in the new knowledge economy is becoming a complex work area that requires an extensive cooperation between different disciplines such as, management, economics, sociology and philosophy. One of the main success factors in the effective implementation of corporate social responsibility practices, is the capability of the leader. Complex skills such as problem solving, managing and predicting change are required from leaders extensively in the new work environment which makes it essential for researchers to analyse the links between different types of leadership styles in different cultures from the perspective of corporate social responsibility.

This study aims to analyse the dynamics of how corporate social responsibility leadership creates sustainability and identify key leadership skills needed during the process. In order to achieve this aim, the relation between different types of leadership styles (authentic leadership, transformational leadership, ethical leadership) and corporate sustainability will be investigated throughout the international and Turkish literature. The study is based on a review of existing research on the theories of complex systems, theories of leadership with their relation to corporate social responsibility literature. The subject has not been analysed in the literature from the perspective of different cultures, therefore another aim of the study will be to work on the relation from an emerging country perspective which is at the same time a country trying to enter the EU. The study will try to state whether leading with certain leadership styles with complexities of an emerging country requires additional skills or more effective usage of some of the skills, in order to create sustainability.

HOW INFORMATION TECHNOLOGY/INFORMATION SYSTEMS (IT/IS) SUPPORTS MANAGEMENT CONTROL SYSTEMS (MCS) TO MANAGE CORPORATE SOCIAL RESPONSIBILITY (CSR) WITHIN ORGANIZATIONS

Parisa Panahi

During the recent years, most companies have practiced some form of corporate social and environmental responsibility. Corporate Social Responsibility (CSR) is centred on the idea of creating "shared value" (i.e., integration of social and environmental considerations with business operations of firms). The role of business in accordance to CSR is to create value for shareholders but in the way that is also creating value for the society and the environment (Rangan, et al., 2012). However, despite all corporate promises of CSR, still could disclose number of corporate scandals. Only in most recently last year recognized several scandals, for example the Volkswagen emissions, FIFA corruption, Toshiba accounting scandal, Valeant secret division, Turning Pharmaceutical and Martin Shkreli (Fortune, 2015). As well as, the technological and the industrial developments have created an immeasurable environmental degradation such as global warming, deforestation and desertification of large areas, generating toxic wastes, etc. (Henri and Journeault, 2010). Hence, organizations including large and small companies, groups, institutions, etc. play an important role in

causing and potentially controlling environmental problems. Research argues that CSR should not be just a task for public relations of organizations rather it should become as a holistic and strategic approach in the whole plan of organizations and encompass every facet of the company from marketing to finance, production and design (Koo and Cooper, 2011). All these issues necessitate a significant way of managing CSR strategy within organizations. For this reason, the current study employs Simons' (1995) Levers of Control (LoC) framework to manage strategic processes of CSR activities. Accordingly, to accomplish this goal, the current study brings the role of IT/IS in this equation in order to understand how IT/IS supports MCS (LoC) to manage CSR strategy. Further, this study contributes to broaden understanding of this phenomena and relationship between these three critical areas (CSR, MCS, IT/IS). In addition, the study will contribute to future research in this regard, also to practitioners and managers for managing of CSR strategy.

Keyword: CSR strategy, MCS (LoC), IT/IS

