



# It Is Not Easy Being Green. . . But Employees Value Corporate Social Responsibility Efforts

**R**esearch conducted by the Kenexa® Research Institute evaluated U.S. workers' opinions of their organizations with regard to corporate social responsibility.

Corporate social responsibility (CSR), a strategic corporate initiative that has been receiving an increased amount of attention, provides more benefits to an organization than simply reducing costs by recycling and giving back. As stated in earlier research by the Kenexa Research Institute, actively participating in CSR efforts is related to higher employee engagement levels and more favorable views of senior management.

Results in the United States indicate that an organization's CSR efforts also positively affect an employee's personal outlook of the future, satisfaction with their job and confidence in the company's future. Employees who rate their organization as having a strong CSR culture outscored those who view their company's CSR activities as weak on each of these key indicators. Furthermore, employees who work in a strong CSR culture are more favorable toward their colleagues' willingness to do the very best for the organization, and have more favorable views of their company's ability to motivate people to work hard and put in extra effort.

Favorability regarding an organization's CSR initiatives varies notably across industries. Workers in education and the banking services are the most favorable, while workers in the light manufacturing, transportation services, hotel services and restaurant industries are the least favorable.

"It is not surprising that education and banking services are high in CSR favorability. Having a sense of community is often consistent with the purpose and mission of most educational institutions. And, by participating in corporate social responsibility efforts, banks not only raise local awareness, they position themselves to gain market share in the communities in which they operate," said Jack W. Wiley, Ph.D., executive director, Kenexa Research Institute.

Executives, senior managers and those in professional positions have the most favorable views of their employer's support for CSR, while operators and laborers have the least. Additionally, those workers who are the newest to the organization, and those who are the youngest in terms of age, have the most favorable views of the organization's CSR activities.

"Actively participating in CSR initiatives has many advantages including setting the organization apart from the competition in terms of employment brand, creating an elevated sense of teamwork among employees, and helping to establish an emotional tie between the employee and the organization," said Wiley.

## Database Overview

The Kenexa WorkTrends™ database is a comprehensive normative database of employee survey results with comparisons on topics including leadership, employee engagement and customer orientation from workers in Brazil, China, Germany, India, the United Kingdom and the United States.

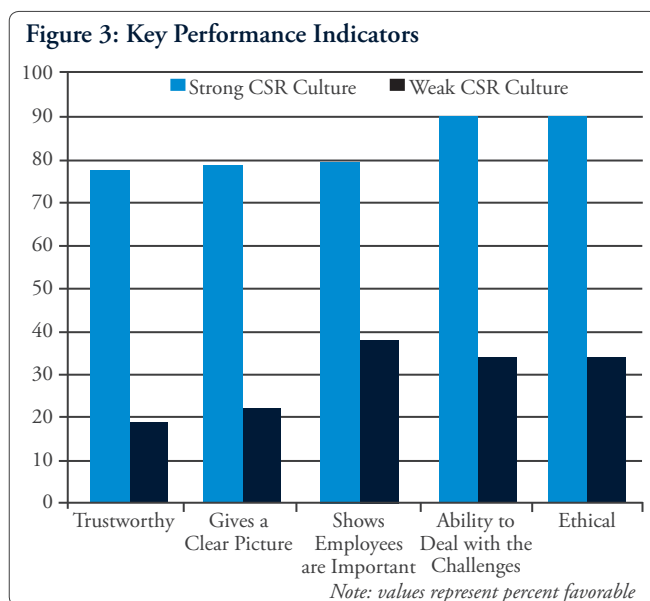
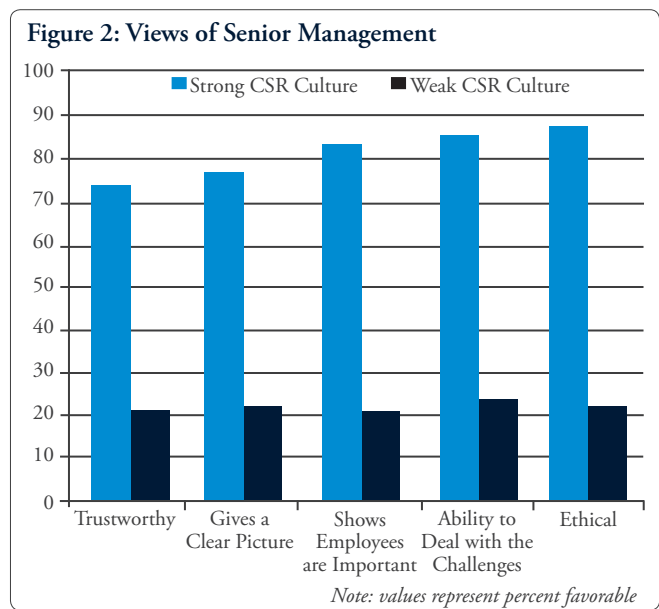
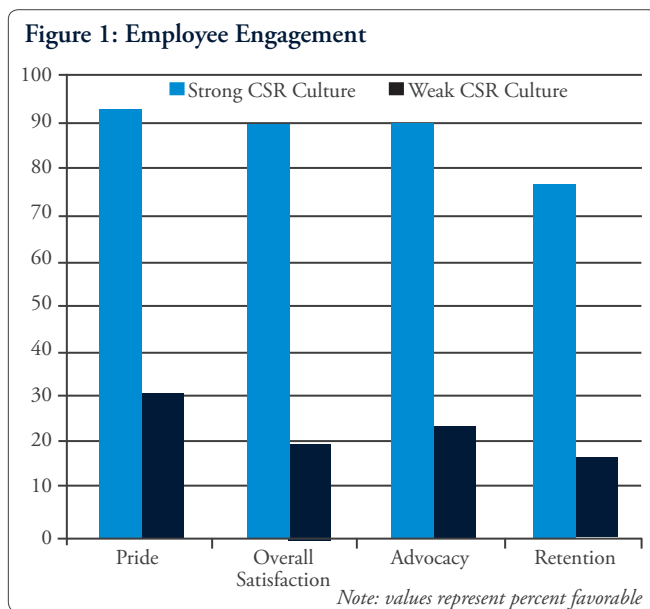
### Study Details

The WorkTrends survey questions were designed specifically to evaluate how workers view their organizations with regard to corporate social responsibility initiatives. The questions asked were:

- My company does a good job of contributing to the communities in which we live and work.
- My company’s commitment to social responsibility (e.g. community support, protecting the environment, etc.) is genuine.
- My company’s corporate social responsibility efforts have increased my overall satisfaction with working here.

Opinion items were rated using a 5-point Likert-like scale. The percent favorable is the percentage of people who chose either of the two most positive answers (typically “strongly agree” or “agree”).

The CSR Index is calculated by averaging the percentage of favorable responses across these three items. This results in a single score that reflects the overall strength of an organization’s corporate social responsibility culture as perceived by its employees.



**Figure 4: CSR Index by Job Function**

Job Function	Percent Favorable
Executive/Senior Manager	64
Professional	59
Clerical	54
Supervisor	54
Manager	53
Sales	53
Technical	52
Other	52
Services	50
Crafts/Skilled Trades	45
Laborers	44
Operative	44

Figure 5: CSR Index by Industry

Industry	Percent Favorable
Education	63
Banking Services	62
Healthcare Services	58
Healthcare Products	57
Construction/Engineering	56
Other Financial Services	56
Accounting/Legal	55
Communication Services	55
Food Industry	53
Government/Public Administration	52
Other/Farming/Forestry	51
Hi-Tech Manufacturing	50
Retail/Wholesale	50
Heavy Manufacturing	47
Other Personal Services	47
Business Services	46
Hotel Services	44
Restaurant	44
Transportation Services	44
Light Manufacturing	44

Figure 6: CSR Index by Age

Age	Percent Favorable
18 - 24 years	60
25 - 34 years	55
35 - 44 years	52
45 -54 years	51
55+	51

Figure 7: CSR Index by Tenure

Tenure	Percent Favorable
< 1 year	59
1 - 2 years	54
3 - 5 years	52
6 - 10 years	52
11 - 15	50
> 15 years	51

#### About Kenexa

Kenexa provides business solutions for human resources. We help global organizations multiply business success by identifying the best individuals for every job and fostering optimal work environments for every organization. For more than 20 years, Kenexa has studied human behavior and team dynamics in the workplace, and has developed the software solutions, business processes and expert consulting that help organizations impact positive business outcomes through HR. Kenexa is the only company that offers a comprehensive suite of unified products and services that support the entire employee lifecycle from pre-hire to exit.

#### Media Contact

Jennifer Meyer, Kenexa  
1.800.391.9557  
jennifer.meyer@kenexa.com

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