



# Being Socially Responsible has a Positive Impact on Employees as Well as Their Local Communities and the Environment

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

Participating in corporate social responsibility (CSR) activities provides more benefits to an organization than just giving back to the community and “doing the right thing.” The latest research suggests that an organization's active participation in corporate social responsibility efforts has a significant influence on employees' engagement levels and views of senior management.

Among the six surveyed countries, the research indicates that working for an organization where employees positively view CSR efforts has a significant, favorable impact on how they rate their pride in the organization, willingness to recommend it as a place to work and overall satisfaction. Furthermore, those employees with favorable opinions of their organizations' CSR activities are more likely to say they intend to stay relative to those who have unfavorable opinions of their organizations' CSR efforts.

Across all six countries, employees who believe in their company's CSR activities also have more favorable opinions of their senior management. They are much more likely to feel that senior managers demonstrate employees are important to the success of the company, that management has the ability to deal with company challenges and provides employees with a clear picture of the company's direction. In addition, these employees are also more likely to believe that senior management supports and practices high standards of ethical conduct and is more trustworthy.

Favorability regarding their organization's CSR initiatives varies notably among the countries studied. Workers in India are the most favorable while workers in Germany are the least favorable. In India and China, the oldest workers have the most favorable views of their employer's support for CSR, while in Germany, the United Kingdom and the United States it is the youngest workers (see Figure 3).

Executives and senior management were notably more favorable of their company's support of CSR activities in all of the surveyed countries, with the exception of those in India, where professional and technical employees were the most favorable (see Figure 2).

“Corporate social responsibility is gaining traction as a strategic corporate initiative. Those organizations that have a clear CSR policy set themselves apart from the competition in terms of employment brand. Partaking in CSR activities not only has positive societal effects, but also increases an organization's competitive advantage when recruiting, especially younger workers,” said Jack W. Wiley, Ph.D., executive director, Kenexa Research Institute.

## 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

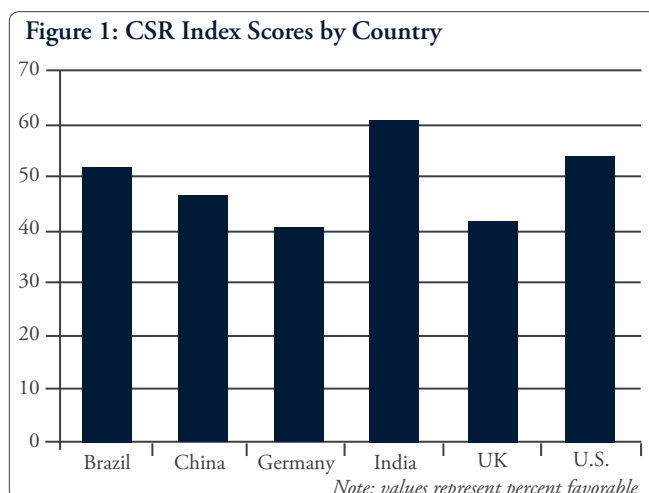
The WorkTrends survey questions were designed specifically to evaluate how workers view their organizations with regard to CSR initiatives. The questions asked were:

- 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.

CSR Index Component	Brazil	China	Germany	India	UK	U.S.
Company does a good job contributing to the local communities	55	38	43	61	47	60
Company’s commitment to CSR is genuine	57	53	40	66	48	57
CSR efforts have increased overall satisfaction	42	46	38	59	29	42
<b>Overall CSR Index Score</b>	<b>52</b>	<b>46</b>	<b>41</b>	<b>62</b>	<b>42</b>	<b>53</b>



### Employee Engagement Items

The Kenexa Research Institute calculated an average score for each individual respondent across all three CSR items.

- Those with an average rating corresponding to at least the “agree” mark on the original 5-point rating scale were categorized as working within a strong CSR culture. By this criterion, approximately one-third of all U.S. workers currently rate the CSR culture of their organization as strong.
- Those with an average rating corresponding to “neither agree nor disagree” or lower on the 5-point scale were categorized as working in a weak CSR culture. By this criterion, approximately one-third of all U.S. workers currently rate the CSR culture of their organization as weak.
- The differences between these two groups on other important measures were then calculated.

People who feel they work within a strong CSR culture rate their organizations far more favorably in a number of important areas than do people who feel they work within a relatively weak CSR culture.

BRAZIL	Employee Engagement Item	Strong CSR Culture	Weak CSR Culture
	Pride	91	40
	Overall Satisfaction	78	20
	Advocacy	88	28
Retention	68	17	

CHINA	Employee Engagement Item	Strong CSR Culture	Weak CSR Culture
	Pride	90	18
	Overall Satisfaction	92	14
	Advocacy	84	13
Retention	79	13	

GERMANY	Employee Engagement Item	Strong CSR Culture	Weak CSR Culture
	Pride	81	22
	Overall Satisfaction	83	21
	Advocacy	81	20
Retention	79	32	

INDIA	Employee Engagement Item	Strong CSR Culture	Weak CSR Culture
	Pride	95	57
	Overall Satisfaction	89	24
	Advocacy	87	27
Retention	72	16	

	Employee Engagement Item	Strong CSR Culture	Weak CSR Culture
UK	Pride	86	29
	Overall Satisfaction	86	22
	Advocacy	88	21
	Retention	76	23

	Employee Engagement Item	Strong CSR Culture	Weak CSR Culture
U.S.	Pride	93	34
	Overall Satisfaction	90	21
	Advocacy	90	23
	Retention	79	19

Note: values represent percent favorable

### Senior Management Items

	Senior Management Item	Strong CSR Culture	Weak CSR Culture
BRAZIL	Trustworthy	60	29
	Gives a clear picture	60	25
	Shows employees are important	68	23
	Has the ability to deal with challenges	72	22
	Supports and practices high standards of ethical conduct	69	21

	Senior Management Item	Strong CSR Culture	Weak CSR Culture
CHINA	Trustworthy	84	19
	Gives a clear picture	89	28
	Shows employees are important	92	33
	Has the ability to deal with challenges	91	23
	Supports and practices high standards of ethical conduct	87	15

	Senior Management Item	Strong CSR Culture	Weak CSR Culture
GERMANY	Trustworthy	70	21
	Gives a clear picture	70	24
	Shows employees are important	75	20
	Has the ability to deal with challenges	81	25
	Supports and practices high standards of ethical conduct	80	22

	Senior Management Item	Strong CSR Culture	Weak CSR Culture
INDIA	Trustworthy	79	32
	Gives a clear picture	83	31
	Shows employees are important	88	31
	Has the ability to deal with challenges	89	37
	Supports and practices high standards of ethical conduct	86	25

	Senior Management Item	Strong CSR Culture	Weak CSR Culture
UK	Trustworthy	61	15
	Gives a clear picture	78	25
	Shows employees are important	77	17
	Has the ability to deal with challenges	84	26
	Supports and practices high standards of ethical conduct	86	29

	Senior Management Item	Strong CSR Culture	Weak CSR Culture
U.S.	Trustworthy	75	20
	Gives a clear picture	78	23
	Shows employees are important	84	21
	Has the ability to deal with challenges	86	27
	Supports and practices high standards of ethical conduct	88	27

Note: values represent percent favorable

Figure 2: CSR Index Scores by Job Type

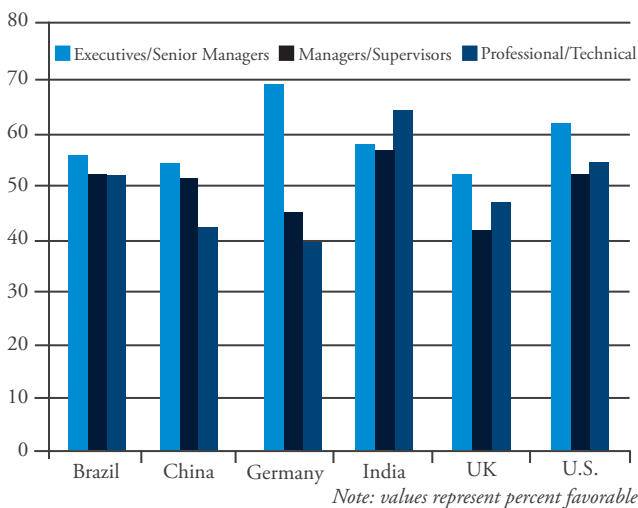
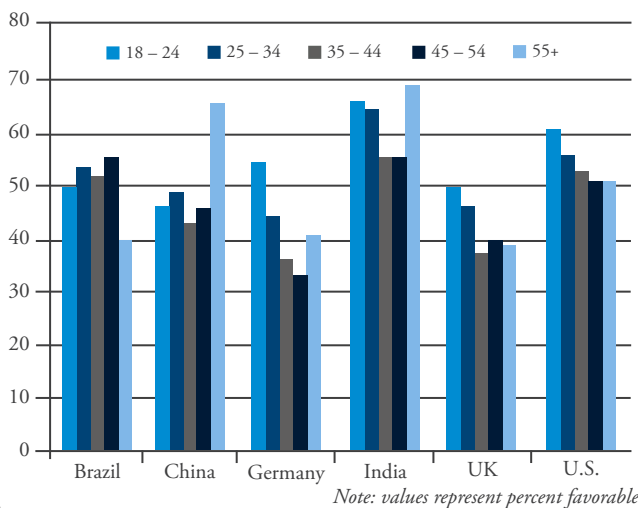


Figure 3: CSR Index Scores by Age



**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.

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