



# Employees Recognize and Value Corporate Social Responsibility Initiatives

**R**esearch conducted by the Kenexa® Research Institute (KRI) evaluated Indian workers' perceptions 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 to the community.

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.

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.

Results in India 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 viewed 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 their organization's CSR initiatives varies notably across industries. Indian workers in education and the electronics and computer manufacturing industries are the most favorable, while workers in construction and the banking and financial services industries are the least favorable. Technical and clerical employees have more favorable views of their employer's support for CSR, while those who are managers and supervisors are less favorable.

"Corporate social responsibility programs strategically connect employers to their communities and relevant causes. These initiatives also set organizations apart from the competition in terms of employment brand, create an elevated sense of teamwork, and help to establish an emotional tie between the employee and the organization. Our research reflects that employees are keenly aware of their employers' corporate social responsibility efforts, and that there is a direct connection between CSR and employee satisfaction," said Raghuv eer Sakuru, Kenexa.

## Database Overview

The Kenexa WorkTrends™ database is a comprehensive normative database of employee opinions on topics including leadership, employee engagement and customer orientation. Comparisons are available for workers from Brazil, China, Germany, India, the United Kingdom and the United States.

**Study Details**

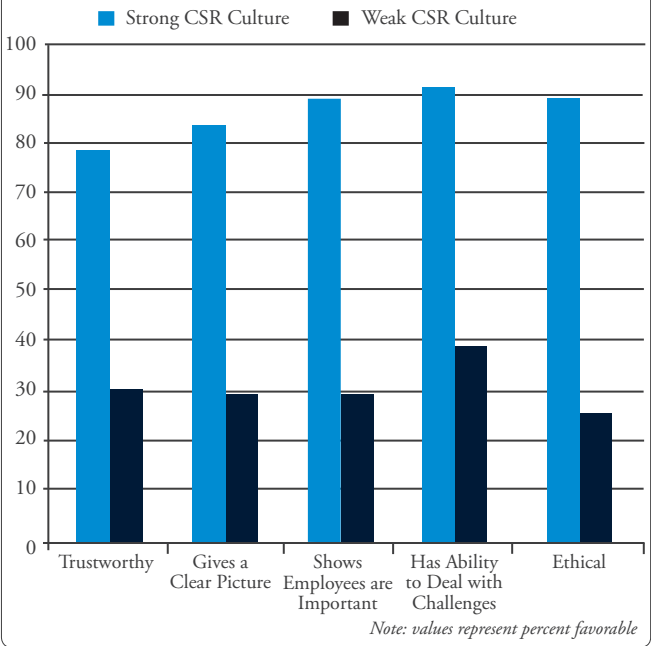
The WorkTrends survey questions were designed specifically to evaluate how workers view their organizations with regard to corporate social responsibility initiatives. The questions asked were:

- 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.

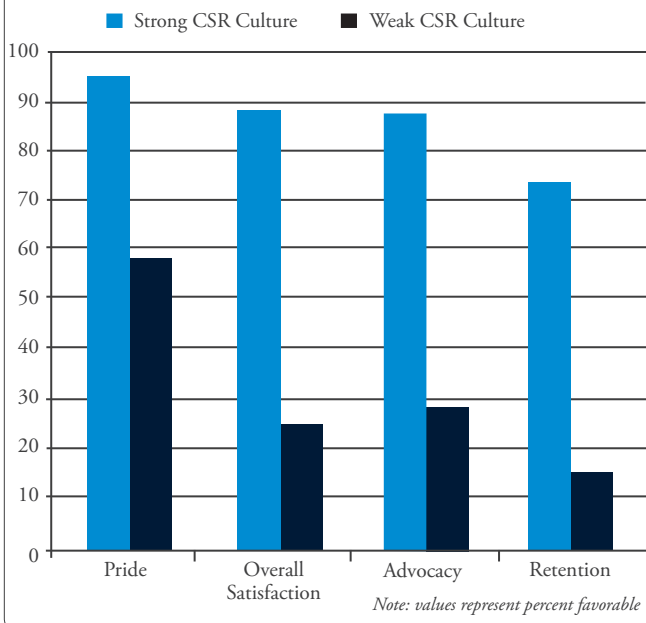
Opinion items were rated using a 5-point Likert-like scale. The percent favorable is the percentage of people who chose either of the two most positive answers (typically “strongly agree” or “agree”).

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 2: Views of Senior Management**



**Figure 1: Employee Engagement**



**Figure 3: Key Performance Indicators**

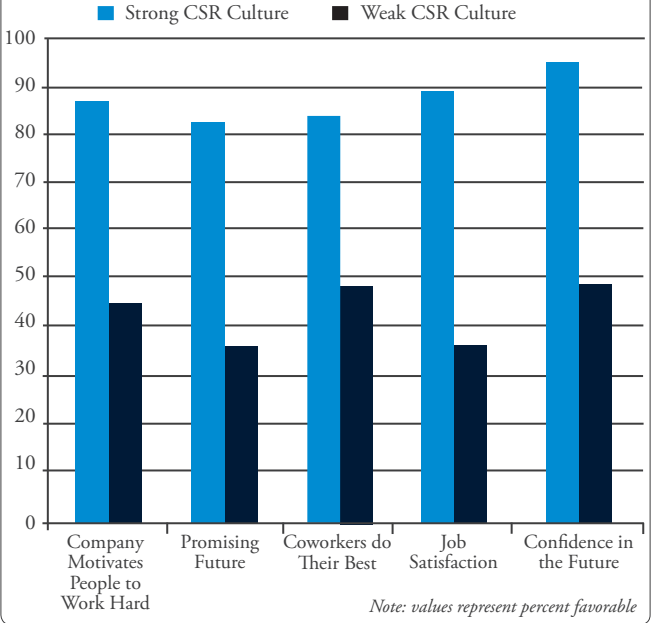


Figure 4: CSR Index by Industry

Industry	Percent Favorable
Hi-Tech Manufacturing	75
Education	68
Government/Public Administration	61
Communication Services	60
Business Services	60
Other	60
Healthcare Products and Services	59
Manufacturing	58
Construction/Engineering	57
Banking and Financial Services	55

Figure 5: CSR Index by Tenure

Tenure	Percent Favorable
< 1 year	62
1 – 2 years	61
3 – 5 years	64
6 – 10 years	60
11 – 15 years	59
> 15 years	61

Figure 6: CSR Index by Job Function

Job Function	Percent Favorable
Clerical	68
Technical	67
Professional	62
Sales/Service	62
Executive/Senior Manager	58
Manager	57
Supervisor	56

Figure 7: CSR Index by Age

Age	Percent Favorable
18 – 24 years	66
25 – 34 years	64
35 – 44 years	56
45 – 54 years	56
55+ years	69

#### 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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