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Changes in the Discourse on Corporate Social Responsibility: A Case Study, the Example of a Trade Journal in the Field of Human Resource Management

The concept of social responsibility has been present in both the literature as well as the practice of Polish enterprises for over two decades. Systemic transformation, periods of prosperity and economic slowdown, external influences stemming from globalization processes, internationalization entailing international standards, and examples of different types of management practices as well as local influences—changes in awareness among employees and consumers—have had an impact on changes in the understanding of corporate responsibility in the social environment. The aim of the paper is to describe changes in the method of presenting the concept of corporate social responsibility (CSR) and related practices in human resource management to specialists dealing with people management. The analysis encompasses articles published between 2003 and 2020 in *Personel i Zarządzanie* [Personnel and Management]—one of the most widely read industry magazines addressed to specialists dealing with human resource management. The conducted research shows that the way in which CSR is communicated and presented changes over time, where in recent years the CSR concept has been used as a signal to draw attention to selected human management practices.

Introduction

The world around us is changing. At the same time, its perception is also changing. A change in the perception of the role of the human resource department became visible following the development of human resource management (HRM)

in Poland. It transformed from an orientation concentrating on the administration of employee data to an operational and strategic approach to human capital management (Antczak, 2014; Pocztowski and Urbaniak, 2006). The understanding and presenting of the concept of corporate social responsibility (CSR) in Poland is also changing: from reluctance and objection (Filek, 2010), through increased interest among managers, towards the implementation of comprehensive social responsibility systems (Rok, 2013). As Bolesław Rok points out, there is a need to conduct research into CSR in Poland because, despite numerous scientific publications, managers often mainly follow their intuition in their actions. One of the basic obstacles to building a comprehensive, long–term vision of business development going beyond short–term profits is to promote a traditional perception of reality supported by a large group of experts, commentators, and management theorists (Rok, 2013).

However, depending on the institutional context, the perception of the social role of business may vary. While the development of CSR practices and policies in Anglo–Saxon countries shows that this concept is treated as an additional aspect— something added onto the main scope of a company's operations—in Europe, CSR issues are perceived as integrated within management systems (Matten and Moon, 2008). Both the way the organization takes on social responsibility and its perception is conditioned by various factors, including the legal and institutional framework. As perceived by the social role of business, institutional pressures (Marczewska, 2016)—mimetic, normative, and coercive (DiMaggio and Powell, 1983)—are among those conditioning change. The press, in literature on the subject, is indicated as one of the elements of external corporate governance affecting decision–making processes in organizations (Aguilera, Desender, Bednar, and Lee, 2015). The trade press plays a role not only in conveying information (Bushee, Core, Guay, and Hamm, 2010), but also in shaping professional attitudes (Ha, 2015). Promoting specific patterns and trendy management concepts, presenting good practices, evoking authorities in specific areas, and shaping the views of managers are all activities through which the trade press can influence how managers perceive specific management concepts and practices. Therefore, the question is how has the trade press contributed to forming opinions on social responsibility in the human resource management professional community.

It is for this reason that the aim of this paper was formulated as to show how changes in the way in which the CSR concept and related practices applied in HRM are presented to HR practitioners. This paper presents an analysis of the content of texts on corporate social responsibility as published in *Personel i Zarządzanie* [Personnel and Management]—one of the most widely read monthly magazines addressed

to HR professionals—over the years 2003–2020. The analysis was aimed at answering the following questions:

■ How has the way corporate social responsibility is communicated to HR professionals changed?

■ What CSR practices have been and are being promoted among HR practitioners?

This paper consists of five parts. The first presents the concept of corporate social responsibility and its relation to human resource management. Practices in the field of HRM, as promoted within the CSR concept, are indicated on the basis of the literature. The second part is a description of the adopted methodology. The third presents the findings of conducted analyses. Subsequently, the fourth and fifth parts discuss the findings and the conclusions of the research.

Perception of Social Responsibility Practices in Human Resource Management

The first references to any responsibility entrepreneurs may have towards society appear at the end of the 19th century and refer to the concept of philanthropy. They are associated with the moral choices of businessmen, altruism, and the social involvement of entrepreneurs. An analysis of the development of the concept indicates that CSR began to be treated as a basis for a new social contract and subsequently served as a starting point for the formulation of detailed practical concepts (Rok, 2013). In accordance with the European Commission's definition, corporate social responsibility is a style of business management that integrates social, environmental, ethical, and human rights issues into business activities and strategies, in cooperation with stakeholders (European Commission, 2011). The company's employees, according to the CSR concept, are one of the key stakeholder groups. Actions regarding them taken in this area are aimed not only at shaping the image of a good employer and attracting ethically sensitive employees (Klimkiewicz and Oltra, 2017), but also at strengthening the organizational culture and enhancing employee involvement (Bhattacharya, Sen, and Korschun, 2008; Klimkiewicz, 2011; Zaleśna, 2018).

There is no consensus as to how to understand the relationship between CSR and human resource management. CSR can be perceived as one of the dimensions of HR (Borkowska, 2006). Conversely, it can be viewed as an element of CSR. Apart from these two possibilities, Voegtlin and Greenwood (2016) also discuss a third approach. In it CSR and HR are parallel functions of the organization that

can intersect or exist independently. There are four approaches to combining CSR and HR that are based on applied practices and their configurations (Aust et al., 2019):

■ Socially Responsible HRM, where practices aimed at achieving economic and social goals dominate,

■ Green HRM, which focuses on the economic and environmental aspects of management,

■ Sustainable Human Resource Management or, in other words, Triple Bottom Line HRM, in which human management practices and strategies consider all three aspects: economic, environmental, and social, and

■ Common Good HRM, which uses existing competencies and resources within the organization to create the common good by addressing global challenges.

After a literature review, analysis of the GRI Guidelines and ISO 26000, and interviews with experts, Barren–Martínez et al. (2019) identified key practices for sustainable human resource management—i.e. shaping labor relations, prevention in the field of occupational health and safety, training and continuous development, promotion of diversity and equal opportunities, decent pay, including offering social, retirement pension, and health benefits, promoting transparency and social dialogue, attracting and retaining workers, offering a work–life balance, and managing career endings and redundancies. Thus, practices indicated as being in line with CSR are also included in regular people management practices. CSR promotes the implementation by organizations of self–regulation that considers social and environmental conditions. In employment, for example, one can point to policies of reconciliation of work and private life (Syper–Jędrzejak, 2014) or outplacement programs. These are practices that go beyond the legal framework that companies can, but do not have to offer their employees, which include ethical leadership (Szczupański, 2010; Kowalik, 2009), employee volunteering, and education. Educational activities are not only undertaken with the intention of raising the environmental awareness of employees or customers, but also in fields such as finance, nutrition, and health. Organizations also undertake activities for the benefit of local communities, including through partnership with educational institutions—e.g., patronage classes—as well as educating employees and local communities of business partners operating in developing countries—e.g., in the field of personal hygiene (Klimkiewicz and Beck–Krala, 2019). A separate category of sustainable HRM practices encompasses those focused on environmental issues, such as green recruitment and selection, which is aimed at attracting people with a high awareness of sustainable development (Urbaniak, 2017), or the introduction of pro–environmental evaluation criteria within the HRM system (Beck–Krala and Klimkiewicz, 2017).

Methodology

Transformations in the field of human resource management practices and concepts, including sources of inspiration and an interpenetration of various areas of organization and management, can be analyzed through multiple theoretical perspectives and research approaches (see Górski, 2018). This also applies to the dynamics and extent to which values in line with the concept of social responsibility are present in the discourse conducted in human resource management.

On the one hand, the topics discussed in trade magazines reflect prevailing trends and management practices over a given period of time. On the other, they form and determine these trends. They define and shape the range of practices undertaken by HR managers and departments. Based on this assumption, the authors decided to analyze texts on corporate social responsibility as presented in *Personel i Zarządzanie*, one of the most widely read monthly magazines addressed to human resource management professionals. The analysis was aimed at answering the following questions:

■ How has the way in which CSR is communicated to HR professionals changed?

■ What CSR practices have been and are now promoted among HR practitioners?

In total, 211 issues of *Personel i Zarządzanie* from the years 2003–2020 were analyzed.

The selection procedure and analysis of texts was carried out in two stages. First, a set of keywords was developed.[1] It involved the identification texts dealing with social responsibility. This identification was carried out through an automated search for defined sets of words and terms found in articles. The analysis included both articles entirely dedicated to the issue of CSR as well as those raising this topic in a fragmentary way or within other issues. Thus, 181 texts were identified in 110 issues of the magazine. This represents 20.3% of the volume[2] of all texts in the issues encompassed by the analysis. However, the percentage distribution is not uniform over the annual figures (see Figure No. 1).

1   The following terms and their possible variations were included in the set of keywords: CSR, corporate social responsibility, business social responsibility, businesses' social responsibility, responsible business, and responsible enterprise.
2   The volume was calculated as the total number of characters in the text relating to CSR matters in relation to the total number of characters in the whole magazine issue.

Figure No. 1. Volume percentage of texts relating to corporate social responsibility in issues from the indicated years as covered by the analysis
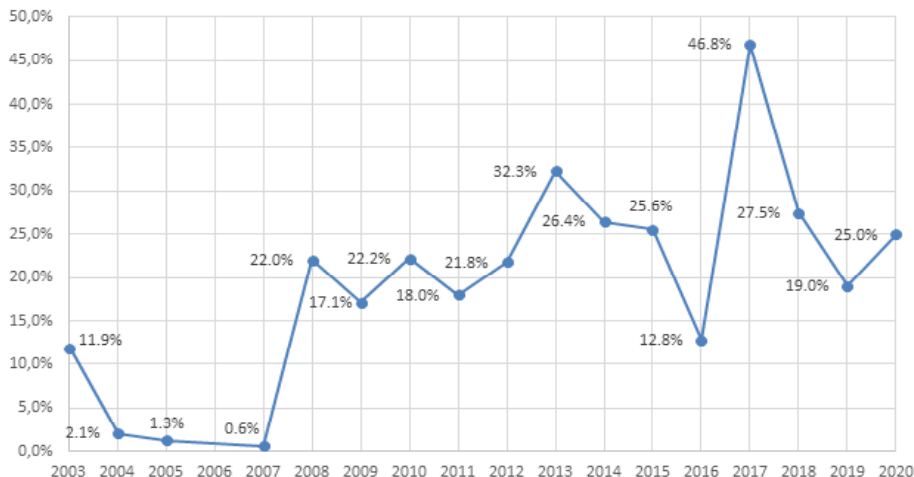
Source: Own studies.

There was a significant increase in the volume of CSR texts in 2017. This was due to the appearance of a series of thematic issues relating to the discussed matter. At the same time, an upward trend can be seen from the perspective of the whole seventeen–year period (Spearman's Rho = 0.703, p<0.001).

In the second step, the selected texts were subjected to a qualitative analysis of their content in order to verify the context of the keywords used, the subject matter of the articles, and the magazine sections in which they were published. On this basis, the articles were assigned to one of seven thematic groups: 1) tools/counseling/knowledge; 2) the voice of practitioners; 3) current news from the HR sector; 4) subject of the issue/comprehensive overview; 5) case studies; 6) reports and analyses; and 7) press reviews/recommended literature. All sponsored articles and advertising content containing the key words were excluded from further work. MAXQDA Analytics Pro version 12 software was used for the analysis.

Analysis of Changes in the Discourse on Responsible Business in the Context of Human Resource Management

Looking at the context in which topics related to corporate social responsibility appeared in *Personel i Zarządzanie*, more than one–third (63 out of 181) of all articles provided various types of advice, descriptions of tools, and factual studies

broadening knowledge on CSR and business ethics. Therefore, it can be generally considered as a more theoretical approach to the analyzed subject. The next two positions—this time presenting topics related to social responsibility from the practical point of view—include texts giving voice to management practices (35 articles) and current reports from the HR sector (28 articles). The "voice of practitioners" category includes comments, columns, interviews, and opinions of HR representatives or managers. Reports from events and conferences, reports on the functioning, and interesting events from abroad as well as short announcements and novelties concerning human resource management were classified as industry reports.

Therefore, on the one hand, it is possible to identify articles of a theoretical and tool–like nature that can be considered opinion–forming, inspiring, and promoting certain attitudes and practices. On the other hand, texts that reflect real market practices and the attitudes and views of HR representatives are equally numerous. At the same time, it is not possible to clearly determine to what extent these attitudes are declared or actually implemented in management practice. However, it can be cautiously assumed that declared attitudes represent action when reflected in the numerous reports on events, conferences, and applied practices or in not yet mentioned, although present among the analyzed articles, case studies (16 out of 181 texts in total).

In addition to the frequency distribution of particular contexts in which social responsibility matters are raised, both the number of articles and the ways in which the topic was presented varied from year to year (Figure No. 2).

In analyzing the data presented in Figure No. 2, one can see not only the already mentioned diverse number of articles from the thematic areas, but also how this appears in a historical perspective. Although it is difficult to determine the overall trend based on the data, the distribution of texts among the various sections changes depending on the year. It is also noteworthy that with successive years, the diversity of contexts in which CSR–related topics appear increases. It is also evident that over the first five examined years, the theoretical approach to social responsibility matters was rare (only two identified texts). As of 2008, such articles started to appear with greater frequency, achieving a culmination in the years 2012 and 2013. Over the following years, their number decreased and was replaced by more comprehensive reviews of the subject matter and entire thematic issues related to CSR as well as case studies and opinions, comments, and interviews with practitioners. With such numbers of differences, it is impossible to analyze them from the perspective of statistical significance. However, it can be noted that over the years 2011–2016 the number of articles presenting the theoretical and tool–oriented side of CSR varied between five and nine texts in specific years. Since 2017, this number decreased steadily, from four in 2017 to one in 2019. Due to the lack of complete data for 2020, that year was not included in this analysis.

Figure No. 2. Number of texts relating to CSR in each individual year
of *Personel i Zarządzanie* [Personnel and Management] by thematic groups
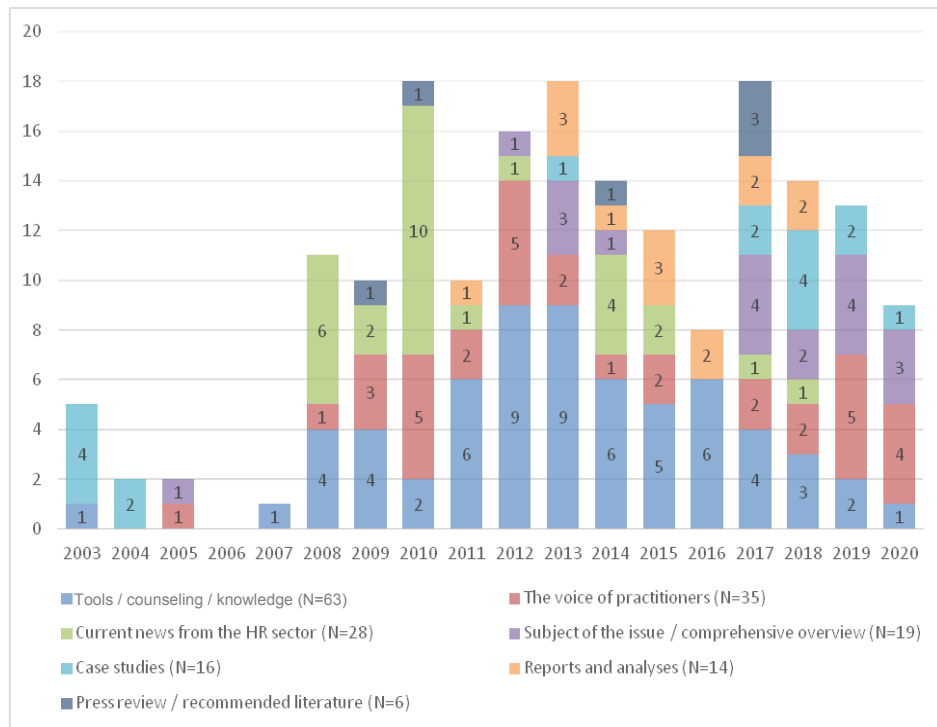
Source: Own studies.

Looking from the point of view of specific issues and individual texts, the first references to corporate social responsibility in *Personel i Zarządzanie* already appear in the first 1/2003 issue looked at by the study in the article "Fair Play in Business." In it, CSR is not presented as a theoretical concept, but in an interview with a representative of the 3M Company. The article presents the essence of ethical management at 3M—introducing uniform principles of organizational culture and creating a code of conduct that takes into account ethical issues. "Fair play" management is presented as specific management practices that have been applied by the organization for years. It is important that there are also references to environmental responsibility and social initiatives aimed at encouraging employees to work for the local community. The same issue also features in a short article about the FOB Responsible Business Forum, whose objectives are defined as "promoting the idea of responsible business as a set of standards for increasing the competitiveness of enterprises while respecting the rights of the local community and the

environment" (*Personel i Zarządzanie*, 1/2003). While the previously discussed article appeared in the "Management" section, in the November issue of the same year, the "Inspirations" section included an article entitled "Challenge: Business with Authority." In it, the abbreviation CSR was used for the first time and the concept itself was described as an idea born in the 1960s in the United States—combined with ethical business behavior, codes of ethics for employees, and corporate governance systems (*Personel i Zarządzanie*, 21/2003).

In the years 2004–2007, mentions of responsible business appear in the context of articles promoting FOB activities and selected practices reported by companies—e.g., "St. Nicholas" events, picnics for families, the integration of employees through CSR activities, and codes of ethics. It is emphasized that these are all undertakings aimed at building an external as well as internal image for employees. In general, most of the mentions of CSR do not appear in articles on the concept itself, but as a side topic. Articles devoted in their entirety to CSR activities appeared starting with 2008. There, at the same time, the strategic role of social responsibility in the management of an enterprise was pointed out. Practices discussed within the framework of CSR encompassed pro–family policy, diversity policy and promotion of equal opportunities, knowledge–sharing activities, educational games, cooperation with NGOs (e.g., Wiosna), social events and programs (e.g., Pola Nadziei/Fields of Hope, the "Pajacyk" Campaign, Podziel się Posiłkiem/Share a Meal, and running with a noble goal) as well as employee volunteer programs that allow employees to not only get involved in solving a social problem, but also to raise their own competence, including interpersonal, leadership, and comprehensive thinking. Interestingly, apart from typical CSR programs, which is how social responsibility activities are also described, there are practices related to transparent personnel procedures—shaping remuneration, promotion, and development policy. Some practices, although identified as part of CSR, are examples of good human resource management practices. Over successive years, CSR has been presented through the prism of long–term management activities in times of economic slowdown as well as through specific practices such as building social dialogue and offering kindergarten services for the children of employees. The analysis also shows that the topic of CSR is discussed with readers in the magazine and that it began to be of interest to HR managers, and to a degree, a domain of CSR practitioners. An interesting example is the statement by a manager who pointed to the possibility of justifying expenditure on HR activities during the crisis of 2008–2009 by referring to CSR: "CSR activities can be perfectly integrated into our upcoming Christmas parties or autumn integration trips." (*Personel i Zarządzanie*, 9/2009, p. 8). This statement is one of many examples of an instrumental approach indicating the benefits of CSR for

HR. Articles appearing in 2011 indicated the relationship between CSR and build-ing relations with employees and their commitment. The growing interest in CSR at that time is evidenced not only in articles promoting good practices, but also in expert articles discussing the nuances of providing charity support from the legal point of view, letters from readers, and the promoting of CSR through competi-tions for enterprises. In 2012, in addition to previously emerging practices, CSR became associated with social education and the growing the awareness of employ-ees in the field of sustainable development and human rights (in the context of the phenomenon of trafficking around the world) as well as "green management"—i.e. management with care for the environment in mind. In issue no. 1/2013, CSR was published in the "Subject of the Issue" section for the very first time. There is a thread measuring the effectiveness of CSR activities by monitoring sustainable de-velopment indicators such as the carbon footprint, innovative programs for society in the fields of education, entrepreneurship, and health care, and the social involve-ment of employees through volunteering and *pro bono* activities. The evocation of practices related to the implementation of the "green office" (saving paper and en-ergy), collecting rainwater from company roofs, and reducing emissions of pollut-ants and other generated waste is a direct part of the sustainable development strat-egy. It shows that environmental aspects began to set the directions for the further development of the CSR strategy. The practices relate to Polish reality (e.g., actions for the benefit of people with disabilities and cooperation between companies and universities to fill educational gaps), the social problems in developing countries, and the social innovations that companies can implement in this area thanks to the application of modern technologies (e.g., use of big data in the design of health care systems and software allowing the identification of the authenticity of malaria drugs). In the article entitled "Declarations Are Not Everything," in the interview with Prof. Barbara Fryzel, it is stated that the role of the HR department is cru-cial to the implementation of CSR: "This involves, among other things, launching programs focused on employee development, taking into account individual needs, expectations, skills, and professional potential as well as building social attitudes among the staff" (*Personel i Zarządzanie*, 6/2013, p. 48). This confirms that in line with the idea of CSR, the task of HR is to focus on the employee not only as an ele-ment of human capital, but to recognize his or her role as a human being, a parent, a citizen, and an activist. In the years 2014 and 2016, CSR was indicated as one of the HR trends. In 2017, CSR was one of the issue themes. The subject of monitor-ing the impact of CSR returned, no longer as a matter of ecological efficiency, but through the lens of employer branding. Once again, the topic of strategic philan-thropy was explored as was the importance of ethics and an integrated approach to

management. There were detailed discussions on employee engagement programs and mechanisms to motivate employees to take part in such efforts. The HR department was presented as one of the drivers of CSR to such an extent that the involvement of managers and employees in CSR activities was also indicated as evidence of HR taking over the role of a business partner (*Personel i Zarządzanie*, 8/2014). CSR has been mentioned frequently as of 2015. Above all, this was in the context of other leading topics in the area of HRM, including attracting, motivating, and building employee involvement as well as caring for employee health. The need to adapt people management practices to the expectations of employees encourages companies to treat CSR as an element of "choice" within the cafeteria of available benefits or as an element of their work–life balance policy (this particularly applies to employee volunteer work). The topic of measuring CSR effectiveness returned in the context of measuring and reporting social issues.

In recent years, the presented practices began to concern the education of consumers (e.g., road safety and an awareness of healthy eating) and employees (e.g., mission and vision, involvement of employers in CSR, and undertaking social programs). Among new topics, green logistics, competence–based volunteer work, and crowdsourcing programs to involve employees in solving company problems (e.g., solutions to increase road safety) have been promoted. A particularly current topic with references to CSR is diversity management: activating and promoting women's leadership and employing people with disabilities.

The question of the profitability of investing in CSR was again raised in 2019. This time it was not the specific tools that were indicated, but the need to define CSR in the organization. It is crucial not to count only the effects of philanthropic activities, but also using employer branding measurement tools to indicate the actual areas of impact and effectiveness of CSR in HR.

Discussion of Findings

The analysis shows changes in the perception and description of the CSR concept and its relationship with HR. While in the years 2003–2007 CSR was addressed in connection with business ethics, more often in the "Inspirations" section, in later years it became a permanent topic on the pages of the "Management" section. This shows that the CSR concept had been presented as a new idea from across the ocean (*Personel i Zarządzanie*, 21/2003) that proposed an ethical approach to conducting business. Such an approach was detached from native examples of any pro–social activities by industrialists in the second half of the 19th century (Leś, 2001; Rok, 2013). At the same time, it confirmed that ethical business in the form

of a key element of the CSR concept was promoted in Europe as a new, separate management policy. A discussion in literature on the subject suggests that such an approach has, on the one hand, contributed to garnering the interest of managers, but, on the other, it has resulted in responsible business being labeled as an additional activity, not an integral part of the management process (Scherer and Picot, 2008). An example from the analysis can be the indication of transparent personnel procedures as a socially responsible activity. However, it seems that transparent personnel procedures should stem from good HR practice. Therefore, emphasizing their connection with social responsibility may be based on the desire to strengthen the message that they have been re–evaluated and have formed a CSR activity.

The increased interest in CSR as a separate concept was also confirmed by the results of research on CSR reporting. This is indicated in the fact that companies prefer to publish separate CSR reports. Integrated reports are much less popular (Chojnacka and Wiśniewska, 2016). Such an approach may suggest that CSR is seen as a kind of trend. However, there is no consensus in the literature on whether CSR can be treated as a trend or not. Alicja Balcerak states that CSR does not have typical features of managerial trends, such as the promise of progress in management or control through norms of rationality, but it is characterized by the features of leadership trends, such as rationality based on a value system (Balcerak, 2015; Guthey and Morsing, 2014). The emphasis on socially sensitive issues and the citing of examples of solving social problems and improving the quality of life in developing countries shows that CSR is partly related to building the common good. However, this narrative is dominated by the presenting of CSR through the prism of instrumental values: building an image of a socially responsible employer, acquiring, motivating, and retaining employees, increasing the value of the employer's brand, and the potential of justifying expenditure on HR activities.

Starting with 2015, CSR ceased to appear in the form of a separate topic found in larger articles. More often, it made its appearance in descriptions of management, promotion, and motivation tools that can be used in HRM services. This manner of communication draws attention to the benefits of referring to the CSR concept in relations with employees. Some practices of human management take on a new look when combined with with the term *socially responsible*. Thus, CSR became a signal to attract the interest of employees and potential employees. This is particularly important in the context of shaping relations with representatives of Generations Y and Z, whose sensitivity to ethical issues is clearly highlighted in the literature (Klimkiewicz and Oltra, 2017). Organizations adapt the practices they offer to the expectations of employees. This includes treating CSR as an element of "choice" within the cafeteria of available benefits or as part of a work–life balance

policy (this particularly applies to employee volunteer work). Thus, the narrative on CSR and HR shows a certain tension: On the one hand, it is possible read about the key role of HR in promoting CSR (*Personel i Zarządzanie*, 6/2013), on the other, the cafeteria of CSR shows that the role of HR is not so much to promote CSR as to use the values of CSR to motivate employees. The presenting over recent years of CSR as an element of activities shaping the corporate image of the employer as well as emphasizing the need to measure the effects of CSR also stresses the instrumental narrative. In this case, CSR is presented not only in terms of potential economic benefits, but also in the context of risk reduction and compliance with applicable regulations. An example is the promotion of reporting social and environmental performance. This is a response to the EU Directive on the disclosure of non–financial data and information on diversity (2014/95/EU). This example shows that voluntarily adopted CSR standards are a kind of soft law, which may be transformed into formal regulations over time (Lewicka–Strzałecka, 2017).

The analysis shows that the number of articles presenting strictly CSR activities has decreased over recent years. More and more often, CSR is indicated as the context for implementing new practices in the area of human management—e.g., competence volunteering, promotion of gender equality, and activities for the benefit of the disabled. This may be the result of a decline in the popularity of the concept or of the assumption that CSR is a concept commonly known among readers and there is no need to explain it in detail. Readers are encouraged to undertake the promoted practices, not so much to build CSR in the company, but because of, as one may assume, already existing CSR policy. The inclusion of CSR as a determinant of the HR department taking over the role of a HR business partner suggests not only that the use of the CSR narrative in HR pays off, but also that it is a requirement for the role of the HR business partner. Such a vision presented by opinion–formers in the HR media may result from the desire to emphasize the strategic role of HR in building CSR.

Conclusions

The aim of this paper was to present changes in the way that the CSR concept and related practices applied in human resource management are presented to HR practitioners.

As carried out, the analysis indicates that the CSR concept presented at the beginning, primarily in the context of management ethics as a form of "inspiration" for managers fostering their reflection on ethics, with time began to be presented as an important aspect in the work of HR departments. In recent years, the concept

of CSR has been discussed more often in sections giving voice to practitioners and readers. Thus, changes in the narrative not only represent a way of promoting CSR, but may also reflect the understanding of the relationship between CSR and HR by the recipients—HR specialists. The analysis indicates that recent years have seen the role of HR in the implementation of CSR policy being emphasized. This allows the justification of actions taken by HR in the long term. The promotion of HR practices as compliant with CSR is also used to justify expenditures incurred—e.g., team integration organized in the form of employee volunteering contributes to building a pro–social image of the employer and shaping desired employee attitudes.

The analysis showed that currently, CSR is most often presented as a separate management concept facilitating the promotion particular HRM practices as socially responsible or encouraging a verification of controversial practices from the ethical point of view. CSR is therefore treated as a signal to attract the attention of specific groups of stakeholders. Depending on the adopted narrative, communicating CSR activities may both encourage potential employees who are sensitive to social issues, discourage them by treating CSR too instrumentally, or discourage those who are skeptical about CSR by overemphasizing the pro–social orientation of the organization. This is of particular importance in management practice. There, it emphasizes the importance of conscious communication on CSR in accordance with the organizational culture. However, the analysis of perception and response to promoting activities as socially responsible requires further research.

The present research encompassed the analysis of only a single trade journal. This is not sufficient to make any generalized conclusions. An interesting direction of research would be to broaden the analyses to include more trade magazines, which would allow verification of the observed trends. Similarly, an in–depth analysis of the content, the covering in the texts of not only practices described as socially responsible, but also those that can be described as being in line with the CSR concept without bearing the CSR "label," would help to understand the context of communication on CSR in the area of HR and consequently to better understand the relationship between CSR and HR.

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Analyzed Materials

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Zmiany w dyskursie prowadzonym na temat społecznej odpowiedzialności przedsiębiorstw. Studium przypadku na przykładzie czasopisma branżowego z obszaru zarządzania zasobami ludzkimi
Streszczenie

Od ponad dwóch dekad pojęcie społecznej odpowiedzialności jest obecne w literaturze i praktyce polskich przedsiębiorstw. Transformacja ustrojowa, okresy rozkwitu i spowolnienia gospodarczego, wpływy zewnętrzne powodowane procesami globalizacyjnymi, internacjonalizacja niosąca ze sobą międzynarodowe standardy oraz przykłady różnego rodzaju praktyk zarządzania, jak też wpływy lokalne – zmiany świadomości pracowników i konsumentów, miały wpływ na zmiany w sposobie rozumienia odpowiedzialności przedsiębiorstw w otoczeniu społecznym.

Celem niniejszego opracowania był opis zmian w sposobie prezentowania koncepcji społecznej odpowiedzialności przedsiębiorstw oraz powiązanych praktyk z obszaru zarządzania ludźmi wobec specjalistów zajmujących się zarządzaniem zasobami

ludzkimi. Analizie poddano artykuły ukazujące się w okresie od 2003 do 2020 roku w czasopiśmie "Personel i Zarządzanie", które jest jednym z najpoczytniejszych pism branżowych skierowanych do specjalistów zajmujących się zarządzaniem zasobami ludzkimi. Przeprowadzone badania pokazują, że sposób komunikowania i przedstawiania CSR zmienia się w czasie, natomiast w ostatnich latach koncepcja CSR wykorzystywana jest jako sygnał dla zwrócenia uwagi na wybrane praktyki zarządzania ludźmi.

Słowa kluczowe: społeczna odpowiedzialność przedsiębiorstw, prasa branżowa, zarządzanie zasobami ludzkimi, zrównoważone zarządzanie zasobami ludzkimi

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