

## INTERNAL CSR AS A STRATEGIC MANAGEMENT TOOL IN REDUCTION OF LABOUR SHORTAGES

Gorgenyi-Hegyes E., Fekete-Farkas M.\*

**Abstract:** Corporate Social Responsibility (CSR) as an innovative part of the continuously improving HR management has become a common practice for socially and environmentally friendly business organisations in 21<sup>st</sup> century. CSR is a corporate-level contribution to sustainable development, but also a tool for social responsibility, prestige building, improvement of stakeholders' satisfaction and loyalty, thereby increasing the value of the company. Over the past decades, it has been a key factor to show how the company's activities have an impact on environment, and what kind of social problems it can contribute to by charity actions. Internal CSR activities are also known to increase efficiency, but the intensity of their use is related to the labour market situation. Significant wage differences, increasing labour demand, free labour flow have intensified labour competition, resulting significant fluctuation in several sectors in CEE region. Therefore, these new challenges put pressure on companies to engage in CSR and focus on their human resources. The main purpose of this study is to draw attention to the potential role of internal CSR in reduction of labour shortages. The research is based on systematic review of relevant scientific literature, content analysis of multinational companies' good practices and descriptive analysis of statistical data collected from Eurostat Database (2019) and the Hungarian Central Statistical Office (2019). Through main findings Authors indicate that ethical leadership behaviour, moral recognition of employees, and empathy towards people with personal or health problems still offer new opportunities for solving labour problems. A more efficient use of internal CSR requires a change of attitude and a new leadership style for both large companies and SME sector.

**Keywords:** labour market, sustainability, internal CSR activities, human resource management, CEE region

DOI: 10.17512/pjms.2019.19.2.14

Article's history:

*Received* December 29, 2019; *Revised* February 21, 2019; *Accepted* March 12, 2019

### Introduction

There is no doubt that human resource is one of the most important resources in the life of modern companies. Nowadays, human resource management has become an essential part of corporate strategic management also. Furthermore, it can be stated that there is a significant and strong relationship between HR functions – such as recruitment, selection, motivation, evaluation and retention – and labour market situation (Gajda, 2017; Česynienė et al., 2013; Ključnikov, et al., 2017). After the 2008-2011 global financial crisis, labour markets have been continuously

---

\* **Eva Gorgenyi Hegyes**, MSc.; **Dr. Maria Fekete-Farkas**, Professor, Szent Istvan University, Faculty of Economics and Social Sciences

✉ corresponding author: farkasne.fekete.maria@gtk.szie.hu

✉ eva.hegyesne.gorgenyi@phd.uni-szie.hu

improving in the European Union. The EU labour market is currently in its fifth year of expansion – since economic growth turned positive in the middle of 2013, employment has expanded for 21 consecutive quarters. Similarly, GDP has shown a constant growth since the beginning of recovery. This improvement in the labour market situation has caused a strong increase in the number of jobs created, the increasing domestic and foreign labour demand has shown robust employment gains (European Commission, 2018). These favourable economic outcomes were also reflected in growth of wages. Last few years were characterized by low inflation and high earnings growth rates. Furthermore, unemployment rates continued to decline in this time period. Based on the Annual Review of European Commission (2018) a moderate wage growth can be clarified by low inflation, low productivity growth and remaining reserves in the labour market during the recovery period.

Figure 1 represents the above-mentioned labour market improvement through the GDP growth and growth rate of employment during last 10 years.

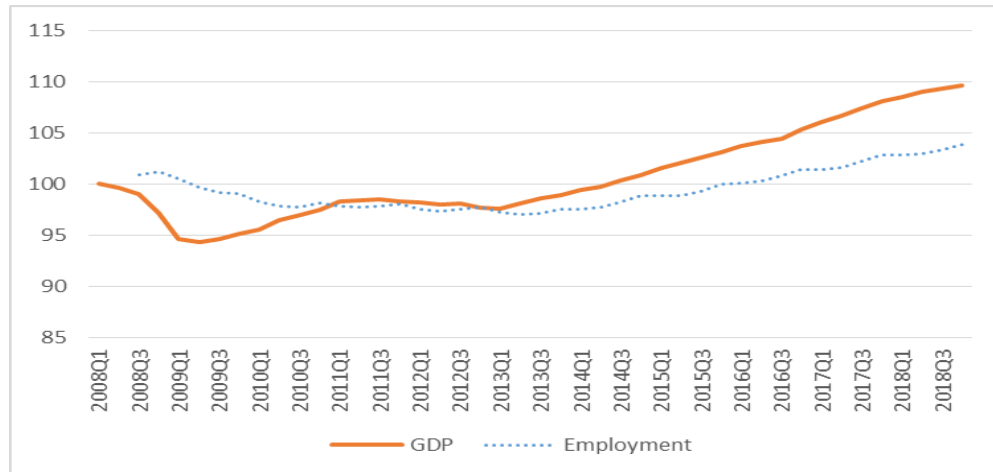


Figure 1. Employment and GDP growth in the European Union (2008Q1=100)

However, the economic recovery has resulted also labour shortages in several sectors, especially in case of new EU member states. Significant wage differences, increasing labour demand, free labour flow and migration have intensified labour competition within the country, resulting significant fluctuation and continuous increase of wages. Due to the employee turnover the competitiveness of the company can radically decrease. Moreover, the turnover of employees is associated with a large number of expenses examined and listed by Duda and Žůrková (2013) as followings: temporary substitution of the leaving employee, compensation of the labour output performed in the vacant job, costs necessary for the performance of the exit interview and termination of the employee's contract, value of manager's time required for understanding and explanation of causes of employee's departure,

the loss of the leaving employee's knowledge (including the company's expenditures already spent for their previous education and training), costs associated with a decrease of labour productivity. Cloutier et al., (2015) emphasized that the cost of employee retention is less than the cost of hiring new employees, their logistics and development, so retention can be viewed as a mean to decrease the costs of companies. Therefore, employee retention has become one of the most important HR management strategies nowadays – with an effective retention plan companies can reduce their long term losses derived from the continuous fluctuation and labour shortages. Hong et al., (2012) also highlighted that “managers must take care of their employees' personal feelings toward the job and satisfaction levels from their working conditions, superiors and peers, as these are the keys to ensure employee retention.” This tendency has already redefined the operation of human resource departments – more and more attention should be paid to employee retention instead of recruitment processes.

In recent years, these ever-increasing labour shortages have significantly changed also the relationship between employers and employees in most industries, and have prompted many companies to make major changes in their daily operation and long term strategy. In current labour market situation, the so-called corporate social responsibility (CSR) has become a very important strategic management tool for companies. It is not only important for individual governmental and policy decision makers to respond effectively to the various social and environmental problems, but they have become also the needs of corporate and consumer levels. By creating joint values and socially responsible engagement companies can gain more benefits such as increasing competitiveness, image building or a satisfied and loyal workforce.

This paper primarily focused on the relationships between the current labour market situation and CSR as an effective tool in reducing labour shortages. The research is based on the extensive literature review, content analysis of companies' good practices and statistics derived from Eurostat and the Hungarian Central Statistical Office. Through the analysed data, the study also offers a brief introspection into the current situation of Hungarian labour market in comparison with the EU.

### **Hungarian Labour Market Situation – Increasing Job Vacancy Rate, Employee Turnover and Emigration**

While more and more companies feel that labour shortages are limiting production growth, this phenomenon is still helping the Hungarian economy to grow, as earnings are growing rapidly, including consumption. Nevertheless, this wage explosion is placing companies in an increasingly difficult position without increasing productivity at the same time. Therefore, fluctuation and labour shortages in certain sectors can be a major source of losses for companies.

According to the data derived from Eurostat, labour shortages are getting worse – there was a stable growth in number of job vacancies in the European Union in last

10 years. Figure 2 demonstrates the changes in number of vacant jobs and also the constant increase of job vacancy rate in Hungary during the recovery (from 2014 to 2018).

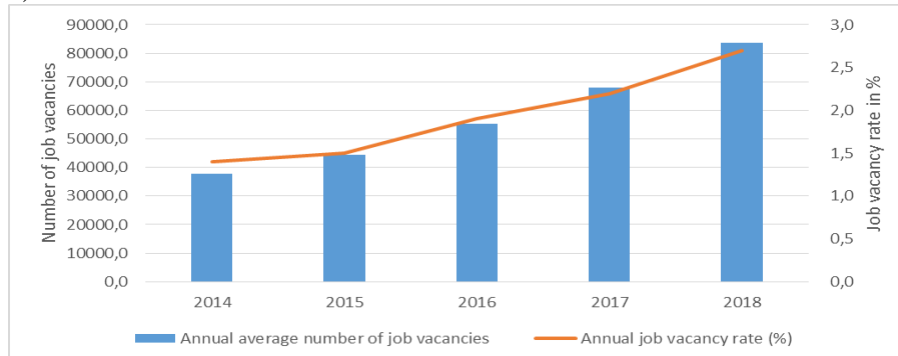


Figure 2. Job vacancy in Hungary 2014-2018

Compared the recent Hungarian data (2.7%) with the average of the European Union (EU28: 2.2%) it can be clearly seen that the job vacancy rate in Hungary more exceeded the level of the European Union. Furthermore, it is necessary to mention that Hungary is the fifth in countries with the highest job vacancy rates. Among the member states, the highest job vacancy rate in the second quarter of 2018 was recorded in the Czech Republic (5.4%), followed by Belgium (3.5%), the Netherlands (3.1%), Germany (2.9%) and Hungary (2.7%). In contrast, the lowest rates were registered in Greece (0.7%), Bulgaria (0.9%), Spain (0.9%) and Portugal (0.9%). Further interesting fact, that the largest increases were observed in the Czech Republic (+1.8pp.), Latvia (+0.8pp.), Cyprus (+0.6pp.) and Hungary (+0.5pp.). The number of vacant jobs was more than 83,000 in 2018 (83,510) which shows a radical increase – more than doubled compared with 2014 (37,708). More and more employees from CEE region decide to move to work in Western European countries such as Austria, Germany, United Kingdom or Ireland. Figure 3 represents the number of emigrants from Hungary to abroad between 2008 and 2017.

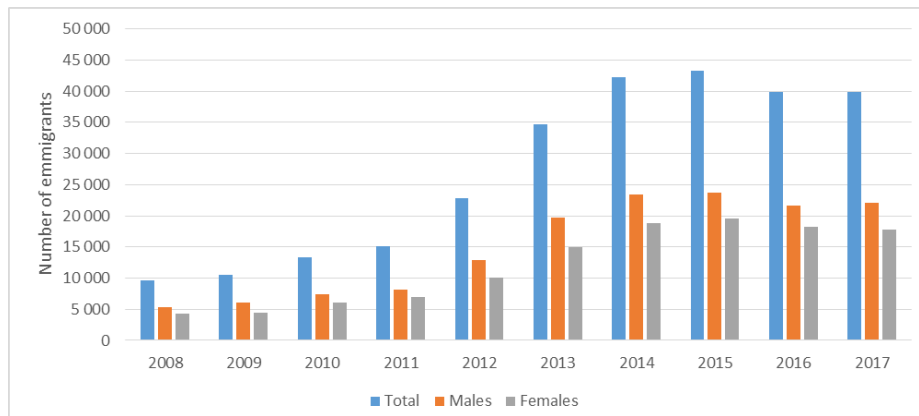


Figure 3. Number of emigrants from Hungary between 2008 and 2017

As can be seen, there was a rapid and continuous increase from 2008 to 2015 both in male and female population, however, the rate of emigration decreased in last 2 years. The detailed data published by the Hungarian Central Statistical Office showed that 32% of emigrants in Hungary chose Germany, followed by Austria (27%) and the United Kingdom (17%). The majority of emigrants derived from the younger generations in Hungary: 43% of them are under the age of 30 and 72% have not reached the age of 40.

Based on the expectations of Hungarian statistics, the researchers estimated an approximately 10% further increase in net wages this year. Although the labour shortages had also a positive impact on wages in Hungary, it is obvious, that the gap is huge compared with the Western European countries. If we analyse the data it can be clearly seen the differences are the followings between the Hungarian data (635 EUR) and the data of Hungarian emigrants' target destinations: Austria (2,324 EUR) – 3.6 times more, Germany (2,270 EUR) – 3.5 times more, and UK (1,990 EUR) – 3.1 times more. There is no doubt that huge differences between net salaries have become one of the most important motivation for emigrants.

All these processes place a significant burden on companies not only in Hungary but in other countries in Central and Eastern Europe. The average nominal and real wages in CEE region are far behind the Western European countries. If we compare the highest (Denmark) and lowest (Bulgaria) average net salaries in 2018, the difference was 7.15 times between them. Visegrad countries (Czech Republic, Hungary, Poland and Slovakia) are all in the second half in the list of average net salary. Hungarian average net salary was less than 650 euros last year, therefore Hungary is the 3<sup>rd</sup> from the back before Romania and Bulgaria. Thereby, labour shortages can become the most important barrier of further economic growth in all sector, but mainly in emerging industries which have key position to future competitiveness and prosperity.

### CSR is More than an Approach for Sustainability in Corporate Level

Since the 1970's, the issue of sustainability has been given more and more attention. Planning for sustainability requires the use of programmatic approaches and strategies that favour long-term program maintenance (Shediac-Rizkallah and Bone, 1998), thus, sustainable development is a long term strategy for the humanity – both individually and in organizational level. Since global consumer patterns show that our current behaviour has become unsustainable, European Union have started to pay more attention on current challenges. Therefore, Sustainable Development Goals (SDGs) were reformulated by the United Nations in 2015 (Global e-Sustainability Initiative 2017). The 17 SDGs as the part of the United Nations' 2030 Agenda for Sustainable Development provide a comprehensive framework for addressing the world's most urgent sustainability challenges. National governments and international institutions also recognized the importance and ability to influence the behaviours and habits of people towards sustainability not only with legal regulations but through their workplaces. Thereby, there is no doubt that human resource management (HRM) has become very important for today's modern companies, and the issue of different CSR activities is now an integral part (Czubala, 2016; Voegtlin and Greenwood, 2016). Motivated human resources are in the interest of companies: on the one hand, one of the key factors in their profitability and competitiveness, and on the other hand, their actions for social responsibility have a positive impact on the judgment of the company (ENWHP, 2007). Thus, CSR as a concept or term has become dominant in the life of organisations nowadays, though there are also opponents of this concept (e.g. Chwistecka-Dudek, 2016).

Although corporate social responsibility is widely used and well known both in academic level and in private sector for individuals and companies also, there has not been a comprehensive and unified definition for this concept so far. Due to the many different definitions and approaches of CSR, it is often misunderstood and misinterpreted (Dahlsrud, 2006). Related literature primarily identifies it with environmental awareness and environmental protection, but there are many other aspects of it. Often companies are not aware of all sides of this relatively new area, but there is a growing tendency to seek and apply opportunities in practice.

The first formal definition came from Bowen (1953) who guessed that companies have a decision making power which may have an impact on their actions and influence also the society as a whole. According to Bowen the goal of social responsibility is not only to solve problems in organizational and society level, but rather to act as a mechanism to assist businesses (Isa, 2012). The Committee for Economic Development (1971) published the different responsibilities in a concentric circle model of CSR in 1971. Economic functions includes traditional economic responsibilities (related to business functions), intermediate circle is about the awareness of changing values, and finally, emerging responsibilities is often associated with complex social problems such as poverty. Although there is not a unified and basic definition of CSR today, the most frequently cited, most accepted and common used definition derives from the European Commission:



corporate social responsibility is “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” (European Commission, 2001). This definition of CSR places the responsibility of companies on the three pillars of sustainability, of which CSR and workplace health promotion are located in the social pillar. Carroll’s CSR Pyramid framework became a leading paradigm of corporate social responsibility. The author determined 4 dimensions: economic, legal, ethical and philanthropic responsibilities (Carroll, 2016). Dahlsrud (2008) also developed his own model which based on 5 dimensions of CSR: stakeholder, social, economic, voluntariness and environmental dimensions. These dimensions are similarly connected with the key pillars of sustainability. Dahlsrud (2008) stated that “definitions show that CSR is nothing new at a conceptual level; business has always had social, environmental and economic impacts, been concerned with stakeholders, be they the government, customers or owners, and dealt with regulations.” Similarly to the above-mentioned model, many researchers have already pointed out that various organisations often have a number of good ideas about sustainability, however, their actual steps in this direction are negligible, or these intentions often cannot be transformed and implemented into real and effective actions and results (Lungu et al., 2011). Nevertheless, according to Kot and Brzezinski (2015), a well-structured, organized and implemented, strongly enforced CSR policy is crucial to facilitate the sustainable development. Taking environmental and social values into account has become one of the key requirements of modern corporate strategy. In their study, Fogarassy et al., (2017) also clearly stated that extending the value of a company to these aspects is not only applicable, but can in many cases lead to higher economic performance. CSR undoubtedly can help decision makers to create more sustainable and high value strategies. However, not only the need for sustainable operation and social expectations can drive enterprises towards CSR, there are other external and internal triggers motivating companies. For example Kot (2014) distinguished the following 5 main areas of CSR business benefits: a positive effect on company image and reputation, a positive effect on employee motivation, retention and recruitment, cost saving, revenue increases from higher sales and market share, CSR-related risk reduction and management. Cho et al., (2019) also noticed that CSR activities in the certain company have a partial positive correlation with profitability and the value of the company. The research conducted by Sroka and Szántó (2018) examined the business ethics and CSR in controversial sectors and emphasized that the role and importance of corporate social responsibility and business ethics (as internal CSR activity) are especially evident in controversial sectors of the economy such as pharma, tobacco and alcohol. Moreover, Grabara et al., (2016) stated that social responsibility itself has become a significant dimension of development both at micro and macroeconomic, national and international level in most areas of the economy. A similar standpoint can be found in study of Shpak et al., (2017) which highlighted that “implementation CSR

strategy into business can be seen as an important factor in increasing the competitiveness of industrial potential”. Analysing the most relevant definitions and theoretical background, in our approach the main objective of corporate social responsibility is to integrate the Sustainable Development Goals into the business model and daily operation of companies.

### **Focus on Employees – Is Internal CSR a Pressure or an Opportunity for Companies?**

There is no doubt that the pressure on companies to engage in CSR has significantly increased over the last few decades (McWilliams and Siegel, 2000). Companies operating in Hungary are also expected to apply different CSR tools and activities, however, this is still about to unfold in Hungary. One of the reasons is that CSR is implemented primarily in multinational companies’ strategy, thus, there is no set of criteria that can easily and efficiently apply these tools at SME level also. The situation is very similar in case of new member states in CEE region. For example, Dyczkowska et al., (2016) suggested in their study that Polish business organizations still face many challenges in terms of CSR implementation. MacGregor Pelikánová (2019) found that CSR plays an increasing role in Czech organisations, however, there are significant differences in companies’ CSR reports. Numerous companies have no real knowledge how to implement CSR into their strategy and there are only general and unconvincing CSR information in their reports. Author also highlighted that similar patterns can be observed in Central Europe. Vilke (2011) also stated that despite the Lithuanian CSR development goals, the main problems are caused by the lack of understanding of CSR and a systematic CSR implementation approach.

The other fact is that corporate social responsibility has so far been identified as a factor of competitiveness and also a compliance forced by social expectations in last few decades. Due to this trend the focus was mainly on external activities, however, internal CSR activities are becoming increasingly important nowadays. This two mentioned, most important areas of CSR can be distinguished on the basis of the group of stakeholders: internal stakeholders (employees, shareholders) and external stakeholders (consumers, government, competitors and suppliers) as can be seen in Figure 4. CSR, thus, is an umbrella term referring to a wide spectrum of activities towards company’s stakeholders (Witek-Crabb, 2019).



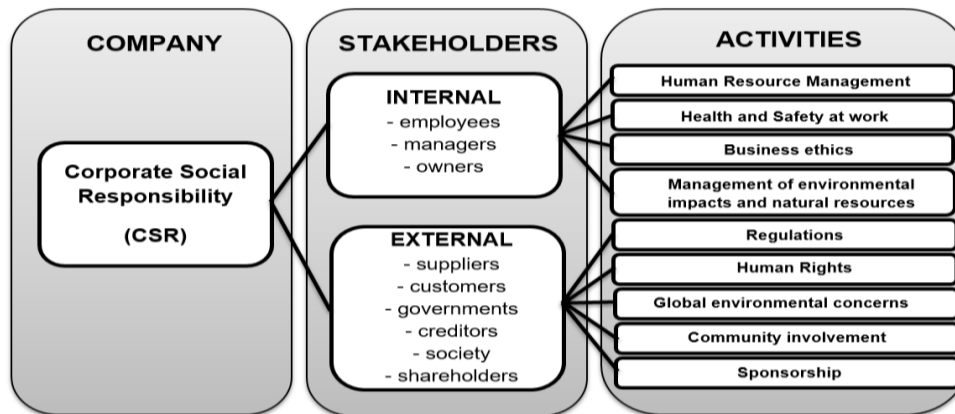


Figure 4. Internal and external CSR (Kerekes and Witzker, 2007; Witek-Crabb, 2019)

Although some recent studies assess the impact of companies CSR activities on employees' attitudes and behaviours (Brammer et al., 2007; Turker, 2009; Zhu et al., 2014), most CSR researches still focus on external activities and relationships with external stakeholders (Lichtenstein et al., 2004; Sen et al., 2006). The dimensions of external CSR are specifically aimed at interactions and decisions with external stakeholders, however, this is not detailed in this study. This particular study is intended to highlight the continuously increasing importance of internal CSR activities. Internal CSR activities, of course, encourage the companies for ethical behaviour and also strive them for balance in decisions and directives related to internal stakeholders. This includes human resources management and health and safety at work, as well as employee welfare and business ethics. At the same time, such internal CSR activities and initiatives may target the employment and equal opportunities of women and minorities, the representation of employees, the organization of workplace training, or the creation of a family-friendly workplace, flexible employment contracts or open communication with employees (Milton and Zilahy, 2011; Cavazotte and Chang, 2016). Based on the above-mentioned definition, workplace health promotion or employment of disabled people in the workplace are also the part of internal CSR activities, as it applies to employee-related measures. On the one hand, internal CSR is a pressure for companies to retain their employees because of the above-detailed current situation of labour market – the continuously increasing job vacancies and a massive number of labour shortages in several economic sectors. On the other hand, internal CSR activities can be evaluated as an opportunity for companies to increase their financial and non-financial performances and also to enhance the external prestige and image through the loyal, satisfied and healthy employees. Hameed et al., (2016) demonstrated in their study that an effective internal CSR strategy can help organisations to influence employees' related attitudes and behaviours. Internal CSR has positive impact not only on companies, but also employees and the entire society:

- corporate benefits: increasing productivity and innovation skills, flexibility, image building (improving external prestige), cost saving, improving retention and recruitment;
- benefits for employees: better quality of life, healthy lifestyle, improving (health) awareness;
- benefits for society: reducing costs for healthcare and rehabilitation, more health conscious population, increasing life expectancy, contribution to Sustainable Development Goals.

In this study two internal CSR activities were examined and evaluated: workplace health promotion and employment of disabled people. Workplace Health Promotion (WHP) is a “modern corporate strategy which aims at preventing ill-health at work (including work-related diseases, accidents, injuries, occupational diseases and stress) and enhancing health-promoting potentials and well-being in the workforce” (ENWHP, 2007). Therefore, WHP can be a good solution for the retention of employees and improve their engagement. After analysing the multinational companies’ good practices and related literature, Authors identified the following key measures (grouped by the different health-related risk factors):

- environmental issues: safe and secure working environment (computer, chair, etc.), health protection for employees in dangerous jobs, health and safety regulations
- risk factors related to nutrition: healthy, fresh food at the workplace restaurant, local and organic food, free fruit, cooking courses, water filter system, nutrition counselling
- risk factors related to lifestyle: support for sport and fitness, occupational health services (e.g. massage, psychologist, relaxation trainings, fitness courses), regular screening programs, vaccinations, health fund contribution, regular physical check, change of corporate smoking policy.

Furthermore, employment of disabled people can be a good answer for the increasing fluctuation – it can help in reduction of the employee turnover or substitution of leaving employees. Some researchers declare that there are workplaces where disabled people often perform well than their non-disabled colleagues. European Commission determined two definitions for disability:

- people having a basic activity difficulty (such as sight, hearing, walking, communicating) - according to data published by Eurostat the unemployment rate of people with basic activity in EU countries was 12.1% in 2011 (+2.5pp. compared to people without difficulties). The highest gaps were observed in Hungary and the Czech Republic (both over 9 pp.);
- people limited in work because of a longstanding health problem and/or a basic activity difficulty (LHPAD) - the unemployment rate for people limited in work because of LHPAD was 17.4% in the EU in 2011, compared with 9.4% for those without health problems or activity difficulties. The highest gaps (more than 14pp.) were observed in Hungary, the Czech Republic, Germany and Estonia.

It makes the comparison more complicated that there are not a unified system and regulation for categorisation of disabled persons – there are differences between the member states in related regulations.

Figure 5 shows the rate of people with disability in comparison with total population and also the rate of employed people with disability in the European Union in 2012. It can be clearly seen that the rate of employed people with disability is very low in countries suffered by labour shortages (CEE region and Mediterranean countries). In these countries there are possibilities to increase the employment rate of disabled persons – especially in hospitality sector and administration. The average of the European Union was 23%. While the lowest rate belonged to Italy (10%), followed by Poland (12%), Greece (13%), Czech Republic, Spain, Romania and Portugal (all 14%), the highest rates were observed in Norway (42%), followed by Luxembourg (40%), the Netherlands (37%), Iceland (36%) and Germany (35%).

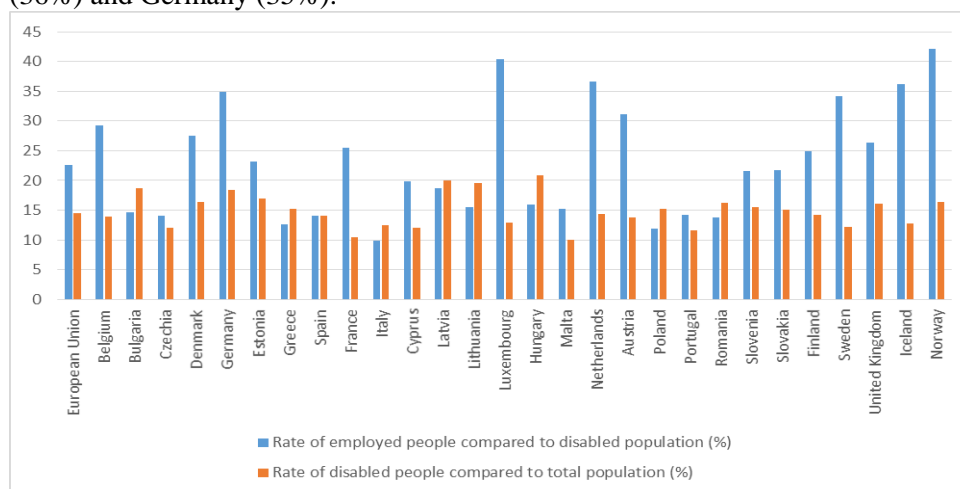


Figure 5. Population with disability in the European Union in 2012

## Conclusion

Despite labour markets in CEE region are continuously improving, economic recovery has resulted also labour shortages in several sectors. In recent years, the increasing labour shortages have significantly changed also the relationship between employers and employees in most industries, and have forced many companies to make major changes in their daily operation and long term strategy. Therefore, this tendency has already redefined the function of human resource management – more and more attention must be paid to employee retention instead of recruitment processes. Furthermore, importance of sustainability has started to play a major role not only in national and international policies but also in the operation of companies. Organisations have recognised that their contribution is essential to achieve the Sustainable Development Goals and CSR can help them in

it. Based on our own approach the main objective of CSR is to integrate the Sustainable Development Goals into the business model of the company. There is no doubt that the pressure on companies to engage in CSR has significantly increased nowadays. Although most CSR researches still focuses on external activities, internal CSR activities are becoming increasingly important. In this study we demonstrated the necessity of CSR and represented the potential role of internal CSR activities in reduction of labour shortages.

As a limitation practical experiences were not examined during this study, therefore further research will be required in this area. Since this is an ongoing research, in future work an empirical study and analysis will be planned based on a deeper attitude research. Further empirical data related to the employment of people with disabilities can help companies in reduction of their employee turnover.

### Acknowledgements

The paper publication is funded under the program of the Ministry of Science and Higher Education titled „Regional Initiative of Excellence” in 2019-2022 project number 018/RID/2018/2019, the amount of funding PLN 10 788 423.16

### References

- Bowen H.R., 1953, *Social responsibility and accountabilities of the businessman*, New York: Harper & Row.
- Brammer S., Millington A. and Rayton B., 2007, *The contribution of corporate social responsibility to organizational commitment*, “The International Journal of Human Resource Management”, 18(10).
- Carroll A.B., 2016, *Carroll’s pyramid of CSR: taking another look*, “International Journal of Corporate Social Responsibility”, 1(3).
- Cavazotte F., Chang N.C., 2016, *Internal Corporate Social Responsibility and Performance: A Study of Publicly Traded Companies*, BAR, Rio de Janeiro, 13(4).
- Česnyienė R., Diskienė D., Stankevičienė A., 2013, *Labour Market Trends and Their Impact on Human Resource Management in Lithuanian Companies*, *Ekonomika*, 92(3).
- Cho S.J., Chung C.Y., Young J., 2019, *Study on the Relationship between CSR and Financial Performance*, *Sustainability*, 11.
- Chwistecka-Dudek H. 2016, *Corporate Social Responsibility: Supporters vs. opponents of the concept*, *Forum Scientiae Oeconomia*, 4(4).
- Cloutier O., Felusiak L., Hill C., Pemberton-Jones E., 2015, *The importance of developing strategies for employee retention*, “Journal of leadership, accountability and ethics”, 12(2).
- Committee for Economic Development, 1971, *Social Responsibilities for Business Corporations*, New York: Author
- Czubała A. 2016, *Corporate Social Responsibility in marketing*, *Forum Scientiae Oeconomia*, 4(1).
- Dahlsrud A., 2006, *How Corporate Social Responsibility is defined: An analysis of 37 definitions*, *Corporate Social Responsibility and Environmental Management*, 15.

- Dahlsrud A., 2008, *How Corporate Social Responsibility is Defined: an Analysis of 37 Definitions*, Corporate Social Responsibility and Environmental Management, 15.
- Duda J., Žůrková L., 2013, *Costs of employee turnover*, Acta Universitatis Agriculturae Et Silviculturae Mendelianae Brunensis, LXI 228(7).
- Dyczkowska J., Krasodomska J., Michalak J., 2016, *CSR in Poland: Institutional context, legal framework and voluntary initiatives*, Accounting and Management Information Systems, 15(2).
- ENWHP, 2007, Luxembourg Declaration on Workplace Health Promotion in the European Union.
- European Commission, 2001, *Promoting a European framework for corporate social responsibility*, Green Paper, Commission of the European Communities: Luxembourg.
- European Commission, 2018, *Labour market and wage developments in Europe, Annual Review 2018*, Luxembourg: Publications Office of the European Union.
- Eurostat database, 2019, Available at: <https://ec.europa.eu/eurostat/data/database> .Access on: 14.05.2019.
- Fogarassy Cs., Horváth B. and Magda R., 2017, *Business model innovation as a tool to establish corporate sustainability*. Visegrad Journal on Bioeconomy and Sustainable Development, 2, 1-19.
- Gajda J., 2017, *The impact of corporate social responsibility on the management of the employment sphere in a modern organization*, [in] Daróczy M., Robak E. and Vinogradov S. (eds.), "Management, Organizations and Society", Budapest: Agroinform Publishing House.
- Global e-Sustainability Initiative, 2017, *Summary Report. #SystemTransformation. How digital solutions will drive progress towards the sustainable development goals*. Available at: [http://systemtransformation-sdg.gesi.org/160608\\_GeSI\\_SystemTransformation.pdf](http://systemtransformation-sdg.gesi.org/160608_GeSI_SystemTransformation.pdf). Access on: 17.09.2017.
- Grabara J., Dura C., Driga I., 2016, *Corporate social responsibility awareness in Romania and Poland: A comparative analysis*, Economics and Sociology, 9.
- Hameed I., Riaz Z., Arain G.A., Farooq O., 2016, *How Do Internal and External CSR Affect Employees' Organizational Identification? A Perspective from the Group Engagement Model*, Front. Psychol., 7.
- Hong E.N.C., Hao L.M., Kumar R., Ramendran C., Kadiresan V., 2012, *An Effectiveness of Human Resource Management Practices on Employee Retention in Institute of Higher learning: - A Regression Analysis*, "International Journal of Business Research and Management", 3(2).
- Hungarian Central Statistical Office database, 2019. Available at: [https://www.ksh.hu/stadat\\_evkozi\\_2\\_1](https://www.ksh.hu/stadat_evkozi_2_1) .Access on: 14.05.2019.
- Isa S.M., 2012, *Corporate Social Responsibility: What Can We Learn From The Stakeholders?* International Congress on Interdisciplinary Business and Social Science 2012. Procedia - Social and Behavioral Sciences 65.
- Kerekes S., Wetzker K., 2007, *Keletre tart a "társadalmilag felelős vállalat" koncepció*, Working Paper, Budapesti Corvinus Egyetem.
- Ključnikov A., Kozubíková L., Sopková G., 2017, *The Payment Discipline of Small and Medium-sized Enterprises*. "Journal of Competitiveness", 9(2)
- Kot S., 2014, *Knowledge and Understanding of Corporate Social Responsibility*, "Journal of Advanced Research in Law and Economics", V, 2(10).

- Kot S., Brzezinski S., 2015, *Market Orientation Factors in Sustainable Development and Corporate Social Responsibility*, "Asian Journal of Applied Sciences", 8.
- Lichtenstein D., Minette R., Drumwright E., Braig B.M., 2004, *The Effect of Corporate Social Responsibility on Customer Donations to Corporate-Supported Nonprofits*, "Journal of Marketing", 68(4).
- Lungu C.I., Caraiani C., Dascalu C., 2011, *Research on corporate social responsibility reporting*, *Amfiteatru Econ.*, 13.
- MacGregor Pelikánová R., 2019, *Corporate Social Responsibility Information in Annual Reports in the EU—A Czech Case Study*, *Sustainability*, 11(237).
- McWilliams A., Siegel D., 2000, *Corporate Social Responsibility: A Theory of the Firm Perspective*, *The Academy of Management Review*, 26(1).
- Milton S., Zilahi Gy., 2011, *Corporate Social Responsibility of domestic small and medium enterprises (in Hungarian)*. *Munkaügyi Szemle*, III.
- Sen S., Bhattacharya C.B., Korschun D., 2006, *The Role of Corporate Social Responsibility in Strengthening Multiple Stakeholder Relationships: A Field Experiment*, "Journal of the Academy of Marketing Science", 34(2).
- Shediak-Rizkallah M.C., Bone L.R., 1998, *Planning for the sustainability of community-based health programs: conceptual frameworks and future directions for research, practice and policy*, *Health Education Research*, 13(1).
- Shpak, N., Satalkina, L., Sroka, W., Hittmar S., 2017, *The social direction of enterprises' innovation activity*, *Polish Journal of Management Studies*, 16(1)
- Sroka W., Szántó R., 2018, *Corporate Social Responsibility and Business Ethics in Controversial Sectors: Analysis of Research Results*, "Journal of Entrepreneurship, Management and Innovation", 14(3).
- Turker D., 2009, *How corporate social responsibility influences organizational commitment*, "Journal of Business Ethics", 89(2).
- Vilke R., 2011, *CSR development problems in Lithuania: evaluation of promoting and hindering factors*, "Social Responsibility Journal", 7(4).
- Voegtlin C., Greenwood M., 2016, *Corporate social responsibility and human resource management: A systematic review and conceptual analysis*, *Human Resource Management Review*, 26.
- Witek-Crabb A., 2019, *CSR Maturity in Polish Listed Companies: A Qualitative Diagnosis Based on a Progression Model*, *Sustainability*, 11(1736).
- Zhu Q., Yin H., Liu J., Lai K.-H., 2014, *How is employee perception of organizational efforts in corporate social responsibility related to their satisfaction and loyalty towards developing harmonious society in Chinese enterprises?* *Corporate Social Responsibility and Environmental Management*, 21(1).

#### WEWNĘTRZNA CSR JAKO STRATEGICZNE NARZĘDZIE ZARZĄDZANIA W OGRANICZENIU BRAKU PRACOWNIKÓW

**Streszczenie:** Społeczna odpowiedzialność biznesu (CSR) jako innowacyjna część stale ulepszanego zarządzania zasobami ludzkimi stała się powszechną praktyką organizacji biznesowych przyjaznych społecznie i środowiskowo w XXI wieku. CSR to wkład na poziomie korporacyjnym w zrównoważony rozwój, ale także narzędzie do społecznej odpowiedzialności, budowania prestiżu, poprawy satysfakcji i lojalności interesariuszy, zwiększając tym samym wartość firmy. W ciągu ostatnich dziesięcioleci kluczowym czynnikiem było pokazanie, w jaki sposób działania firmy mają wpływ na środowisko i



jakie problemy społeczne mogą przyczynić się do działań charytatywnych. Wiadomo również, że wewnętrzne działania CSR zwiększają wydajność, ale intensywność ich wykorzystania jest związana z sytuacją na rynku pracy. Znaczne różnice w płacach, rosnący popyt na pracę, swobodny przepływ pracy nasiliły konkurencję na rynku pracy, co spowodowało znaczne wahania w kilku sektorach w regionie CEE. Dlatego te nowe wyzwania wywierają presję na firmy, aby angażowały się w CSR i koncentrowały się na swoich zasobach ludzkich. Głównym celem tego badania jest zwrócenie uwagi na potencjalną rolę wewnętrznego CSR w zmniejszeniu niedoborów siły roboczej. Badania opierają się na systematycznym przeglądzie odpowiedniej literatury naukowej, analizie treści dobrych praktyk firm międzynarodowych i analizie opisowej danych statystycznych zebranych z Bazy danych Eurostatu i Węgierskiego Głównego Urzędu Statystycznego. Dzięki głównym odkryciom Autorzy wskazują, że etyczne zachowania przywódcze, moralne uznawanie pracowników i empatia wobec osób z problemami osobistymi lub zdrowotnymi wciąż oferują nowe możliwości rozwiązywania problemów związanych z pracą. Bardziej efektywne wykorzystanie wewnętrznej CSR wymaga zmiany nastawienia i nowego stylu przywództwa zarówno dla dużych przedsiębiorstw, jak i sektora MŚP.

**Słowa kluczowe:** rynek pracy, zrównoważony rozwój, wewnętrzne działania CSR, zarządzanie zasobami ludzkimi, region Europy Środkowo-Wschodniej.

#### 内部企业社会责任作为减少劳动力短缺的战略管理工具

**摘要:** 企业社会责任 (CSR) 作为人力资源管理不断完善的一个创新部分, 已成为 21 世纪社会和环境友好型企业组织的共同实践。企业社会责任是企业层面对可持续发展的贡献, 也是社会责任, 声望建设, 利益相关者满意度和忠诚度提升的工具, 从而提高了企业的价值。在过去的几十年里, 它一直是展示公司活动如何影响环境的关键因素, 也是慈善行动可以带来什么样的社会问题。众所周知, 内部企业社会责任活动可以提高效率, 但其使用强度与劳动力市场状况有关。工资差异显著, 劳动力需求增加, 劳动力流动加剧了劳动力竞争, 导致中东欧地区若干部门出现大幅波动。因此, 这些新挑战迫使企业参与企业社会责任并关注其人力资源。本研究的主要目的是提请注意内部企业社会责任在减少劳动力短缺方面的潜在作用。该研究基于对相关科学文献的系统评价, 跨国公司良好实践的内容分析以及从欧盟统计局数据库和匈牙利中央统计局收集的统计数据的描述性分析。通过主要研究结果作者指出, 道德领导行为, 对员工的道德承认以及对有个人或健康问题的人的同情仍然为解决劳动问题提供了新的机会。更有效地利用内部企业社会责任需要改变态度, 为大公司和中小企业部门提供新的领导风格。

**关键词:** 劳动力市场, 可持续性, 内部企业社会责任活动, 人力资源管理, 中东欧地区。



© 2019. This work is published under  
<https://creativecommons.org/licenses/by/4.0/> (the “License”).  
Notwithstanding the ProQuest Terms and Conditions, you may use this  
content in accordance with the terms of the License.