

HUMAN ORIENTED CORPORATE ACTIONS: STAKEHOLDERS AND CSR

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Introduction/background: The paper builds on the organization's stakeholders theory by adding a new relation. It stipulates that separate groups of stakeholders can co-operate and influence each other in beneficial terms, which is important especially to local leaders, corporations and academic specialists in the CSR field.

Aim of the paper: The purpose is to contribute to humanistic management by focusing on how corporations become more human oriented and present on the social arena. The aim of this research is to build on the organization's stakeholders theory, especially within the scope of Corporate Social Responsibility (CSR).

Materials and methods: The paper combines a theoretical aspect, in the form of the stakeholders theory, and a research one, in the form of a case study. The subject of the study is CSR action taken by Santander Consumer Bank in Poland during recent years in the form of the Santander Orchestra. The objectives are achieved by applying the method of a case study.

Results and conclusions: The stakeholders theory is further developed to include interaction between different groups of stakeholders. It demonstrates how those groups benefit each other and how their interaction can be beneficial for the society. Ways to improve CSR activities are identified. The study includes a thorough analysis of the Santander Orchestra. It explains and points to best practices. The research can be treated as a set of guidelines for other corporations to use when creating their CSR activities. This research can help to make the public understand that corporations can have a great and positive impact on the social arena.

Keywords: Social Responsibility, humanistic management, stakeholders theory, Santander Orchestra.

1. Introduction

Stakeholder theory is often used in research on Corporate Social Responsibility (CSR) activities, thus becoming an integral part of the matter. It is also cited in many other theories and activities related to management, such as in the context of research on the humanistic management paradigm. What is more, its major uses and adaptations can be found across a broad array of disciplines such as business ethics, corporate strategy, finance, accounting, management, and marketing (Parmar et al., 2010). Its value, however, is most evident in relation to the concept of CSR.

There is extensive literature on the concept of CSR and activities undertaken in its scope addressed to various groups of corporate stakeholders. This article extends existing literature by making an original contribution to it.

This contribution takes the form of research results and analysis that allow the development of stakeholder theory. Parmar et al. (2010) describe stakeholder theory as constantly evolving and remaining under the influence of researchers attempting to invent more useful ways to describe, redescribe, and relate it to business. This work represents one of those attempts. As a result, the stakeholder theory is expanded with an element indicating the possibility of cooperation of two or more groups of stakeholders within one CSR activity. Without the CSR action taken by the company, these individual stakeholder groups could not have established their relation. Reciprocity creating a social network in which one group of stakeholders performs work for the other group is the result of such activities. The thesis adopted in the article assumes that CSR activities can form the basis for developing stakeholder theory with new content elements. The goal is to analyze socially responsible activities of enterprises for the broadly understood stakeholders and the changes that these activities can bring to the stakeholder theory. An example of socially responsible activities taken for the purpose of this research was the Santander Orchestra initiative. The method adopted in the study is the case study method. The choice of the research method provides empirical evidence to verify the thesis adopted in the study.

The article is organized as follows. Firstly, a literature review on CSR and stakeholder theory is presented. This section provides a theoretical foundation to develop the hypothesis. Secondly, the methodological section provides information on the research subject as well as the adopted methods and tools. Then, findings of the research are provided. Results and discussion, followed by a summary, complete the article.

CSR and the Stakeholder Theory

Contemporary enterprises operating in the conditions of globalization and growing market competition, in addition to the main economic goals, increasingly include social objectives in their activities (Żemigala, 2007). Kuc (2004) emphasizes that 'enterprises for which profit is the only specific goal are not financially as successful as those that have adopted a broader set of values'. The task of the CSR programs created by companies is to expand their activity by working towards a social goal. Companies performing a mere profitable function means their placing a group of primary stakeholders (owners, shareholders) above secondary stakeholders (local, regional communities). Unlike profit-oriented management, social responsibility is perceived as a concept that includes relationships with all stakeholder groups, not just the primary. As per Parmar et al. (2010), the CSR concept as a whole encompasses numerous parts, including corporate social performance, corporate social responsiveness, corporate citizenship, corporate governance, corporate accountability, sustainability, the triple bottom line and corporate social entrepreneurship. All of these share the aim of including the organization's other-than-financial obligations. Furthermore, the authors suggest that the language previously connected to stakeholder theory has been critical in allowing CSR researchers to specify the varied obligations of an organization.

The historical origins of the stakeholder theory are anchored in the book "Strategic management: A Stakeholder Approach" from 1984, by Freeman. Since the publication of this book, the literature on the stakeholder theory has become vast and diverse (Frederick, 2008). However, the most prevalent definition remains the one presented by Freeman, who conceived a stakeholder as "any group or individual who can affect or is affected by the achievement of the organization's objectives" (1984, p. 46). For Donaldson and Preston (1995, p. 67), stakeholders are persons or groups with legitimate interests in procedural and / or substantive aspects of corporate activity, and they "are identified by their interests in the corporation, whether the corporation has any corresponding functional interest in them". Mitchell, Agle, and Wood (1997) assume that persons, groups, neighborhoods, organizations, institutions, societies, and even the natural environment are generally thought to qualify as actual or potential stakeholders.

The stakeholder theory addresses the topic of CSR in a broader context than just the category of profits. The area of interest of the enterprise includes all stakeholders for whom the company's activities matter. The stakeholder theory emphasizes that "[...] all stakeholders (which include employees, shareholders, clients, the local community and others) claim the right to interfere in the business of the enterprise. This is manifested through the postulated expectations and may result, among others, from the fact that each enterprise coexists in a given local environment with other participants of social life" (Freeman and Evan, 1990, p. 340).

Ackerman and Bauer (1976) focused their research on organizational behaviors that adhere to societal expectations. They believed that the main goal of enterprises should be to react in advance to matters that society does not accept, and not just to take on forced responsibility later.

Numerous attempts to define the concept of CSR appeared in the 1950s. Howard Bowen (1953), in his publication "Social Responsibilities of the Businessman," indicated that business has an impact on society, so the company's goals should be consistent with social goals and values. The 1960s (the so-called "social era") brought further significant changes along with an increase in the number and quality of CSR definitions. Frederick (1994, p. 156), for example, regarding the needs of many people, states "social responsibility means that a businessman should anticipate the economic system to meet society's expectations [...]"

According to McGuire (1963), a company has not only economic and legal obligations, but also many others regarding society, going far beyond the above mentioned ones arising from legal provisions or market economy rules. These include, but are not limited to, interest in political affairs, social security, education, and other issues related to their employees and society in general. Eelis and Walton (1961), in turn hold that by CSR, the company understands the close relationship between it and greater society and draws attention to the voluntary nature of actions taken by the company.

The seventies brought more and more precise definitions of CSR. Johnson (1971), for instance, sets out that managers of a socially responsible company must balance profits with other human interests. In his description, he pays special attention to stakeholders, because a company striving to meet their needs becomes more competitive. Similarly, Backman (1975) believes that CSR refers to the non-economic goals and motives set by the business community. He mentions reducing environmental pollution, employing minority groups, participating greatly in programs aimed at improving the living conditions of the society, and improving medical care.

Important changes in the discourse on CSR were introduced by Manne and Wallich (1972). They distinguished three conditions by which a given action can be considered socially responsible. The first assumes that the income from expenditures or activities should be greater than the possible income from other, alternative expenditures or activities. The second – that the activity should be entirely voluntary. The third condition is that the costs resulting from pro-social activities should not be a generous distribution of money among people, but should result from current, well-thought-out decisions of lasting relevance.

An important role in creating the concept of CSR was played by the famous Davos manifesto from 1973, whose participants emphasized that the role of a company is not only to maximize profits, but also to serve society. "Management should serve clients, colleagues, funders and the society as a whole, and should balance the different interests of these groups. [...] Considering clients – satisfy their needs in the best possible way; considering co-workers – providing jobs and contribute to humanization of those jobs; considering shareholders –

provide dividends; considering society – use the entrusted knowledge and resources for the well-being of society and provide future generations with a living environment worth living in" (Suska, 2016, p. 302).

The nineties and the beginning of the 21st century brought new views and definitions of CSR. "In 2000, during the European Summit in Lisbon, the European Council presented the 10-year socio-economic program of the European Union called the 'Lisbon Strategy'. The goal of the Strategy and of the related activities, called the 'Lisbon Process', was to make the European Union the most competitive, dynamic, knowledge-based economy in the world, capable of sustainable development, with more jobs and social cohesion." (Żelazna-Blicharz, 2013, p. 28).

On the 18th of July, 2001, the European Commission published a document entitled "Green Paper on CSR" called the 'Green Paper', which aimed to launch a public debate on CSR. The 'Green Paper' contains, among other notions, the definition of CSR according to which "enterprises voluntarily include social and environmental aspects in their commercial activities and in contacts with their stakeholders." (Żelazna-Blicharz, 2013, p. 28).

In July 2002, the European Commission presented another document entitled 'CSR: business participation in sustainable development', which deals with the principles of promoting the idea of CSR. The document puts forward that: "Social responsibility means that not only legal expectations should be met, but also more attention should be paid to the development of human capital, the environment and the relations with stakeholders" (Żelazna-Blicharz, 2013, p. 29).

The concept of CSR, which has long been present in European countries, has recently been gaining popularity in Poland. More and more companies are now taking actions for the benefit of their stakeholders and the community and are noticing the profits of creating a positive social image (Forum Odpowiedzialnego Biznesu, 2018).

At the heart of these actions lies the concept of a stakeholder-oriented company. "Stakeholders" is one of the most important definitions that have entered the business dictionary along with CSR. Basically, it is safe to state that the company's stakeholders include everyone – because in times of globalization, the network of mutual relations is getting stronger and deeper. However, from the point of view of a given enterprise, the most important are the bonds with the stakeholders that can be managed.

In the primary sources, there are two approaches towards the concept of stakeholders: narrow and wide. According to the narrow definition, these are groups that have a significant impact on the development and success of an enterprise (this definition mainly focuses on the impact of these groups on the company's economic profits). On the other hand, the broad definition suggests that stakeholders influence or remain under the influence of an enterprise – this approach is derived from research on relations between companies and various groups shaping market behavior. A summarized comparison of the wide and narrow approaches to stakeholders is presented in Table 1.

Table 1.*Narrow and broad understanding of the concept of stakeholders*

Narrow approach	Wide approach
Stakeholders of an organization depend on the company because their goal is to achieve their own interest, but, at the same time, the survival of the company depends on them (Rhenam).	Stakeholders of an organization are individuals or groups that can influence the activities of the organization or are influenced by the actions taken by the organization (Freeman).
Stakeholders of an organization are groups on which the survival of the organization depends upon (Stanford Research Institute).	Stakeholders of an organization are groups that the corporation is responsible to (Alkhafaji).
Stakeholders of an organization are voluntary or involuntary risk bearers (Clarkson).	Stakeholders of an organization are groups that have relationships with the organization (Thompson, Wartick, Smith).
Stakeholders of an organization are groups or individuals on which the organization's survival depends (Freeman).	Stakeholders of an organization behave in such a way that they have one or more interests, starting with a legal or moral interest (Carroll).
Stakeholders of an organization are groups without which the organization cannot survive (Bowie).	Stakeholders of an organization are individuals or groups that have claims, property, rights or interests in the organization and its activities (Clarkson).
	Stakeholders of an organization have interest in the company's activities and the ability to influence it (Savage).

Source: Adapted from: Paliwoda-Matolańska, A. (2009). *Odpowiedzialność społeczna w procesie zarządzania przedsiębiorstwem*. Warszawa: CH Beck.

In a business environment, stakeholders are classified into categories of internal and external. Internal stakeholders refer to the individuals and parties within the organization, while external stakeholders represent outside parties that affect or become affected by the business activities (Stahla et al., 2019). Table 2. lists the main differences between internal and external stakeholders.

Table 2.*Internal Stakeholders Vs External Stakeholders*

	Internal stakeholders	External stakeholders
Impact	Direct	Indirect
How are they related to the organization?	They serve the organization (work for, work to achieve company's goals etc.).	They are influenced by the organization's work.
Employment	By the organization	Not within the organization
The company's responsibility towards stakeholders	Primary	Secondary
Examples of group members	Employees, Owners, Board of Directors, Managers, Investors etc.	Suppliers, Customers, Creditors, Clients, Intermediaries, Competitors, Society, Government etc.

Source: author's own work based on Koehler, I. and Raithel, S. (2018). Internal, external, and media stakeholders' evaluations during transgressions. *Corporate Communications: An International Journal*, 23, 4, pp. 512-527. <https://doi.org/10.1108/CCIJ-10-2017-0096>

Hence, business that does not exist only to increase the value of investments made by the owners, but also to meet the expectations of various groups of stakeholders, creates added value for all of them: both the internal and external stakeholders.

2. Methods

Santander Orchestra

The subject of the study is the CSR action taken by Santander Consumer Bank in Poland during recent years in the form of the Santander Orchestra. Santander Consumer Bank is one of the largest financial institutions in Poland. On their website, the bank declares that it is committed to implementing the strategy of CSR, based on the UN Sustainable Development Goals manifesto. As a part of the international Santander Group, the bank is constantly expanding the scope of projects carried out for its stakeholders, both external and internal.

CSR is just as important at Santander Consumer Bank Polska as core business activity. These are two sides of one coin. The bank generates profits by cooperating with clients. We believe that we should repay our customers for the trust they show us by implementing educational initiatives and programs aimed at supporting and developing local communities – says Michał Gajewski, President of the Management Board of Santander Consumer Bank Polska (Santander Bank Polska, 2019).

The Santander Orchestra project is an initiative addressed to young musicians who, by means of it, have the opportunity not only to play in a symphony orchestra, but also through various sponsored workshops, to supplement their musical and non-musical knowledge and to properly prepare to work as professional musicians.

We believe that everyone should have an easy access to music as it teaches openness, creativity and opens up new perspectives. It connects people beyond borders of culture and language.

The Santander Orchestra is an educational project in which the most talented musicians from all over Poland can take part. They develop their skillset under the guidance of excellent conductors and tutors - both during rehearsals and concerts. Hence, the Santander Orchestra project supports young talents and local communities. It is also a communication project addressed to, among others, employees and their families. The musicians, therefore, constitute a group of external stakeholders of Santander Consumer Bank, while the employees form a group of internal stakeholders.

History of the initiative

The idea of establishing the Santander Orchestra was crystallized after Jose Florencio conducted music workshops at the Krzysztof Penderecki European Center for Music with youth from 17 countries around the world. The concert, which was organized at the end of the joint work, was the trigger to create a further system of support for talented young musicians, that was different from the system of conventional scholarships. The Santander Orchestra initiative arose as a consequence of a lasting cooperation between the MyWay Foundation and Bank Zachodni WBK (Santander Group). The idea of the partners is to create a new orchestra of young musicians. The project is implemented jointly with the European Krzysztof Penderecki Center for Music in Lusławice.

Santander Orchestra is the original project of director Katarzyna Meissner from Santander Consumer Bank Polska and Adam Górko from MyWay Foundation. The project was co-created by the team of the Sponsorship and Relational Projects Office: Emilia Baradziej and Jakub Żulewski. The first editions were conducted in cooperation with the MyWay Foundation and the Krzysztof Penderecki European Music Center. The last editions were organized together with the Jazz and Film Music Foundation.

The course of the initiative in relation to external stakeholders

The first edition of the Santander Orchestra initiative took place in 2015. In the recruitment process, the Orchestra's Council selected 64 talented musicians from all over Poland who then took part in activities conducted by the American conductor – John Axelrod. The culmination of this work was a tour in November and December of 2015, during which the Santander Orchestra gave concerts in Lusławice, Wrocław, Katowice, Warsaw and Szczecin conducted under the supervision of Krzysztof Penderecki and John Axelrod.

Since 2015, the Santander Orchestra has played 30 symphony and chamber concerts under the direction of Krzysztof Penderecki, John Axelrod, Jerzy Maksymiuk, Lawrence Foster, José Maria Florêncio, Marek Mos, Maciej Tworek, Adam Sztaba and Marcin Sompoliński.

In 2016, Jerzy Maksymiuk included their performance at one of the most important Polish festivals in the celebration of his 80th birthday. For 4 days, Jerzy Maksymiuk practiced in Lusławice with musicians from the Santander Orchestra, also conducting intense section tests. The effect surpassed the wildest expectations, the performance was hailed as the event of the Beethoven Festival in 2016.

In the same year, the Santander Orchestra recorded an album of the works of Fryderyk Chopin and Antonin Dvorak under the baton of Jose Maria Florencio. In his rich career, Jose Maria Florencio was the conductor of the Grand Theater in Łódź, the music director of the Wrocław Opera, the general and artistic director of the PRiTV Orchestra and Choir in Krakow and the Poznań Philharmonic, as well as the director of the Grand Theater in Poznań. Moreover, he has been the resident conductor at the Grand Theater-National Opera in Warsaw.

In April 2017, the album mentioned above was awarded the recording of the month by the prestigious French music portal 'ResMusica'.

In 2018, as part of the Santander initiative, talented young musicians from all over Poland formed a 65-piece orchestra that played three concerts as part of the twenty-second Ludwig van Beethoven Festival in Warsaw, Poznań and Łódź. In addition, the Santander Orchestra Academy in Warsaw sponsored a series of 7 workshops with world-famous musicians playing selected instruments. These workshops also showed young musicians how to consciously pursue their careers and which aspects to focus on in order to become more competitive on the demanding labor market.

In April 2019, the Santander Orchestra performed once again during the Ludwig van Beethoven Easter Festival. Also in April 2019, the Orchestra appeared on the stage of the 'Jazz on the Odra' festival in Wrocław for the first time, and in May, it performed during the UEFA Champions League final in Madrid under the baton of Adam Sztaba. In October, it took part in a concert tour with Leszek Możdżer, Tia Fuller and Lars Danielsson - performing in Warsaw, Lublin, Katowice, Szczecin and Gdańsk. Furthermore, during such events as "Muzyka Nocy Letniej" in Gdańsk, "Festiwal na Fali" in Kostrzyn or even during the performance in Madrid, the Santander Orchestra performed in a chamber composition with a contemporary repertoire. Finally, during the "Symphosphere" autumn tour with Leszek Możdżer, a completely different chamber orchestra composition (with a more jazz-like repertoire) was performed.

The course of the initiative in relation to internal stakeholders

One part of the project initiatives was the Santander Orchestra music workshop addressed to bank employees and their children. Herein, children of employees could take part in music and rhythmic classes, educational workshops on selected instruments and singing and hearing games.

For some of them, it was the first opportunity in their lives to learn about keyboards. Parents, on the other hand, had the opportunity to participate in lectures discussing the benefits of music education that were organized for them by outstanding specialists from music universities.

Musical hearing tests were also undertaken for children aged 5-12, during which parents had the opportunity to learn about their children's hearing predispositions. Qualified specialists also checked whether children's hearing predispositions are sufficient to apply to music schools. Moreover, thanks to the possibility of engaging in such an event, young workshop participants got used to the stressful situation of participating in entrance exams to music schools.

The recruitment process and participation of external stakeholders in the project

Each new edition of the project is a new chapter and a new recruitment of talented young musicians. The staff responsible for the implementation of the project carry out the recruitment process via the website *santanderorchestra.com*. The bank employees responsible for the Santander Orchestra project want the project to be open to everyone. Candidates (students or

graduates of Polish music colleges aged 18-28) send recordings of songs selected by the project organizers, together with their university professors' recommendations. The commission, composed of recognized artists and creators, using strict criteria, choose the best and most talented musicians for the symphony orchestra (64/69 people) or chamber orchestra (21 people) depending on the repertoire selected in a given project.

After hand-picking the musicians for the project, special groupings are organised where the elected musicians prepare for concert tours and participate in classes usually skipped at universities. They improve their musical (and other) skills by training under the guidance of the best international educators, which include: Roland Greutter (NDR Elbphilharmonie Orchester), Julia Gartemann (Berliner Philharmoniker), Robert Nagy (Wiener Philharmoniker), Daniel Ottersamer (Wiener Philharmoniker), Arek Górecki (Chicago Symphony Orchestra), Markus Maskunitty (Berliner Philharmoniker) and Wojciech Morcinczyk (Polish National *Radio Symphony Orchestra in Katowice*).

Jakub Haufa, a musician who works as the first concertmaster in the *Sinfonia Varsovia* orchestra, works with the violinists. Katarzyna Budnik-Gałązka, the artist nominated for the 'Polityka' Passport in 2013 and the winner of the Frederic statuette for her solo album "Viola recital", looks after the group playing violas. Marcel Markowski, the youngest among the teachers of the Santander Orchestra, is also associated with *Sinfonia Varsovia*. The list of tutors working at the Santander Orchestra with youth playing wind instruments is opened by Arkadiusz Krupa, the first oboist of the Polish National Radio Symphony Orchestra for almost 15 years, and who has performed the same function in *Sinfonia Varsovia* since 2012. Ewelina Sandecka, who is responsible for the French horn section, played in Poland with the Polish National Radio Symphony Orchestra, and in Spain, is a soloist of the *Bilbao Orkestra Sinfonikoa*. Zdzisław Stolarczyk, an artist who has been the president of the Polish Trombone Association since 2005 and is a member of the International Trombone Association, is responsible for the trombone section. He has been associated with the Polish National Radio Symphony Orchestra for many years.

The recruitment process and participation of internal stakeholders in the project

Employees and their children are invited to music workshops via internal communication, i.e. through newsletters and news on the intranet. These events are organized for them free of charge. The Santander Orchestra project staff does not carry out any special recruitment for such events. Participation in the workshops is determined by the order of applications and the number of places available in a given edition. In addition, employees are invited to Santander Orchestra performances on every tour. Special internal competitions are also organized – e.g. concerning the project, music and artists - in which tickets for Santander Orchestra concerts are the prize.

Project objective in relation to external stakeholders

The goal of the Santander Orchestra project is to create an initiative addressed to young musicians, combining the highest level of music practice with additional classes – usually overlooked in traditional music education. Therefore, in addition to practical classes from world-famous musicians, students and graduates of music schools have the opportunity to participate in lectures on financial management, image management, public relations, copyright and social media. These issues are usually overlooked in the music studies programs, and are very important when building a professional career. By supplementing musical education with knowledge in these areas, young musicians participating in the project are able to efficiently, independently and consciously plan and lead their careers.

Project objective in relation to internal stakeholders

The Santander Orchestra project is not only a symphony orchestra consisting of the best young talents from all over Poland, but it is also a project open to music education. For the Santander Orchestra, the purpose of the music workshops organized in various Polish cities for the Bank's employees, their children and their immediate family is to show the benefits of music education.

Benefits for external stakeholders

The Santander Orchestra is an educational project, not a permanently functioning orchestra. So as to involve as many people as possible, each new edition is a new recruitment process, and therefore a new orchestra composition. It also includes new repertoire, new soloists and conductors and new locations of performance. So far, over 300 young musicians from all over Poland have participated in the project.

Benefits for internal stakeholders

The project also includes music workshops for the children of the bank employees. In these, such children can take part in musical hearing tests, music and rhythm classes, educational workshops on instruments and singing and hearing games. As of the third edition of the project, opportunity has been given for testing the hearing predisposition of children in the 5-12 age range. Workshops were organized in 2017 and 2018 in Gdańsk, Gorzów Wielkopolski, Konin, Kluczbork and twice in Warsaw, and 117 children took part in the hearing tests alone. So far, nearly 400 employees and their children took part in all events.

Thanks to the music workshops addressed to the Bank's employees, their children and their immediate surroundings, the project has reached out to local communities and showed the benefits of music education and the development opportunities offered by learning music from an early age.

Common benefits for internal and external stakeholders

After selecting musicians for the project, special groupings are organized where young musicians prepare for concerts and participate in financial management, self-presentation and similar activities organized for them. Usually these workshops take the form of lectures. The minimum duration of one workshop is 1.5 hours. Employees of Santander Consumer Bank who deal with finances on a daily basis are invited to act as lecturers, as are employees from the communications and marketing department. Their task is to share their knowledge about social media or to present basic knowledge about building image in the media. Recognized music journalists are also invited to conduct workshops on self-promotion on the music market, on the music market itself, and on musical careers. By way of such workshops, young musicians can see and hear what interviews on the radio or television are like, how to prepare for such interviews, how to talk about their own music and how to promote themselves. Every year, different experts are invited to cooperate in the project.

Challenges

The creators of the Santander Orchestra recognize that the key challenge they face is skillful, proactive communication and project promotion. They recognize that it is important to find the most effective way to ignite positive emotions among all recipients, thus building positive associations with the project. They see the need to look for extraordinary, innovative ideas that will surprise, attract attention and intrigue the recipient in modern information accumulation. For the creators of the Santander Orchestra, the most important challenge in recent years is what they called the “attendance challenge”. This concerns finding a way to attract Polish audience to come to a concert in which a completely unknown orchestra is the principle attraction. This challenge had a positive solution, the effects of which became noticeable when the project “Symphosphere” sold out more than a month before the first concert that took in five cities in Poland.

Expected benefits

From the beginning, the project was created as a CSR platform supporting young talents, as well as a communication platform addressed to the bank's clients, employees and the general public at the same time. The biggest award for the organizers of the project is when they see that musicians can develop and fulfill their professional dreams thanks to the Santander Orchestra. Through the initiative, young musicians benefit the most from playing – often for the first time – in a professional orchestra, on a concert tour, under the direction of eminent conductors. The organizers of the campaign often hear from the participants that in just a few weeks as a member of this orchestra, they have learned more than they had during their regular school music education. Still, music education in the project is not a substitute; it only gives the

opportunity to polish the individual's skill-set. For some participants, it is also a pass to employment in professional orchestras.

In turn, for the bank this has measurable image benefits. First of all it generates satisfied customers who are invited to concerts, but, equally important, the project has great potential to build a positive brand image. It is worth mentioning that the project was subjected to a attractiveness level test. Research shows that almost 75% of all consumers find the project attractive and positive in its support of young musicians.

Plans for the future

The creators want their project to be unique, inspiring, unforgettable, and different from previous years. After years of performing with the classical repertoire (Bizet, Chopin, Dvorak, Haydn, Penderecki), in 2020, the orchestra has turned to contemporary jazz music. Currently, work on the project's future is under way.

Research purpose, method and approach

As indicated from the literature review, CSR is, nowadays, a significant and growing phenomenon. The topic has been thoroughly investigated, but when linked to stakeholder theory, there are opportunities for development. The purpose of this article is to contribute to humanistic management by focusing on how corporations become more human oriented and present on the social arena. The aim of this research is to build on the organization's stakeholder theory, especially within the CSR scope.

The method used in this article is a case study. Case study is an inductive method, i.e. it is a logical model of reasoning in which general theorems are derived from detailed observations (Babbie, 2013).

Yin (2004, p. 13) defines a case study as "an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between the phenomenon and the context are not clearly evident." The author suggests that the case study method is particularly useful when researching a subject in the field of community psychology and sociology, as well as in investigating organizational issues and management.

According to Starman (2013), the case study approach falls into the category of qualitative research and is one of the first types to be used in it. Moreover, the author suggests that case studies have been widely employed in the fields of social science and practice-oriented arenas. Zainal (2007) believes a case study to be a robust method wherein a comprehensive examination is expected. The author argues that case studies allow a close investigation of a matter within a particular context. Zainal (2007) also claims case study research focuses on real-life and current phenomena capable of being explored in a given context, and where relationships between the variables of this context can be taken into account and explored. "The name *case study* shall draw attention to what special information can be learned about a given case" (Stake, 1997, p. 624). The case study method is useful when looking for an in-depth

investigation when the research sample is limited in number and a search for numerous attitude variables is welcomed. Starman (2013) believes that the results of a case study can contribute to more holistic and comprehensive theory-building.

This research uses the qualitative method of an electronic interview (e-interview) and secondary data analysis. The electronic interview included five groups of open-ended questions. Bowden & Galindo-Gonzalez (2015) have noted that with the more common use of the Internet, a relatively new method for interviewing has emerged: e-interviewing. Meho (2006) also sees e-interviews as valuable alternatives to the traditional. However, the authors claim that e-interviews tend to be marginalized and face-to-face interviews seem to be held in higher regard. Still, Bowden & Galindo-Gonzalez (2015) point to Meho (2006) who claims that data obtained through the means of e-interviews and traditional face-to-face interviews does not vary in quality. In addition, as claimed by numerous authors mentioned by Bowden & Galindo-Gonzalez (2015, p. 80), data coming from e-interviews tends to be more concise and provide specific examples and ideas in comparison to transcripts from face-to-face interviews.

Salmons (2012) recognizes there are asynchronous and synchronous methods of online communication and interview conducting. Synchronous is when both the interviewer and the interviewee are communicating online at the same moment in real time; asynchronous is when the respondent does not answer the questions in real time. According to May (2005; as per Bowden & Galindo-Gonzalez (2015)), asynchronous research is helpful when interviewing individuals who lead busy professional lives and would not have the time to meet face-to-face. Styśko-Kunkowska (2014) adds that electronic interviewing may be necessary when time-related, physical, or research-subject-related constraints occur. For this reason, among others, the asynchronous method is applied in this research.

Salmons (2012) suggests that the asynchronous method provides the interviewee ample time to think through the answers before writing them down. This can, in turn, lead to greater research results as more insightful content might come up as a result of the interviewee's opportunity to focus without time pressure. Asynchronous e-interviews, therefore, eliminate the barrier of time and can provide more detailed answers, according to Bowden & Galindo-Gonzalez (2015).

As the variety of data sources is the main advantage of the case study method (Yin, 2004), the article uses the analysis of materials posted on the bank's website. Additionally, interviews regarding the Santander Orchestra project (questions sent via e-mail) with two Santander Consumer Bank employees were actioned. The interviewees were two employees responsible for CSR activities: the CSR Manager and the Senior Specialist in relational projects, Ms Katarzyna Teter and Mr Jakub Żulewski.

In the case of this research, the e-interviews were sent out in November and December 2019. The e-interview questions were developed on the basis of the literature review presented in the first part of this article and through an analysis of the bank's website content. The e-interviews included 10 open-ended questions grouped in 5 clusters. They considered the character of the

orchestra, the recruitment process, talent management techniques, the trainers, internal stakeholder (employees and their children)-focused activities and their take-up, and internal research details. Answers to the e-interviews were received promptly, in November and December 2019.

3. Results

Globalization, the process that allows businesses to run their operations on an international scale, besides having positive effects, has also negative impacts such as the destruction of the natural environment due to the abuse of raw materials, deepening of the unemployment and increasing the distance between rich and poor. Hence, activities for the sake of social responsibility are part of the process of neutralizing and repairing the damage done by corporations or contributing to the general societal well-being that impacts upon both external and internal stakeholders.

This text includes an extension of stakeholder theory in the form of the added dimension of relations between internal and external stakeholders within the CSR frame. It suggests that techniques previously applied to internal stakeholder groups (like talent management) can also be applied to external stakeholders groups. It implies the emergence of a phenomenon that can be called non-organizational talent management. This means conducting activities in relation to external stakeholders whose goal is to select specific talents that will not be used directly by the organization, but will indirectly bring certain long-term profits to the organization and the society.

Additionally, this case study clearly uncovers the mutual benefits both stakeholder groups receive while interacting. Figure 1 presents a simplified model of relations between different stakeholder groups within the Santander Orchestra project.

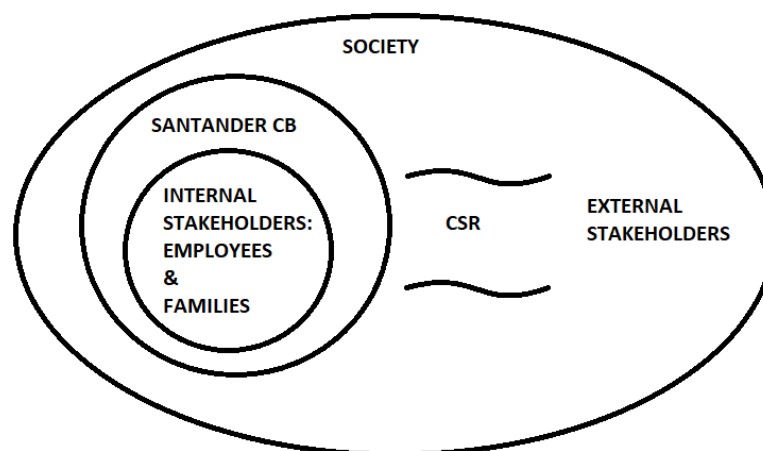


Figure 1. Simplified model of relations between different stakeholder groups within the Santander Orchestra project. Source: Author's own elaboration based on the research results and analysis.

As indicated in the figure, CSR becomes a platform facilitating the interaction between different groups of stakeholders. Within the Santander Orchestra project, the talent of external stakeholders (the musicians) is managed using a talent management method usually applied to internal stakeholder groups. The internal stakeholders group in this case consists of the employees of the bank and their closest relatives. Thus, the project has the potential to be beneficial for the relation between the employees group and the Santander bank as a corporation. The employees can participate in other than economic activities of the company. They are presented with an opportunity away from their daily duties to learn and be entertained. This engagement can form stronger bonds between the employees and the employer and be the basis for job satisfaction. Moreover, the external stakeholders benefit from the know-how and experience of the Santander Orchestra specialists while the corporation itself builds a positive brand image and gains recognition. This CSR activity focuses on the human side of the corporation. The actions of the Santander Orchestra are, therefore, human-oriented and focus mainly on knowledge distribution, and experience building for the musicians; and Santander as an employer recognizes its employees as humans with needs and a lust for cultural development.

4. Discussion

While evaluating the research process, one might find the drawbacks of building this paper upon only one researched company. The criticism of case studies, according to Starman (2013), focuses on research bias, so a subjective case selection due to researcher's prior knowledge. However, the author concludes that biased research choice leads to a more fitted research plan, which in turn can generate greater and more meaningful results. Therefore, the research bias in the criticism of case studies can be either waived or developed into its strength.

George & Bennett (2005, as cited in Starman, 2013, p. 36) name the main advantages of case studies – “the potential to achieve high conceptual validity, strong procedures for fostering new hypotheses, usefulness for closely examining the hypothesized role of causal mechanisms in the context of individual cases, and their capacity for addressing causal complexity”. The case study dealing with the issue of CSR and stakeholders theory can tap into the potential benefits a case study has to offer.

This research is a single case study. According to Yin (2014), multiple case designs are distinct from the single case designs in that the results from multiple case research seems to be welcomed more favorably and seems more credible. However, the reasoning behind using a single case method (due to exceptionality of the case) is compromised with multiple case design studies. Moreover, Yin (2004) appears to strongly defend the single case design by arguing that it is rare and exceptional by definition, hence, it can be revolutionary.

Styśko-Kunkowska (2014) stresses that if a limited number of methods is to be employed in the research, it is best to use interviews and secondary data. The author claims that there are considerable freedom and flexibility on data gathering and the research procedure. The author describes qualitative interviews as having a somewhat loose structure and mostly open questions as the primary focus is on understanding aspects of a given phenomenon. Yin (2004) suggests that most of the questions in qualitative interviews are 'how' and 'why' type of questions. Additionally, George & Bennett (2005) as per Starman (2013), claim it is possible to identify some omitted variables in the research when using open-ended questions. Perhaps the research could offer different insight if face-to-face interviews rather than e-interviews were implemented as these would allow for asking additional questions and further clarifications. It could also be worth investigating whether CSR-oriented activities undertaken by the same company globally bring about similar results locally and whether the relations between particular stakeholder groups vary.

5. Summary

The sources of stakeholder theory comes from practice. Freeman (1984) built the theory based on the experience of managers interacting with the company's external environment and with the different expectations of external and internal stakeholders. He conducted practical consultations, read business press, talked with executive managers so as to arrive at the concept of 'stakeholder management'. Similarly, Post and Preston Sachs (2002) identified good management practices for creating value for stakeholders.

Initially, stakeholder theory emphasized defining stakeholders and identifying key stakeholders. As per Parmar et al. (2010), a widely held belief seemed to dominate that different groups of stakeholders remain in conflict or at some kind of divide. However, stakeholder theory has evolved in recent years. The formerly dominating notion of division has eroded. In recent years, there has been a shift towards studying bridging relationships between groups and for assessing mutual learning.

Nevertheless, there is still a need for examples of stakeholder engagement from management practice to improve stakeholder theory and to help managers choose their stakeholder engagements in order to create as much value as possible. It should be noted that most of the work regarding the stakeholders theory is either highly theoretical or narrowly empirical.

In order to meet the goal of this article, a case study involving the Santander Orchestra was conducted. The concept of the project to create this orchestra is an action undertaken by Santander Consumer Bank as part of their CSR activities.

The qualitative method of a single case study was implemented. The asynchronous on-line method of e-interviews was applied. The questions used in e-interviews were developed on the basis of the literature review and analysis of the bank's on-line website content.

A study of the Santander Orchestra contributes to stakeholder theory. It indicates that in the case of external stakeholders, management methods used in modern companies can be applied that involves the positive engagement of internal stakeholders.

This case also demonstrates the possibility of using internal stakeholder management methods on non-organizational stakeholder groups (external stakeholders). In the case of Santander Consumer Bank, the talent management method used by joint-venture activity was transferred to non-organizational talent management. The effects of such action contribute to the development of talented individuals for the benefit of greater society, for all stakeholders, as well as for the company. Thus, they lead towards humanization in the global world with a view to social good.

CSR is, therefore, a tool for making organizations more human-oriented than those only profit-oriented. In the light of these considerations, it should be noted that one of the elements of socially responsible activities may be the extension of the stakeholders theory and implementation of the concept of talent management in relation to internal and external stakeholders.

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