

EDYTA SPODARCZYK

**An attempt to determine
the determinants of
an effective impact
of corporate social
responsibility on
consumer behaviour.
A pilot study report**

1. Introduction

Social responsibility means voluntary activities that not only comply with the currently binding law but in matters of public interest go beyond the norms stipulated by law, which would not only allow taking into account (i.e. not violating), but also increasing social benefits and improving the state of the natural environment. "In general, proponents of the CSR concept justified their case with four arguments: moral obligation, sustainability, license to operate and reputation" (Porter and Kramer, 2007, p. 57).

The concept of corporate social responsibility developed by the International Organisation for Standardization ISO in the form of ISO 26000 Guidance on social responsibility is often used in the organisation's practice. It defines the concept of social responsibility as "the responsibility of an organisation for the impact of its decisions and activities (products, services, processes) on society and the environment, through transparent and ethical behaviour that contributes to sustainable development, health and well-

Edyta Spodarczyk, Ph.D.,
Gdynia Maritime University,
Faculty of Entrepreneurship
and Quality Science,
Poland,
ORCID: 0000-0001-5964-2049.

being of the society, that takes into account its stakeholders' expectations, that is in accordance with the currently binding law and consistent with international standards of behaviour, that is consistent with the organisation and practiced in its relations" (<http://www.odpowiedzialnafirma.pl/o-csr/iso-26000>, date of download 26 Aug. 2019). Simultaneously, areas of social responsibility have been defined to include (<http://www.pkn.pl/dobre-praktyki-odpowiedzialnosci-spolecznej>, date of download: 26 Aug. 2019):

- organisational order,
- human rights,
- employment practices,
- environment,
- fair operating practices,
- consumer issues,
- development of society and involvement of the local community.

Consumers, along with owners, employees, suppliers, the local community and the natural environment, are stakeholders of a socially responsible organisation. Stakeholders are any group or entity that is influenced by an organisation or that has an impact on achieving the organisation's goals (Freeman, Velamuri, 2008, p. 6). Companies that take into account their consumers' interests shape good practices in the area of consumer issues. By good practices, we define actions that bring specific and positive results and that involve certain innovation potential. It is durable and repeatable and can be used in similar conditions elsewhere or by other entities (Bednarek, 2007, p. 24). Companies can improve products so that they meet the buyers' needs as fully as possible. At the same time, one should strive to limit the risk that a consumer buying a product may face – primarily, the buyer's physical, social, mental or financial security. The minimisation of the consumer's risk is also associated with the organisation's efforts aimed at informing buyers transparently and comprehensively about all the features of the offer and conditions related to the exchange - both before, during and after the transaction.

Not always are good practices of an enterprise operating on the consumer market directly aimed at the consumer. Many companies choose other areas of social responsibility. Then the company assumes that such practices have a positive impact on the organisation's image in the consumer's opinion. In that case, organisations see the consumer as a buyer who should appreciate the organisation's efforts, commitment and concern for social issues. In practice, the organisation expects the consumer to choose offers of socially responsible companies, ranking lower criteria such as price or quality.

From the point of view of the consumer's interest, he should act as a beneficiary of good practices on the one hand, and as an arbitrator on the other. The consumer, as an arbitrator, should have knowledge about his rights and should be an informed buyer who can critically evaluate offers both from the point of view of his needs and through the prism of the public interest. An informed consumer can be a partner for a company that takes his opinion and assessment into account. An important feature of the informed consumer is also his responsibility for his own choices.

Based on the selected literature on the consumer's role in the strategy of corporate social responsibility, it can be stated that a growing interest in social responsibility makes both practitioners and theorists ponder about the impact of social responsibility on consumer behaviour. The purpose of the article is to attempt to define determinants of an effective impact of corporate social responsibility on consumer behaviour. By the effective impact, the author understands that corporate social responsibility is an important criterion in choosing an offer by a consumer.

2. The impact of corporate social responsibility on consumer behaviour in the light of selected literature

Based on the selected literature on the consumer's role in the strategy of social responsibility, it can be concluded that the above problem is not specific only to Polish organisations. The growing interest in social responsibility means that both practitioners and theorists are asking themselves about the impact of social responsibility on consumer behaviour. In many publications, there is an opinion that social responsibility initiatives have a positive impact on the organisation's image. Research on the impact of the perception of corporate social responsibility on the company's image and brand features prove that social responsibility raises the brand's prestige, and consumers perceive it as exceptional. As a result, thanks to corporate social responsibility, there is an increase in the consumers' buying intention (cf. Currás-Pérez, Bigné-Alcañiz, Alvarado-Herrera, 2009, pp. 547-564). Similar conclusions come from a study verifying the effectiveness of introducing one of the three approaches to social responsibility in a company: sponsorship, corporate relationship marketing (CRM) and philanthropy, expressed in the consumers' identification with the company and their attitudes towards the brand and pro-social behaviour. In the consumers' opinion, all three approaches to social responsibility have a significant impact on building the company's reputation, consumers'

identification with the company and improving mutual relations. The level of this impact varies depending on the company's reputation before introducing socially responsible activities (cf. Lii, Lee, 2012, pp. 69-81). Therefore, it can be concluded that the social responsibility introduced by companies with a positive image strengthens this image. Socially responsible initiatives alone are not enough to build a positive reputation.

L. Marin, S. Ruiz and A. Rubio raise the issues of the positive impact of social responsibility on consumer loyalty. The authors claim that many organisations characterised by responsible business are based on the premise that consumers will reward companies for supporting social programs. The results of their research show that socially responsible initiatives are related to stronger consumer loyalty, because consumers perceive and appreciate the company's development in a socially positive direction and they identify with the company more strongly. In addition, the clear identity of socially responsible companies plays a key role in building consumer loyalty. According to the researchers, building a distinct identity of a social company will affect responses to stimuli, i.e. products, and it will increase consumer loyalty (Marin, Ruiz, Rubio, 2009, pp. 69-78). The present author is of the opinion that the above research proves that social responsibility is an added advantage, but primarily only when customers are satisfied with the company's products. Corporate social responsibility may constitute an additional argument for loyal customers, supporting their decision to purchase products of a given company on the basis of loyalty. In itself, it does not trigger this loyalty. In addition, as in many other aspects of consumer behaviour, consumers' characteristics, which can affect their greater or lesser sensitivity to social issues, also play an important role here.

The author has no doubts as to the results of the above research. However, the possibility of using these results in the practice of enterprises raises doubts, as they relate to the study of consumers' attitudes and intentions rather than their actual behaviour. Besides, general issues, both in terms of consumer behaviour and their approach to social responsibility are the subject of that research.

More interesting, both from the theoretical and practical point of view, seems to be research on how certain consumer features (e.g. his personal, psychological traits, and behaviours at various stages of the decision-making process) define responses to manifestations of social responsibility and what additional conditions must exist in order for this impact to be significant.

Sankar Sen and C.B. Bhattacharya analyse when, how and to whom social responsibility activities should be addressed to influence buyers' behaviours.

The study results indicate that this impact depends both on the company itself (activities, products, image) and on consumers – their attitudes and individual commitment to issues of social responsibility. The results also indicate a certain role played by compliance in the perception of the consumer's own self with the nature of activities of socially responsible companies. The authors believe that due to the above, CSR initiatives can not only increase (when the consumer identifies with socially responsible initiatives), but in some cases also limit purchases of products of a given company (in cases where they are not consistent with the consumer's perception of his own self) (Sankar Sen, Bhattacharya, 2001, p. 225). It follows from the above considerations that initiatives of socially responsible companies affect aware consumers who identify with the company and the nature of these activities. If this convergence does not occur, not only will there be no increase in purchases of the company's product, but interest in these products may also fall. In this case, the consequence may be market segmentation according to the perception of one's own "self", adapting relevant activities to the selected target segments. One should also not ignore building consumer awareness of social responsibility and highlighting a similar approach to significant social issues of the company and consumers. Appropriate communication with buyers and education will be helpful in achieving this goal.

Issues of the importance of educating consumers in the field of social responsibility and appropriate actions in terms of communication with buyers of a responsible company are raised by the above- cited authors in the next article. They prove that by engaging in corporate social responsibility, not only can they generate stakeholders' positive attitudes, but also, in the long run, build the company's image and strengthen the stakeholders' involvement in building mutual relations and make them spokespersons for the company. However, stakeholders' low awareness of corporate social responsibility is a significant obstacle to trying to obtain the above business benefits. This justifies the need for education and more effective communication of socially responsible initiatives to stakeholders (Shuili Du, Bhattacharya, Sankar Sen, 2010, pp. 8-19). Socially responsible companies should be interested in increasing the stakeholders' awareness and knowledge regarding social responsibility. It is also necessary to communicate the benefits that the parties obtain in their mutual relations.

M. Öberseder, B.B. Schlegelmilch and V. Gruber (Öberseder, Schlegelmilch, Gruber, 2011, pp. 449-460) present interesting and useful research from the point of view of developing knowledge on the impact of social responsibility

on consumer behaviour. The authors took up the unresolved paradox regarding the role of corporate social responsibility in consumer behaviours. On the one hand, consumers are demanding more and more information about socially responsible practices of companies. On the other hand, research indicates that consumer interest in social issues is not reflected in purchasing decisions. The results of qualitative research, using the method of individual in-depth interviews, show that assessment of socially responsible initiatives is a complicated process during which consumers distinguish leading, main and non-significant criteria affecting their purchasing decisions. Social responsibility is in the group of non-significant criteria. Respondents attribute low importance to social responsibility compared to other purchasing criteria, such as price, quality, brand, the country of origin. Hence the conclusion that buyers declare support for social responsibility, but in their decisions they are primarily guided by price.

These results are consistent with research on the importance of price (Carrigan, Attalla, 2011, pp. 560-577) and the dominance of financial rather than ethical values in purchasing decisions (Bray, Johns, & Kilburn, 2011, pp. 597-608). It has been proved that sufficient financial resources are a condition for considering social responsibility as a criterion for buying a product from a given company. In addition, consumers assume that products of responsible companies are more expensive. Often such a relationship occurs, but even if the prices of these products do not differ much from others, consumers still perceive them as higher (Öberseder, Schlegelmilch, Gruber, 2011, pp. 449-460).

The above results indicate that, despite the consumers' positive attitudes towards socially responsible initiatives, positioning the company and its offer as consistent with the standards of social responsibility may not significantly affect consumer behaviour. The question arises about the possibility of transforming buyers' intentions and attitudes towards socially responsible companies into market activities resulting in a decision to purchase.

T. M. Devinney, P. Auger, G. Eckhardt and T. Birtchnell (Devinney, Auger, Eckhardt, Birtchnell, 2006, pp. 23-29) are critical of conducting further research focused on consumer attitudes towards social responsibility. The authors believe that further research on consumer attitudes towards problems related to social responsibility, especially ethical problems, without taking into account real behaviours and without understanding their basic premises will no longer make a significant contribution to the discussed issues.

The above authors attempted to look at the issue of social responsibility from the point of view of consumer responsibility. Despite evolution in manifesting

social responsibility by consumers (from paying attention to environmental issues to the approach that takes into account issues of conscience), actual consumer involvement is low. Consumers support actions stigmatising unethical companies –those that violate human rights and employee rights, or degrade the environment – as long as such activities do not affect the buyers’ financial benefits. However, if products of unethical companies are more attractive in price than products of companies from the opposite pole, consumers choose the former. For this reason, companies are not convinced about introducing offers targeted at ethical consumers. There is a concern that this would be economically unjustified. Therefore, justifications of consumers’ social responsibility that are more rational than moral are needed. Otherwise, corporate social responsibility will have very limited significance in terms of its impact on consumer behaviour. Despite enthusiastic declarations, it will be only a necessary cost, not an opportunity for companies.

The authors defined consumer social responsibility (CnSR) as a conscious and thoughtful choice of a consumer based on personal and moral beliefs. CnSR is expressed in three ways:

1. In activity regarding specific actions (e.g. involvement in protests and boycotts).
2. In activity regarding shopping behaviours.
3. In opinions expressed during market research.

While protests and boycotts involve many people and are publicised by the media, ethical shopping behaviours involve consumers to a small extent. Examples include low interest in products with the Fair Trade label, or buying pirated films, CDs or fake products of well-known brands. Doubts are raised by results of research on CnSR, especially those that indicate a growing consumer interest in ecological, environmentally friendly and fair trade products for which they would be willing to pay more. These are declarations rather than actual consumer behaviours. As the researchers claim, “consumer morality ends in his pocket.”

The authors assert that socially responsible consumers are very difficult to identify. As research shows, they are not distinguished by characteristics such as gender, age, income, occupation, place of residence, etc. The need to be socially responsible lies deeply in the consumer’s mind. Such consumers are willing to choose ethical products and prefer ethical companies, paying more than for the “unethical” ones, provided that they meet consumers’ requirements (cf. Devinney, Auger, Eckhardt, Birtchnell, 2006, pp. 23-29).

3. The characteristics of a pilot study

Consumers declare their support for socially responsible companies. Research indicates a positive consumer attitude towards good practices. Buyers' choices show that social responsibility is not an important criterion in assessing an offer. There is a certain group of buyers who are aware and sensitive to social and ethical issues. But even they choose, above all, an attractive offer in terms of price, quality and brand. Awareness of this problem, with increasing costs of social responsibility, can cause a decrease in interest in social responsibility on the part of the organisation. However, it will be difficult for enterprises to withdraw from social responsibility due to the high pressure of governments, EU structures, organisations and society, which expect that companies, as members of a given community, will feel co-responsible for its condition and development.

In view of the above considerations, the question arises – can this situation be changed to make social responsibility become an important criterion for the selection of an offer by a consumer?

3.1 Research objectives. Sample. Research method

This study was conducted to identify an effective impact of social responsibility on consumer behaviour. The specific objectives of the study have been formulated as follows:

- identifying reasons for the lack of an effective impact of social responsibility on consumer behaviour,
- indicating actions increasing the effectiveness of the impact of social responsibility on consumer behaviour in the respondents' opinion.

The study was conducted in purposefully selected groups of students of the Faculty of Entrepreneurship and Quality Science of Gdynia Maritime University. The selection of respondents was non-random. Respondents participating in the study did not have any contact with issues of social responsibility during the classes (during verification they claimed not to know exactly what social responsibility / CSR was. Several people said that they had heard a little about social responsibility). The subjects were divided into 12 groups. Each group consisted of 5 persons.

To familiarise respondents with the issue of social responsibility, the author prepared a 20-minute presentation. During the presentation, the respondents learned what social responsibility was and got acquainted with one of the most popular approaches to this issue, i.e. ISO 26 000 guidance. During the further

course of the study, the respondents had access to theoretical materials (definition and characteristics of areas of social responsibility).

Then all groups were asked to answer three questions:

- does social responsibility influence your behaviour?
- if social responsibility does/does not affect your behaviour, why do you think this happens?
- what actions do you think can be taken to increase the impact of social responsibility on your behaviour?

While working in groups, students were asked to use the brainstorming method to solve the presented problems (all respondents knew the characteristic principles of brainstorming). Discussions in groups lasted from 30 to 45 minutes. All the answers were recorded on sheets of paper that were returned to the study author.

The choice of the heuristic method of brainstorming was determined by the purpose of the study. Brainstorming is one of the most effective methods of searching for ideas (Sojkin, 2013, p. 211). As mentioned, the purpose of the study was to identify the effective impact of social responsibility on consumer behaviour.

3.2 Study results

In all of the examined groups, the answer to the question *“Does social responsibility influence your behaviour?”* was negative. The question *“If social responsibility does/does not affect your behaviour, why do you think this happens?”* most often was answered that *“consumers are not aware of social responsibility”*, and that *“there is a lack of knowledge because companies do not reach consumers with information on good practices”*. Equally often, respondents claimed that *“consumers’ low income”* and *“difficult financial situation”* is the reason for not responding to good practices. There were also answers that *“consumers use common sense choosing offers by price and quality”*, and the offers of socially responsible companies compared to other offers above all mean *“large differences in price with small differences in product quality”*. Some respondents said that *“consumers do not believe in good intentions of companies. Certificates and awards received by a company do not guarantee the manufacturer’s integrity”*, and that they do not change their choices due to *“being used to the already selected brands/products”*.

Among the reasons for the lack of response to social responsibility, respondents also pointed to consumers’ low awareness and limited knowledge

(“the consumer does not notice differences between products that are safer/healthier for him and products that may pose a threat, e.g. products sweetened with xylitol and products sweetened with glucose-fructose syrup, presence of healthy fats in the product and the presence of trans fats”; “consumers have very limited knowledge of a healthy lifestyle, e.g. nutrition, ‘bad’ and ‘good’ product composition”; “consumers are not aware of the negative impact of environmental degradation on their lives/health”).

In the remaining answers, the respondents indicated a lack of interest in what is happening around them and does not concern them directly. They also recognised good practices as such actions, (“we are not interested in the world around us; we are focused primarily on ourselves, our problems and needs”; “there is a lack of interest in the issue and of willingness to get involved; there is indifference”; “consumers are not interested in the company’s activities that do not concern them”; “people are selfish; they are self-centred; if their needs are satisfied, they are more willing to help; if they have problems, they are primarily interested in their own good, not the common good or the good of others”).

Respondents asked *What actions do you think can be taken to increase the impact of social responsibility on your behaviour?* presented their ideas. First of all, the need for effective communication of socially responsible companies with consumers was emphasised in order to promote the concept of social responsibility and good practices (“emphasise more the promotion of social responsibility/specific good practices”; “campaigns informing about corporate social responsibility should be more emotional”). According to respondents, in addition to communication, organisations should put more emphasis on educating consumers both in issues related to social responsibility and in market knowledge, which consumers are lacking today and which is helpful in making choices (“consumer education in social responsibility should be conducted”; “consumer education in the field of consumer rights, healthy nutrition, ability to analyse the composition of products, or packaging should be conducted in schools and universities”; “the effects of companies’ failure to get involved in social responsibility and the effects of consumers’ indifference to these issues should be part of consumer education”).

In many responses, there appeared the topic of Polish products and the local nature of good practices as an effective way of encouraging consumers to use offers of socially responsible companies (“if products are similar in price and quality, consumers choose the Polish one; a Polish company invests in Poland, earns in Poland, pays taxes here, employs people; a foreign company is primarily

socially responsible towards the country of its origin"; "one should focus good practices on local problems which are closer to the consumer").

As for products sold by socially responsible companies, respondents stated that producers should not overprice products, since price is one of the most important selection criteria ("ensure attractive prices"). They also recommend greater care for the labelling of "consumer-friendly" products ("consumer-friendly" products should be clearly labelled").

Respondents do not see that off errors sufficiently care about consumers. In several statements there were postulates for a greater share of good practices in the area of consumer issues in the activities of socially responsible companies ("more good practices that take into account the consumer's good"; "designing good practices so that they are also a response to the consumer's needs, so that the consumer's response to social responsibility gave an opportunity to fulfil his dreams").

Among the respondents' ideas of ways to increase the impact of social responsibility on consumer behaviour, they pointed to the need to support socially responsible organisations by state institutions and cooperation of such organisations to achieve better results ("government support for socially responsible companies, especially in terms of good practices in the consumer area"; "cooperation of several companies in the scope of specific good practices, which will translate into better results of social responsibility and more effective communication with consumers").

3.3. Conclusions

The study was conducted among young people who are pursuing university education. They study economics, have access to many sources of information (the Internet, press, television, social media, etc.). Of course, the survey is not representative, but it is significant that among 60 people there is a very low level of knowledge and awareness regarding corporate social responsibility, good practices, etc. Several reasons for this situation may arise from the analysis of the respondents' answers. Firstly, socially responsible companies and other organisations dealing with issues of social responsibility (e.g. Responsible Business Forum) ineffectively communicate with the market. Secondly, as the respondents pointed out, they are primarily focused on themselves, their own problems and needs and are not interested in the surrounding reality unless they are directly affected (as they claim, they do not see actions directed at their needs and do not feel as stakeholders of socially responsible organisations).

Thirdly, as already stated, the consumer is the most “neglected” stakeholder. He does not respond to the efforts of a socially responsible company, so the organisation “does not see it as profitable” to address most messages to him. In fact, communication and education related to social responsibility takes place among enterprises, in their supply chain, among non-governmental organisations, at scientific conferences, sometimes also in local government organisations. Consumers, especially Polish consumers, are excluded from this group (in all fairness, it should be added that a bit also at their own request).

Another issue may be related to the benefits that result from applying good practices. If the consumer does not perceive these benefits as his own, he will not react to the actions of socially responsible companies. This was confirmed by respondents pointing to the lack of connection between social responsibility and their needs, problems and dreams. At the same time, they noted that even if certain activities of companies are beneficial to consumers (e.g. healthier products), they lack knowledge to assess them properly.

The above conclusion leads to the question about the role of consumer education in the effective impact of social responsibility on consumer behaviour. Respondents indicated the need to have knowledge about social responsibility. They also stated that communication between the company and individual buyers should be more effective in this respect.

4. Summary

Social responsibility is a voluntary practice of an organisation. The motives for which enterprises undertake socially responsible activities vary. Some enterprises identify social responsibility with a tool to build the company image. Other enterprises see social responsibility as an opportunity to enter new markets (especially when potential clients/institutional partners expect such practices). There are also entrepreneurs for whom social responsibility is a complement to the value system that underlies their business (cf. Spodarczyk, 2016, pp. 246-254). Regardless of the reasons for the organisation’s interest in the concept of social responsibility, the small share of good practices in the area of consumer issues and ineffective communication with consumers when it comes to social responsibility has remained the same for many years¹.

1 The annual Reports of the Responsible Business Forum, in which the number of good practices in the area of consumer issues is much smaller than in other areas, is an example.

According to the cited literature and research on the role of the consumer in the concept of social responsibility, the consumer is a relatively “unrewarding” subject of activities. Despite a positive attitude to good practices, he is guided primarily by price, quality and experience when making a purchasing decision. In principle, social responsibility is not a significant criterion for the buyer. Although there is a group of consumers who are sensitive to social issues, it turns out that they are difficult to identify. For the above reasons, socially responsible organisations, which in most cases are profit-oriented (enterprises), may limit good practices and relationships with consumers as unprofitable.

The results of the study and the ensuing conclusions give some hope for a change in this situation. It may be particularly important to combine good practices with benefits for the consumer and to focus on consumer education in the field of social responsibility. Social responsibility is positively perceived by most consumers. The certainty that by following this criterion in choosing a market offer not only do they contribute to increasing benefits for the broadly understood society, but they also benefit individually may strengthen the impact of social responsibility on consumer behaviour. The author is aware that the presented conclusions require verification in further research, not only in terms of effectiveness, but also in terms of the effectiveness of combining good practices with benefits for consumers and consumer education.

Abstract

An attempt to determine the determinants of an effective impact of corporate social responsibility on consumer behaviour. A pilot study report

It is assumed that the idea of corporate social responsibility implemented by an enterprise will be appreciated by consumers. Consumers will be more willing to choose offers and support initiatives of socially responsible companies. Social responsibility, as a distinguishing mark used in positioning an enterprise (brand), also aims to contribute to building the loyalty of consumers who will be characterised, among others, by lower price sensitivity, and in their purchasing decisions they will be guided by the company’s positive image.

The above assumptions are partly correct. According to numerous studies, consumers favour socially responsible companies. They declare positive attitudes towards such enterprises and their good practices. The problem is that consumer activity in supporting

responsible companies is often limited to declarations. The fact that the costs of social responsibility, as manifested in a higher price, are mainly to be borne by consumers is not emphasised. It turns out that good practices accompanying the offer (brand) are not always an important selection criterion for the consumer.

The purpose of the article is to attempt to define determinants of an effective impact of corporate social responsibility on consumer behaviour. By an effective impact, the author understands that corporate social responsibility is an important criterion for the choice of an offer by the consumer. The article presents a review of selected studies on the impact of social responsibility on consumer behaviour. The empirical part describes a pilot study in which an attempt was made to identify the reasons for the lack of an effective impact of social responsibility on consumer behaviour. Respondents' opinions on measures to increase the effectiveness of the impact of social responsibility on consumer behaviour were also obtained.

Keywords: *corporate social responsibility, consumer behaviour.*

Streszczenie

Próba określenia uwarunkowań skutecznego oddziaływania społecznej odpowiedzialności biznesu na zachowanie konsumenta. Komunikat z badania

Zakłada się, że idea społecznej odpowiedzialności realizowana przez przedsiębiorstwo doceniana będzie przez konsumentów. Konsumenty będą chętniej wybierać oferty oraz wspierać inicjatywy firm odpowiedzialnych społecznie. Społeczna odpowiedzialność, jako wyróżnik wykorzystywany w pozycjonowaniu przedsiębiorstwa (marki) przyczynić się ma również do budowania lojalności konsumentów, którzy cechować się będą m.in. mniejszą wrażliwością cenową, kierując się w swych decyzjach nabywczych pozytywnym wizerunkiem przedsiębiorstwa.

Powyższe założenia są po części słuszne. Konsumenty, jak wynika z licznych badań, są przychylni firmom społecznie odpowiedzialnym. Deklarują pozytywne postawy wobec takich przedsiębiorstw i ich dobrych praktyk. Problem polega

na tym, że na deklaracjach aktywność konsumentów we wspieraniu odpowiedzialnych przedsiębiorstw często się kończy. Nie podkreśla się bowiem faktu, że koszty społecznej odpowiedzialności, uwidocznione w wyższej często cenie, ponosić mają głównie konsumenci. Okazuje się, że nie zawsze dobre praktyki towarzyszące ofercie (marce) stanowią dla konsumenta istotne kryterium wyboru.

Celem artykułu jest próba określenia uwarunkowań skutecznego oddziaływania społecznej odpowiedzialności biznesu na zachowanie konsumenta. Przez skuteczne oddziaływanie autorka rozumie, że społeczna odpowiedzialność biznesu jest ważnym kryterium wyboru oferty przez konsumenta. W artykule przedstawiono przegląd wybranych badań nad wpływem społecznej odpowiedzialności na zachowanie konsumenta. W części empirycznej opisano badanie pilotażowe, w którym podjęto próbę identyfikacji przyczyn braku skutecznego oddziaływania społecznej odpowiedzialności na zachowanie konsumenta. Pozyskano także opinie badanych na temat działań zwiększających skuteczność oddziaływania społecznej odpowiedzialności na zachowanie konsumenta.

Słowa

kluczowe: *społeczna odpowiedzialność organizacji, zachowanie konsumenta.*

JEL

Classification: M14, M39

References

1. Bray, J., Johns, N., & Kilburn, D. (2011). An Exploratory Study into the Factors Impeding Ethical Consumption. *Journal of Business Ethics*, 98(4), pp. 597-608, quoted after: Öberseder M., Schlegelmilch B.B., Gruber V. (2011), "Why Don't Consumers Care About CSR?": A Qualitative Study Exploring the Role of CSR in Consumption Decisions, *Journal of Business Ethics*, Vol. 104
2. Bednarek, M. (2007). *Doskonalenie systemów zarządzania: nowa droga do przedsiębiorstwa Lean*, Difin, Warszawa, p. 24
3. Carrigan, M., Attalla, A., (2011). The myth of the ethical consumer -- do ethics matter in purchase behaviour? *Journal of Consumer Marketing*, 18(7), pp. 560-577, quoted after: M. Öberseder, B. B. Schlegelmilch, V. Gruber, "Why Don't

- Consumers Care About CSR?": A Qualitative Study Exploring the Role of CSR in Consumption Decisions, *Journal of Business Ethics* December 2011, Vol. 104, Is. 4, pp. 449-460
4. Currás-Pérez, E. Bigné-Alcañiz, A. Alvarado-Herrera (2009). The Role of Self-Definitional Principles in Consumer Identification with a Socially Responsible Company, *Journal of Business Ethics*, November 2009, Vol. 89, Is. 4, pp. 547-564
 5. Devinney, T. M., Auger, P., Eckhardt, G., Birtchnell, T. (2006). *The Other CSR: Consumer Social Responsibility* (May 1, 2006). *Stanford Social Innovation Review*
 6. Freeman, R.E., Velamuri, S.R (2008). *A New Approach to CSR: Company Stakeholder Responsibility*, p. 6.
 7. Lii, Y., Lee, M. (2012). Doing Right, Leads to Doing Well: When the Type of CSR and Reputation Interact to Affect Consumer Evaluations of the Firm, *Journal of Business Ethics*, Vol. 105, Is. 1, pp. 69-81
 8. Marin, L., Ruiz, S., Rubio, A. (2009). The Role of Identity Salience in the Effects of Corporate Social Responsibility on Consumer Behavior, *Journal of Business Ethics*, Vol. 84, Is. 1, pp. 65-78
 9. Öberseder, M., Schlegelmilch, B.B., Gruber, V. (2011). "Why Don't Consumers Care About CSR?": A Qualitative Study Exploring the Role of CSR in Consumption Decisions, *Journal of Business Ethics* December 2011, Volume 104, Issue 4, pp. 449-460
 10. Porter, M.E., Kramer, M.R. (2009). *Strategia a społeczeństwo: społeczna odpowiedzialność biznesu – pożyteczna moda czy nowy element strategii i konkurencyjnej?*; [in:] *Sekrety skutecznej strategii*, spec. ed. Harvard Business Review Polska, p. 57
 11. Sankar, Sen, Bhattacharya, C.B. (2001). Does Doing Good Always Lead to Doing Better? Consumer Reactions to Corporate Social Responsibility. *Journal of Marketing Research*, Vol. 38, No. 2, p. 225
 12. Shuili, Du, Bhattacharya C.B., Sankar, Sen (2010). Maximizing Business Returns to Corporate Social Responsibility (CSR): The Role of CSR Communication, *International Journal of Management Reviews*, Vol. 12, Is. 1, pp. 8-19
 13. Sojkin, B. (ed.)(2003). *Zarządzanie produktem*, PWE, Warszawa 2003, p. 211
 14. Spodarczyk, E. (2016). *The Concept of Corporate Social Responsibility in the Micro and Small Enterprise Sector*, [in:] F. Pinzaru, C. Bratianu (ed.), *Proceedings of the 12th European Conference on Management, Leadership and Governance ECMLG 2016*, ACPI, UK, pp. 248-254