



Corporate Social Responsibility of Organizations as Part of a Quality Management System

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Abstract

The paper deals with the topic of social responsibility in selected organizations in the Czech Republic. This topic is mainly associated with the requirements for economical and ecological production. In reality, however, this area has a much broader meaning. In the introduction, the paper deals with the definition of corporate social responsibility, the importance of this industry, the description of stakeholders and the basic principles of the whole concept. Furthermore, the paper deals with the benefits of implementing corporate social responsibility in the overall concept of the organization and describes the most common barriers to the adoption of the concept of CSR in organizations. The next part analyses the current attitude of organizations to CSR in the form of a questionnaire survey. Organizations from various areas of the private as well as the public sector were involved in the survey. The questionnaire is divided into three groups within the questions asked to the respondents. The first part of the questions is focused on the identification of organizations, focus size and other information. The second part focuses on awareness of corporate social responsibility and the last part deals with issues related to strengthening awareness of CSR.

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1. Introduction

The concept of corporate social responsibility is one of the most frequently used terms today. In recent years, due to its topicality, it has been the subject of a number of researches. We learn from many sources that being a socially responsible company is desirable and popular. The interpretation of the concept of corporate social responsibility can not currently be considered comprehensive or consolidated. The very idea and belief in the need for the concept of CSR has been theoretically described by the authors since the 1950s. A major milestone was 1979, when Archie B. Carroll created a definition of CSR that highlighted the four core areas of corporate responsibility that gradually emerged in all theories. Until then, however, they were considered incompatible, an area of economic, legal ethical and voluntary responsibility (Bowen, 2013).

The International Organization for Standardization (ISO) defines CSR as the responsibility of an organization for the

impact of it is decisions and activities on society and the environment, through transparent and ethical behavior (ČSN ISO 2600, 2011), by:

- Contributes to sustainable development, including the health and well-being of society,
- Considers the expectations of stakeholders,
- Complies with applicable laws and international standards of conduct,
- Is integrated into the whole organization and practiced in their relationships.

The question arises as to why there is currently no uniform definition of CSR. This is mainly due to the fact that the social responsibility of organizations is based on voluntariness, does not strictly define boundaries and thus gives room for wide discussion and a very broad understanding and interpretation by various interest groups (Kašparová and Kunz, 2013).

The paper deals with the social responsibility of organizations today. It provides an overview of the reasons why organizations should address the issue of corporate social responsibility and how important it is to give this topic due importance in the organization's strategic plan. The paper further briefly

defines the three pillars of corporate social responsibility and what or who the stakeholders are. Furthermore, the article mentions the benefits that social responsibility brings to organization and methods that allow us to map the current level of corporate social responsibility.

The paper was created as an output in analyzing the level of social responsibility of organizations in the Ústí nad Labem region. The Ústí nad Labem region has long been burdened by the impacts of the mining and chemical industries and is one of the three most affected regions of the Czech Republic in the environmental field. These as well as other economic and social aspects put the Ústí nad Labem region at a great disadvantage in terms of competitiveness in various areas. The presented paper evaluates the current approach of the addressed small and medium-size organizations in relation to the social responsibility of organizations, on the basis of which the concept for the expanded awareness and importance of the CSR strategy is created.

2. Social responsibility of organizations and its current importance

The social responsibility of organizations as well as individuals is currently becoming one of the most discussed topics on our planet. Corporate social responsibility is a trend that calls for a change in the orientation of companies from short-term to long-term goals, from maximum to optimal profit. Socially responsible organizations behave in a way that takes into account the needs of their internal and external environment, contributes to sustainable development, is transparent and generally contributes to the overall improvement of society. Specifically, social responsibility manifests itself by integrating positive attitudes, practices or programs into the company's business strategy at all levels (Skácelík, 2010).

Social responsibility can become a very strong competitive advantage, but it is necessary to carry out activities in the long term, consistently and with adequate control or research of the results of activities. Based on theoretical studies and research, the benefits of introducing CSR into corporate governance can be summarized in the following list:

- Increase profits,
- Access to additional capital,
- Cost reduction, resp. increase economy,
- Image improvement,
- Increase turnover and customer loyalty,
- Increase productivity and quality,
- Increase the ability to acquire and retain quality employees,
- Possible reduction of legal supervision and legal measures,
- Risk reduction, reduction of risk management costs,
- Keeping up with competitors and market demands.

Socially responsible companies are more attractive to investors, or investments in them tend to be less risky and often achieve very high returns. These companies are therefore more likely to raise sufficient capital.

Thanks to proactive policies and innovations, companies implement measures that reduce the risk and likelihood of various non-conformities, thus reducing the cost of their subsequent elimination. A number of surveys have shown that CSR activities increase profits, albeit indirectly in most cases (Kašparová, 2012).

Fortune 500 companies spend \$20 billion on CSR efforts collectively. To put that in perspective, that is 0.1% of total revenues and 1.8% of total profits. A corporation's incentive to promote CSR activities is two-fold: to advertise their brand and to ensure employees' loyalty. Research shows that employees are willing to take lower wages to work at a company with better CSR programs. CSR has become increasingly popular, particularly among larger companies, since many consumers are now more conscious about sustainable shopping. For instance, while in 2011, "just under 20% of S&P 500 companies published a sustainability or CSR report," by 2013, that number had increased to "72%" (<https://econreview.berkeley.edu/stocks-sustainability-how-they-relate/> 2020).

In principle, the fulfilment of obligations declared by individual companies can not be legally enforced. Socially responsible organizations put the fulfilment of legislative requirements first and the voluntarily plan responsible behaviour beyond them. The trend of corporate social responsibility around the world is growing, mainly due to consumer pressure and growing global interconnection around the world. Corporate social responsibility is considered part of the concept of sustainable development and is internationally supported by the OSN, the EU, the OECD and a number of international NGOs. It is promoted in individual states by government institutions and national non-governmental organizations, which can draw attention to problems either in the companies themselves or in individual sectors (Skácelík, 2010).

An organization that has accepted social responsibility may become more interesting for customers of investors. Because by increasing sales and better investment positions, they ultimately lead to profits and well as financial nature. These are regular customers who decide on the existence of an organization by choosing this organization when buying a product or service. Here we can talk about the first competitive advantage, because by buying a product from an organization that is socially responsible, it "harms" the organization that is not responsible. When practicing social responsibility, it is important to create a strategic plan (Skácelík, 2010).

The strategic plan prevents problems and should be thought through:

- Understand – realize what CSR means to the organization and how it relates to it.
- Evaluate – what the organization is already doing within the CSR activities. For example, it may be compliance with environmental regulations. Engage in philanthropic cause or implement environmental initiatives that reduce waste.
- Research – find out which CSR issues are most important for business.
- Prioritize – identify which CSR issues are most important to customers and stakeholders.

- Integration – CSR strategy must become part of the organization's overall business strategy.
- Opportunities – a strong CSR mandate can pave the way for new opportunities, such as entering new markets, developing specialized products, and building strategic partnerships.
- Communication – effectively ensuring the sharing of CSR activities to target groups through as many channels as possible (Fernando, 2021).

2.1. The three pillars of corporate social responsibility

In the narrowest sense, CSR consists of three pillars that a socially responsible company respects: economic, social and environmental.

In the economic field, the company is expected to conduct transparent business and positive relationships with investors, customers, suppliers and other business partners. Its effects on the economy at local, national and global levels are also monitored, for example through employment development or the fight against corruption.

In the social area, responsible company behaviour focuses on approaching employees and supporting the surrounding community. In the workplace and in the local community, the company affects the standard of living, health, safety, education and cultural development of citizens.

In the environmental field, the company is aware of its impacts on living and non-living nature, including the ecosystem, soil, air and water. It is expected that it will conduct its business activities in such a way as to protect natural resources and burden the environment as little as possible.

The scope of corporate social responsibility of each company should be all three areas, but each area contains many activities, from which the company can choose according to its focus and according to the requirements of stakeholders (Rio-Rama et al., 2017).

2.2. Stakeholders

A key element in the corporate social responsibility of the organization are the stakeholders. Within the organization, the recognition of the needs of all stakeholder groups must be stimulated and the position of CSR responsibility clarified.

An interested party is a party that has an interest in the company and may be affected or influenced by the business. The primary stakeholders in a typical company are its investors, employees, customers and suppliers. However, with increasing attention to corporate social responsibility, the concept has expanded to include communities, governments and trade associations.

- Stakeholders have a real interest in the company and may be affected or affected by the operation and performance on the business.
- Typical stakeholders are investors, employees, customers, suppliers, communities, governments of trade associations.

- Stakeholders, entities can be internal or external in the organization (Kok et al., 2001).

Benefits of stakeholder involvement:

- Innovative environment – continuous dialogue with key stakeholders is a valuable tool for predicting new trends and topics, allows you to understand the complex business environment, including market development and the identification of new strategic objectives.
- Risk management – dialogue with external parties can indicate possible risks in time, in particular if the company also establishes relationships with stakeholders who perceive the company negatively.
- Mutually beneficial relationship – personal encounters and the ability to develop individual relationships is the best way to build mutual trust between the company and stakeholders.
- Goal setting and performance monitoring – the external view makes it easier to establish meaningful one's objectives and evaluation of actual performance.
- Information value – strong and confidential relationships with stakeholders are a resource for the company valuable information ([www.globalreporting.org/NR/rdonlyres/ED9E9B36-AB54-4DE1-BFF2-5F735235CA44/0/G3_Guidelines ENU.pdf](http://www.globalreporting.org/NR/rdonlyres/ED9E9B36-AB54-4DE1-BFF2-5F735235CA44/0/G3_Guidelines%20ENU.pdf))

2.3. Advantages of CSR

It is necessary to realize that the primary goal of business is to generate profit for the owners and so even these activities must pay off for the company. In response to these allegations, research began to be carried out to reveal whether the company's CSR activities bring certain advantages or disadvantages and whether it is therefore worthwhile to invest in them or not to invest in them (Skácelík, 2010).

Using CSR data from 9,000 companies, we analyzed 271 companies that are publicly listed on the stock exchange. This database ranks CSR departments on a score ranging from 0 to 100 (100 = positive rating), but no company got higher than 76 or lower than 21. The rating takes into account numerous aspects of social good below with a multitude of indicators and over 200 sources. Data shows that a company's market capitalization predicts a higher estimated CSR rating. We can infer from this that larger companies have more means and motive to increase CSR efforts. This could be because they are under more scrutiny from the public or due to the fact that they can use viral social good campaigns to gain a competitive edge. As Forbes reported, "Corporate social responsibility (CSR) is largely associated with big companies. They are more high profile and thus attract more media attention, and they are particularly concerned to protect and enhance their reputations with the broader public as well as key stakeholders." (<https://econreview.berkeley.edu/stocks-sustainability-how-they-relate/> 2020).

Currently, most theorists and researchers agree that CSR activities bring the following benefits:

Positive image of the organization:

- 40% of an organizations reputation can be attributed to it is corporate social responsibility policy. It is a cumulative measure of 3 dimensions: management, work environment and commitment of the company.
- Responsible functioning gains points, recognition and strengthens reputation. By focusing on the right issues, CSR can contribute up to 30% to an organizations brand value.

Competitive advantage:

- More and more public and private actors are incorporating CSR criteria into their purchasing policies in order to control their social impact and image. These organizations will, of course, favor responsible suppliers so that their approach is consistent. The CSR approach therefore allows access to new markets and differentiates itself from the competition.
- Responsible corporate policy is an important differentiator: 66% of global consumers would be willing to pay more for products or services from companies that fully apply CSR.

Increased customer loyalty and sales:

- This advantage can be seen as different from the competition, as CSR activities potentially address a larger group of customers who will appreciate these activities and are willing to pay more for a given product compared to competing products.
- Today's conscientious consumers have more personal relationships with the products and services they buy, looking for companies that are responsible and promoting useful things. A study by Reputation Institute revealed that 42% of how a person feels about society is based on their CSR approach.

Operating cost savings:

- Reducing the environmental impact often leads to innovative ways to reduce operating cost, which improves the end result of the business.

Investors:

- Many financial institutions and investors have decided to prioritize companies that respect environmental and social standards, for example, since 2009 Desjardins has been offering SocieTerra's portfolios to invest in companies that adopt best environmental and social practices.

Promoting sustainability:

- Contrary popular belief, the implementation of CSR policy in the medium term allows for cost savings, for example by reducing paper consumption, saving energy resources, preventing absences or better anticipating legislative developments.
- CSR can even improve your overall performance. The implementation of CSR policy has been shown to increase productivity by 13% compared to companies that do not integrate into their strategy.

Responsibility is also important for small and medium-sized enterprises, CSR does not only bring benefits to large companies, even smaller ones can gain:

- Easier to find workers – smaller companies are less able to find a suitable workforce, they cannot afford expensive advertisements and university graduates in particular prefer to join large companies. With the use of CSR activities, even a small company can offer a potential employee benefits that will ensure his interest and later loyalty.
- Easier acquisition of business partners – corporate social responsibility also affects supplier – customer relationships, because some companies take into account compliance with the CSR concept when choosing a business partner.
- Public relations – a small company cannot spend large resources on communication with the public, so its well-known reputation is of great importance.
- Contacts and information – the company can obtain information from the environment and establish relationships with key partners, which will benefit in the medium and long term (Skácelík, 2010).

2.4. Quality management methods including social responsibility

Social responsibility mostly uses TQM models, more precisely the EFQM model of excellence. The implementation of TQM can cause changes in the organizational culture, which facilitates the incorporation of corporate social responsibility goals and procedures. In this sense, the development of socially responsible activities and the development of environmental management can be facilitated. The management of critical factors in the EFQM model of excellence is designed to prioritize the implementation of corporate social responsibility by focusing on effective employee management, interest in environmental management, transparency of operations, etc. It enables progress on the seven basic issues contained in ISO 26000:2012. It is a guide to responsibility and long-term gaining competitive advantage, which will enable the achievement of excellence in social responsibility.

The EFQM model of excellence developed by the European Foundation for Quality Management is designed as a diagnostic tool to identify strengths and areas for improvement. This model includes the social responsibility that organizations should develop as one of the basic concepts of excellence and is transversely present in the various criteria that make up the model (Kok et al., 2001). Several authors believe that CSR is part of the EFQM model, because assuming the model, critical factors of an organization's quality are managed with respect to their impact on society, in addition to satisfying all its stakeholders. In short, Total Quality Management model such as EFQM allow companies to develop a management strategy that enables and seeks to meet the needs of stakeholders or customers (customers employees, shareholders and companies) by integrating CSR principles into the model. It is worth noting that "creating a sustainable future" is one of the eight principles on which the EFQM model is based, "excellent organizations have a positive impact on the world around them because they increase their own performance in improving the

economic, environmental and social conditions of communities, with which they are in contact. The model collects four outcome criteria, in which three of them measure the successes of stakeholders (results for people, customers and society) and the key outcomes achieved by society. The EFQM model is a toll for organizations that want to adopt the philosophy of CSR. It is not a new model of excellence, but is integrated into the existing one and provides a structured approach to CSR management through guidelines based on global best practice. It enables the integration of the environmental, social and economic dimensions into organizations strategies (Rio-Rama et al., 2017).

Quality and CSR share some common features and concepts, such as focusing on people. The goal is not only customer satisfaction, but also quality working life and employee satisfaction. The table of CSR and quality is summarized in the Table 1. CSR and Quality (Trnková, 2004).

Table 1. CSR and Quality

Problem	Intersection of CSR with Quality Tools
Reduced waste production	Lean production contributes to reduced waste production. JIT and Kanban – efficient production scheduling and inventory management reduces waste caused by overproduction. It reduces the amount of energy required, waiting times transport, the amount of raw materials, the ecological footprint of the factory, etc. Six Sigma – a philosophy of continuous improvement, which contributes to the reduction of defects and thus the reduction of the amount of waste.
Employee Empowerment	TQM employees are expected to seek, identify, and correct quality issues. Employees are rewarded for this proactive approach. Within CSR, secure communication channels, robust complaint systems, training and skills development systems are opened up to employees. These are common attributes for ensuring fair working conditions in supply chains.
Management	The use of a quality management structure to create a system leading to greater awareness for responsible decision-making. Partnership with quality departments is important for CSR. It is essential to include CSR considerations with emphasis on the elements of “quality perception” and “design quality”.
Health and Safety	Approaches to scenario modelling and disaster mitigation, such as FMEA – an analytical method for identifying possible manufacturing or design defects and their causes. From a CSR perspective, stakeholders may find it irresponsible not to insist on high quality human lives.
Supplier involvement, accountability and transparency	In terms of quality, the supplier is perceived as an extension of the business, most mistakes are caused by the buyers themselves.

	Lean manufacturing shows that target values must be set together with the supplier for each product family. Companies and suppliers must work together to identify losses, and new targets should be analysed and new targets set once the targets have been met. Every company should have a reasonable return on investment. For CSR, the sensitivity and general reluctance to involve suppliers in social and environmental issues can be alleviated when quality-based approaches are supported by strong business cases for suppliers actions.
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2.5. Application and evaluation of the social responsibility of organizations

Corporate Social Responsibility (CSR) is widely used. CSR activities have evolved mainly from a philanthropic approach to an approach based on more shared values. Successful companies focus mainly on socially responsible issues that are directly related to their operation. CSR activities fall into four main categories, which are not mutually exclusive.

Methods for measuring social responsibility should be adequate to the size of the business, the sector in which the business operates or the availability of information on business areas and human resources. Corporate social responsibility can generally be assessed in terms of compliance with norms and standards or as the resulting effect of CSR activities that are benefits for the company and its surroundings.

A number of entities in the Czech Republic deal with the social responsibility assessment system, such as the Czech Society for Quality, the Business Leaders Forum (BLF), the Czech Standards Institute (ISO 26000), the Czech Chamber of Commerce, the Management Association Fund and the Association for the Czech Prize for Quality. Each of these entities focused on a different part of CSR. BLF strives to increase awareness of CSR as much as possible, the Czech Society for Quality provides education in this area and the Fair Business Association in cooperation with the Czech Quality Award deals with the evaluation of the results of companies in this area. (Kašparová, 2012).

Balanced Scorecard (BSC)

The BSC is a modern management method that measures a company's performance from four different one's perspectives in financial perspective, in customer perspective, in internal corporate perspective processes and in the perspective of learning and growth. Individual perspectives are followed in mutual context and are based on the vision and strategy of the company. This creates an integrated management system that connects goals in different perspectives and offers a comprehensive view of the performance of managers and the entire organization.

There are three ways to use the BSC method in the context of the CSR concept (Skácelík, 2010):

1. Integrating social and environmental aspects into the current four perspectives – social and environmental issues are included among the other strategic objectives

in the four basic perspectives and serves to support corporate strategy.

2. Adding a CSR perspective – a fifth perspective is added to the classic BSC method, which deals with responsible activities. This perspective is separate, but it is equal and interconnected with others. The company can thus monitor the impact of CSR on corporate strategy and other perspectives.
3. Use of the BSC method exclusively for the management of the CSR concept – in this case, the whole BSC model is focused only on the CSR concept and management. Only the customer perspective, which is often called the stakeholder perspective, will change slightly in perspective and this perspective is extended to other stakeholders, including the local community (Hubbard, 2006).

GRI method

The purpose of the GRI method is to help companies compile the most objective report possible on their social responsibility. It consists of 24 social indicators, 10 economic indicators and 16 environmental indicators. The disadvantage of the GRI methodology is that it only demonstrates the results. Therefore, it may happen that these indicators will not be possible to use if they are not implemented in a managerial manner. The results can only be one-off without a closer link to other processes in the company (Krohová, 2009).

GRI recommends providing basic information about the company, placing the concept of CSR in a strategic context, describing the involvement of stakeholders, publishing the company's performance using indicators and last but not least, the process of creating a report. The main benefit of the guidelines is a list of quantitative and qualitative performance indicators, which the company used to describe its socially responsible performance. Each company can choose indicators which are relevant and relevant to it and which it will use in compiling the report. Selected indicators individually in the text of the message. On one of the last pages of the company usually list the filled indicators. (<https://econreview.berkeley.edu/stocks-sustainability-how-they-relate/> 2020).

KORP method

The KORP method is a purely Czech system of corporate social responsibility evaluation, which was created by the Correct Business Association in cooperation with the Association for the Czech Quality Award as a national methodology for CSR evaluation. This system is based on the system of indicators GRI, the EFQM model of excellence-self-assessment methodology and the self-assessment methodology of the CAF 2006 (The Common Assessment Framework) (Vysloužilová and Sellner, 2019).

The GRI methodology has certain shortcomings that have been addressed in this model. The main thing is that GRI only takes into account the results and secondly that the GRI model only monitors the processes in the company and does not propose any solutions or create room for improvement. It is for these reasons that elements from the EFQM Excellence model

and the self-evaluation system applied in the CAP model were also built into the Czech evaluation system (Krohová, 2009)

A number of entities in the Czech Republic deal with the social responsibility assessment system, such as the Czech Society for Quality, the Business Leaders Forum (BLF), the Czech Standards Institute and more.

3. Experimental

The aim of the survey was to find out what is the current awareness of the social responsibility of organizations in the Ústí nad Labem region. Furthermore, whether organizations are actively involved in environmental protection only within the legislation or use CSR tools.

A questionnaire was chosen for data collection purposes as it is an effective survey tool. Data collection tool. Data collection took place in the period from 1.3.2021 to 11.4.2021 through e-mail communication supplemented by telephone conversations. The questionnaire contained 15 questions, which were formulated so that from the proposed answers it was possible to answer the questions asked and based on the answers of respondents it was possible to perform an analysis by deduction, based on which a proposal was made to raise awareness of CSR in small and medium-sized organizations. When creating the questionnaire, emphasis was placed on the correct formulation of the questions, on the appropriate length of the questionnaire and the logical connection of the questions in a row. At the same time, the questions were designed to provide as accurate and comprehensive data on organizations access to CSR as possible during the evaluation.

The survey involved organizations from various areas of the private and public sectors in the Ústí nad Labem region. A total of 69 small and medium-sized organizations were invited to participate, 75% of respondents, a total of 52 organizations. These values also correspond to the final return of the questionnaires.

The questionnaire survey was conducted anonymously, the identification of respondents was based on the determination of the company's activities and the number of employees. According to the data in the Integrated Pollution Register, the largest industrial polluters in the Ústí nad Labem region were also among the respondents addressed. It is a representative sample within the companies of the Ústí Region. The reliability of the results was checked during a telephone interview by checking the information that organizations share on their websites.

The first part of the questions was focused on the identifications of organizations, concerning their focus, size, foreign share and other information. The second part focused on awareness of corporate social responsibility, the anchoring of CSR in the strategic plan, mapped the support of the region, society, projects and events that deepen and strengthen awareness of CSR. Furthermore, customer relations in relation to CSR. The last part dealt with issues in relation to strengthening CSR awareness among employees, motivation and measuring employee satisfaction.

4. Results and discussion

As mentioned above, the survey involved organizations from various areas of the private and public sectors in the Ústí nad Labem region. The Figure 1 shows the representation of organizations in the addressed group of respondents. The most numerous parts of the respondents are manufacturing companies with a share of 54%, the second largest part of the sample is the non-profit sector 21%, 17% are state administration and 8% local governments. The benefit is the fact that the representation of the evaluated respondents is diverse, so it is possible to observe the approach to corporate social responsibility in different areas.

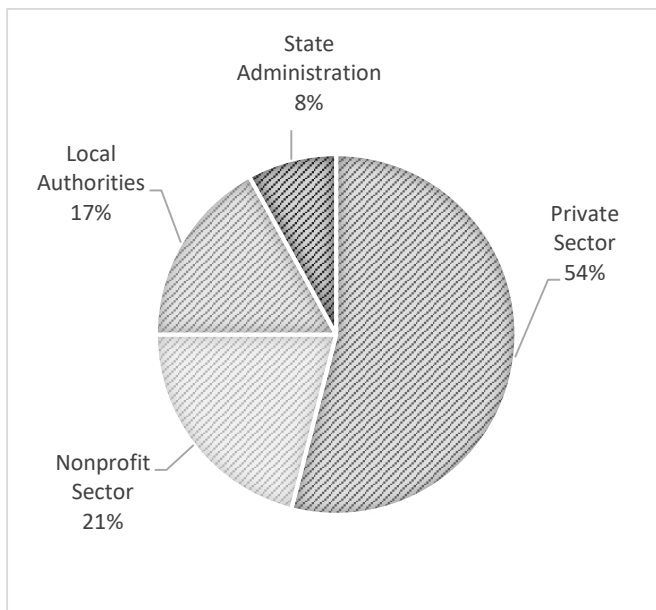


Fig. 1. The overview of organizations

According to the research, it is possible to divide the respondents according to the number of employees of the company. Small businesses in the sample of respondents represent 48% and medium-sized organizations represent the remaining 52%. For objective conclusions, it is important that both groups are adequately represented. Small enterprises included enterprises with less than 50 employees and medium-sized enterprises with less than 250 employees.

The next part of the questions was to find out the level of awareness and anchoring of CSR in the organization in relation to employees, the region, but also in relation to customers, with the help of the achieved level and area of certification. The certification of individual organizations is related to the size of the company, larger or medium-sized organizations have higher certifications. The organization obtaining certification in the field of environment, quality or other standards significantly fulfills activities within the framework of corporate social responsibility.

The Figure 2 shows the results of the certification survey of individual organizations. The highest share of certifications is represented by the ISO 18001 Occupational Health and Safety Assessment Series, which represents a management system

for safety and health at work, which is in a logical connection to the high number of respondents from the production area.

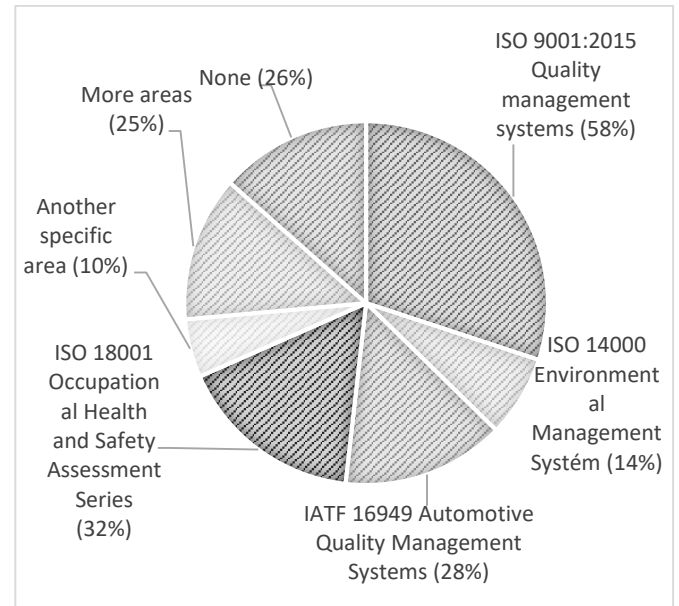


Fig. 2. The Certification of Individual Companies

The second most common standard was the ISO 9001 Quality Management Systems and following the specific standard, for example from the IATF 16949 Automotive Quality Management Systems.

The obtained data showed that the smallest number of organizations have certification in the field of environment, this finding has a negative effect on individual companies, especially in the field of environmental protection and sustainable development.

Furthermore, the second part of the questions found out how the respondents answered the questions concerning the social responsibility of organizations. Out of the total number of 52 respondents, 41% (21 organizations) answered that they have been involved in CSR for more than 6 years. Of the organizations that answered that 59% do not deal with CSR (31 organizations), more than half are 17 organizations convinced that they will deal with CSR within one year, another 10 organizations within three years and 4 organizations assume that CSR they will not deal with it in the future.

When asked if the organization includes CSR activities in it is strategic plan, only 14% of 52 organizations answered in the affirmative. Implementing social responsibility into an organization's strategic plan is very important. Only within a properly planned plan can the organization's management correctly determine the goal, plan it in time and money, and complete it is partial stages and implementation.

In this part, the survey also identified the reasons for possible barriers to implementation or further expansion of corporate social responsibility activities. One of the main reasons why organizations are discouraged from introducing or expanding CSR is the lack of information about the very concept of CSR, it is also distrust in the return on investment, or lack of work capacity.

The Figure 3 describes the third part of the questions was aimed at consolidating awareness of the organization's social responsibility among employees, ways of motivating and measuring employee satisfaction.

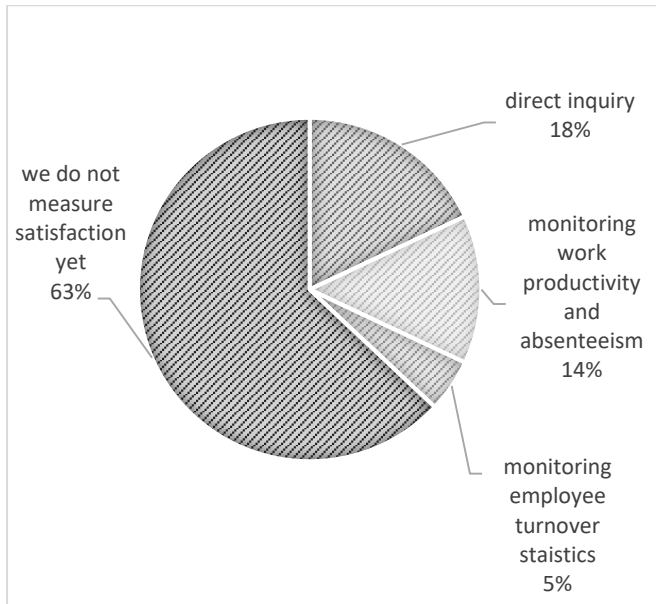


Fig. 3. The way of measuring employee satisfaction

Employee care is another important factor in organization's approach to social responsibility. Organizations and their activities are based on employees, and therefore this criterion is considered one of the keys. Most organizations do not measure employee satisfaction much or do not do so effectively and do not draw conclusions or corrections from that 63% of organizations do not measure the satisfaction of their employees in any way. It should be noted, however, that few employees will exercise their right to communicate to their superiors without the opportunity to remain anonymous.

One of the indicators of employee satisfaction is employee turnover. Most employees who are dissatisfied for a long time look for a new job in the short term and leave the organization.

5. Summary and conclusion

The paper presents the results of a questionnaire survey in the organizations of the Ústí nad Labem region of the Czech Republic, which proved that there are several shortcomings that can lead to a long-term decline in activities in the field of corporate social responsibility. One of the key problems is lack of information about what the concept of CSR represents and how it can be beneficial for the organization. We recommend creating a concept of regular seminars, trainings that will increase general awareness of CSR, as well as inform employees about the direction the organization is moving and which areas within CSR it pays attention to. We would also suggest an incentive program for employees for consideration.

The main reason why it is problematic to realize the benefits of CSR activities is non-financial. Companies that have vol-

untarily implemented CSR in all their business processes benefit in the areas of company image, reputation and other areas. Based on appropriate methods, they can then assess the effectiveness of the established concept. In case of inefficient use of CSE activities, the company should change these sources of inefficiency.

Corporate social responsibility offers a view of how to approach business humanely and responsibly. It is an approach that can contribute to sustainable development. The benefit for companies that choose to go this route will not have higher turnovers and higher profits, at least nor directly, but will have satisfied employees and a satisfied community around the organization. In today's lack of qualified workforce, this clearly provides a competitive advantage, which in the long run will contribute to better condition and more successful management of the company. Linking with modern quality management approaches is indisputable. Many CSR features are actually implicit in quality management systems. Of course, such a solution is not enough, and if the organization is serious about CSR, the concept needs to be fully integrated into the company's processes. For their administrative setting, it is necessary to continuously evaluate CSR, analyse the results and adjust the processes accordingly.

The next course of research will focus on helping selected organizations with the choice of method and setting up a system to improve awareness of CSR, as well as building a system of motivation for active participation in CSR projects. The motivation system will monitor how employee's awareness of the environment and their impact on life is increasing.

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作为质量管理体系一部分的组织的企业社会责任

關鍵詞

社会责任感 管理质量
EFQM 卓越模型 GRI、
KORP 方法 国际标准

摘要

该论文涉及捷克共和国选定组织的社会责任主题。本主题主要与经济和生态生产的要求有关。然而，实际上，该领域具有更广泛的含义。在引言中，论文涉及企业社会责任的定义、该行业的重要性、利益相关者的描述以及整个概念的基本原则。此外，本文讨论了在组织的整体概念中实施企业社会责任的好处，并描述了在组织中采用企业社会责任概念的最常见障碍。下一部分以问卷调查的形式分析了当前组织对企业社会责任的态度。来自私营和公共部门各个领域的组织都参与了调查。问卷在向受访者提出的问题中分为三组。问题的第一部分侧重于组织的识别、焦点规模和其他信息。第二部分关注企业社会责任意识，最后一部分涉及加强企业社会责任意识的相关问题。