An Investigation of Global Corporate Social Responsibility Implementation

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Introduction

Corporate Social Responsibility: The 3 P's

Hypothesis

CSR policies are difficult to disseminate globally. Companies struggle to gain regional employee engagement for HQ CSR projects

Methods
1. Literature Review
2. Qualitative Research
   a. Company Investigations
   b. Interviews (HQ/field-based)

Literature Cited

Results & Conclusions

- HQ and field-based employees both struggle to gain executive buy-in and staff participation.
- Field staff directly observe CSR impacts on employees and community.
- Field-based staff interpret the CSR message creatively.
- HQ and field CSR priorities sometimes conflict.
- Industry differences are insignificant.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivations for company’s CSR program</td>
<td></td>
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<tr>
<td>Company A</td>
<td>Encourage employee giving, community engagement</td>
</tr>
<tr>
<td>Company B</td>
<td>Embed corporate values</td>
</tr>
<tr>
<td>Company C</td>
<td>Response to community needs (with approval)</td>
</tr>
<tr>
<td>Core Values &amp; Requirements</td>
<td></td>
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<tr>
<td>Company A</td>
<td>Focus Areas (educ. &amp; literacy, environ. &amp; sustainability, community safety &amp; preparedness)</td>
</tr>
<tr>
<td>Company B</td>
<td>Not well defined</td>
</tr>
<tr>
<td>Company C</td>
<td>Education (25%), Basic Needs (25%), Arts &amp; Culture (10%), Environment (10%)</td>
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<tr>
<td>Biggest Challenges</td>
<td></td>
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<tr>
<td>Company A</td>
<td>Employee engagement; telling people ‘no’, staying on message (Focus Areas)</td>
</tr>
<tr>
<td>Company B</td>
<td>Executive engagement</td>
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<tr>
<td>Company C</td>
<td>Executive engagement; cultural differences; NGO qualification</td>
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</tbody>
</table>

TABLE 1
Comparison of HQ & field-based employee statements

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For Further Investigation

How can a global company implement CSR policies in a way that:
- applies at both regional and corporate levels?
- avoids diluting the brand?
- adapts to different political climates?
- encourages employee engagement at every level?
- invites input from field-based locations?
- helps communities without making them dependent?

Further Information
- jannarich@utexas.edu
- Good Business: Leadership, Flow and the Making of Meaning, by Mihaly Csikszentmihalyi
- The High-Purpose Company: The Truly Responsible (and Highly Profitable) Firms that Are Changing Business Now, by Christine Arena