

# CORPORATE SOCIAL RESPONSIBILITY AS AN EMPLOYER BRANDING TOOL: THE STUDY RESULTS OF SELECTED COMPANIES LISTED ON GPW

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## **Abstract**

For listed companies, employer branding is nowadays not only a choice within the framework of personnel strategies, but a business necessity addressed to the current employees of enterprises, and the future ones. The employer brand is a tool which is effective for the purpose of building a competitive advantage. It makes it possible to treat employees as internal clients, but also confirms the image of the organization as a desired place to attract the most talented candidates. A large percentage of enterprises follow a standard approach to corporate social responsibility tools, while differences result from diverse industries and organization sizes, but the overall strategy is similar.

The objective of this article is to present the results of research corporate social responsibility tools which significantly support employer branding in companies listed on GPW (The Warsaw Stock Exchange). The applied research procedure combines the analysis of the literature with empirical research and is based upon searching for the answer to the questions about the relationship between corporate social responsibility and employer branding in the selected listed companies belonging to WIG 20.

The studied enterprises have a corporate social responsibility strategy and they have apply employer branding but separately. There is no common strategy in both management areas.

**Keywords:** employer branding, corporate social responsibility, human resources management, listed companies.

**JEL Classification:** JEL: M12 – Personnel Management, JEL: M14 – Corporate culture; Social Responsibility

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## INTRODUCTION

The conception of corporate social responsibility (CSR), which is nowadays standard activities implemented by companies listed on the stock exchange, can be multifaceted. The activities undertaken are relevant to the functioning of the enterprise itself, as well as building relationships with the identified groups of stakeholders. However, employer branding (EB) is not just a choice, but a necessity for companies in order for them to be able to acquire and retain key employees. The objective of the conducted research was to identify corporate social responsibility tools which significantly support employer branding in companies listed on the Warsaw Stock Exchange.

The study was conducted with the application of the multiple case study method to find answers to the following research questions:

- What are the actions under employer branding undertaken by the listed companies and as a part of corporate social responsibility?
- Are these two problems considered to be interdependent or separate by enterprises?
- What is the awareness of these relationships amongst management boards and managers of the listed companies?

## THEORETICAL BACKGROUND

The first time when the conception of employer branding appeared in scientific dissertations was in 1996, in the works of Borrow, who claimed that ‘the employer brand is the package of functional, economic and psychological benefits provided by employment and identified with the employing company’ (Ambler & Barrow, 1996, pp. 185–206). A more detailed definition is provided by the Conference Board, which defines the concept as: “the employer brand establishes the identity of the firm as an employer. It encompasses the firm’s value system, policies and behaviours toward the objectives of attracting, motivating, and retaining the firm’s current and potential employees” (Ainspan & Dell, 2001, p. 502). Sullivan demonstrated a similar approach assuming that “employer brand is a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm” (Sullivan,

2004, pp. 501–510). On the other hand, Backhous and Tikoo think that it is “a process of building an identifiable and unique identity of the employer” (Backhous & Tikoo, 2004), and that it expresses itself in the organizational identity and organizational culture (which it exerts influence upon one more time), and that it determines associations associated with the brand of the prospective employer and the loyalty of the employed personnel to the brand. Martin and his colleagues analyse employer branding referring to its effects, namely, “attracting talented people to the organization and ensuring that both existing and prospective employees will identify with the company (its brand, mission) and deliver the desired by the company results” (Martin, 2008, p. 19) and indicate that employer branding is a process determined by the organizational identity and corporate identity, deeply rooted in the culture of the organization. Corporate image is a source of reputation which affects the attractiveness of the organization for candidates and the identification of them with the employees’ brand.

At first, the conception of employer branding was a novelty and a solution directed to large enterprises. Nowadays, it has become a regular task aimed at seeking, acquiring and retaining key employees. The most commonly applied employer branding tools include: internal communication, career paths, training, system of periodic employee training, satisfaction studies, wage and non-wage motivators, activities integrating employees, value system, corporate social responsibility actions towards employees (Kozłowski, 2012, p. 52). According to Sehgal and Malati (2013), “employer branding is the image of an organisation that is perceived by stakeholders, shareholders and employees. It should show the uniqueness of the firm, allow to differentiate from competitors and encourage employees that their company is a good place to work at” (Sehgal & Malati, 2013, pp. 51–65). Currently, some of the most used approaches in employer branding are (ManpowerGroup, 2015):

- “Talent Communities – group of people who may not be quite ready to apply for a job or for which there is no appropriate position open.
- Employer Ambassadors – involving employees as brand ambassadors. It requires finding engaged employees to speak out about the company and the workplace.
- Gamification – employers are increasingly looking to games and new technology as a means of immersing people in real-life

challenges that demonstrate their job skills and simultaneously engage candidates with the employer.

- Corporate social responsibility programmers – information on the company’s website.
- Social Media – proactive companies encourage employees to use social media, however this strategy should be carefully introduced and involves some training on what is expected in terms of tone, content and overall appropriateness.”

“Pivotal to employer branding becomes the management of employee and/or employer identities based on mutual trust, commitment and matching of expectations in relation to diverse groups of stakeholders. In the above area, activities are also carried out in the field of corporate social responsibility. Corporate social responsibility activities can generate many forms of competitive advantage. Employer attractiveness, among others, is one them. Simultaneously, the global talent shortage and the national labour market dynamics render talent attraction a big challenge for organizations” (Fouad Ibrahim, 2017, pp. 81–106). Employer branding promotes and profiles the company to potential employees. This requires creating and communicating compelling and unique perception of company in the minds prospective recruits to attract them and current employees to retain them.

The employer branding concept has evolved from a novelty and solution originally addressed to large businesses to one of the tools used nowadays to build competitive advantage and oriented towards attracting the most talented candidates, as well as a method of limiting key employee fluctuation (Stuss, 2017, pp. 111–118).

In practice, employer branding is most frequently divided into external and internal EB (Kozłowski, 2012, p. 13). The internal EB is focused mainly on the creation of a friendly work atmosphere and the opportunities for the employees to develop within the organization. The fulfillment of such objectives should be preceded by a research on satisfaction and commitment or by individual interviews with the employees. Such activities are usually long-term in character as only then they make sense and create employer’s credibility (*Employer Branding*, p. 10). As a result of the internal EB, the employee becomes an internal customer of the company and particularly of the personnel department. The tools that are applied here include (Kozłowski, 2012, p. 52):

- internal communication,
- career paths,

- trainings,
- system of regular staff training,
- satisfaction surveys,
- salary and non-salary incentives,
- staff integrating activities,
- value system,
- corporate social responsibility attitude to the employees.

The aim of the tools listed above is to retain the key staff and their implementation depends on the staff turnover in particular positions, the company's financial abilities, the HRM procedures and organizational culture.

The external EB may have two functions. One is the image creation, which aims at developing brand awareness among the applicants to work, informing the labour market about the company and the benefits from being employed in it, presenting its competitive advantages and the fulfillment of CSR objectives; and the other is the recruitment function whose basic aim is to reach adequate applicants and convince them to apply for the vacancies (Kozłowski, 2012, p. 52). The acceptance of a particular approach to EB determines its implementation. Numerous companies, including banks, take measures to learn about this concept by means of conferences, trainings or workshops on EB.

Any organization that wants to build its competitiveness in the market consciously, should also build its brand of "employer of choice". Employer brand of specific organization is determined by such factors as: attractiveness of the sector, company's reputation, quality of products and service, location, work environment, pay, economic conditions, employee benefits, people and culture, work/life balance. Company needs to shape its image consciously to be able to no influence on how it is perceived as an employees.

Corporate social responsibility has become increasingly important in labor market communication. To express organizational identity, reinforcing commitment to sustainable development and stakeholder engagement, organizations report their CSR activities. The impact of a company's employer branding (EB) strategy depends on how information recipients interpret corporate messages. Researcher have assumed that job seekers may show diverse attitudes toward CSR but the extant literature has hardly explored the interplay between CSR, EB, and job seekers' attitudes (Klimkiewicz & Oltra, 2017).

European Union Commission has defined corporate social responsibility, as the responsibility of enterprises for their impact on society. CSR should be company led. Public authorities can play a supporting role through a smart mix of voluntary policy measures and, where necessary, complementary regulation. Companies can become socially responsible by: following the law and integrating social, environmental, ethical, consumer, and human rights concerns into their business strategy and operations (EU Commission, 2014).

“The three CSR pillars of sustainability include three kinds of social responsibilities: economic, legal and ethical, and that organizations should aim at operating ‘in the middle’, i.e. activities should aim at fulfilling economic, legal and ethical responsibilities simultaneously” (Schwartz & Carroll, 2003, pp. 503–530).

„A new direction in CSR research has emerged which focuses on how CSR is socially constructed in a specific context” (Nijhof & Jeurissen, 2006, pp. 316–622). The involvement strategy invites to continuous stakeholder dialogue ensuring not only that the organization “keeps abreast of its stakeholders’ changing expectations, but also of its prospective influence on those expectations, as well as letting those expectations influence and change the company itself” (Morsing & Schultz, 2006, p. 144). Following this, the concept of CSR is transformed into dynamic processes of negotiating the mutual responsibilities of the corporation and its stakeholders, thus ensuring that the corporation gets social values into the decisional chain (Deetz, 2003, pp. 606–612). The business community is increasingly committed to incorporating CSR into strategic and business planning. CSR is not only a prominent research theme, but also it can be found in corporate missions and value statements. CSR is argued to be capable of improving a business’ competitive position and performance (Mahmoud et al., 2017).

“However, research carried out by Jain showed that higher employer branding points towards and leads to higher organizational involvement in CSR activities. This establishes that organizations having good brand image also follow and imbibe CSR practices” (Jain, 2013; pp. 83–98), “also company’s commitment toward CSR has become an important factor for attracting and retaining of employees” (Dokania & Pathak, 2013).

“Employees and prospective employees as important stakeholders, it is more pertinent than ever before to re-conceptualize the understanding of employer branding away from the traditional functionalistic

perspective towards a focus on dialogue and co-creation. Aggerholm and co-authors have offered a re-conceptualization of the employer brand concept as a holistic and processual discipline including the theoretical fields of branding, HRM and CSR” (Aggerholm et al., 2011, pp. 105–123). “Findings indicate that there is a strong positive relationship between socially responsible organizations and their attractiveness as employers. Supporting framework of the relative importance of corporate social responsibility dimensions, the economic responsibility has the highest effect on employer attractiveness, followed by the legal responsibility, and then the discretionary one” (Fouad Ibrahim, 2017, pp. 81–106). Valuable guide for human resources practitioners on how to develop an effective employer branding strategy by CSR.

## **RESEARCH METHODOLOGY**

The adopted research methodology is based upon searching for the answer to the question: What actions in the realm of building corporate social responsibility significantly support employer branding in companies listed on the Warsaw Stock Exchange? The applied research procedure combines the analysis of the literature with empirical research. The identification of the cognitive gap was the starting point for the diagnostic activities undertaken: in the research into companies on the Warsaw Stock Exchange conducted so far, the problems of corporate social responsibility and employer branding were analysed separately, concentrating, principally, upon the narrow understanding and the practice of enterprises. However, there were no answers to questions about the relationship between the two above-mentioned problems, the interdependence or separateness of them in the practice of enterprises, the awareness of this relationship amongst the management boards and managers of listed companies.

The adopted research strategy makes it possible to formulate the diagnosis of case studies, and afterwards to develop good practices for companies.

The research was of a qualitative nature. The employer branding and corporate social responsibility activities in the selected listed companies belonging to WIG 20 were analysed and interpreted. The WIG 20 index has been calculated since 16<sup>th</sup> April, 1994, upon the basis of the value of shares portfolio including the shares of twenty largest

and most liquid companies present on the Main Market of the Warsaw Stock Exchange. WIG 20 is a price-weighted index, which means that, for the purpose of calculating it, it is only the prices of transactions entered in it that are taken under consideration. The revenues from dividends are not taken under consideration. No more than five companies from one sector of the stock exchange may be included in the WIG 20 index. The research process included identifying new questions and procedures in the course of the study, collecting data in the aspect of joint participation, the inductive bottom-up analysis of data, and the interpretation of the meaning of the data.

The research tool was a multiple case study, which included a detailed description, followed by the validation of information accuracy, to increase the relevance of the test results. The case study method (the case study research was based upon the proposal of Yin, see: Yin, 2015, pp. 49–51) made it possible to obtain information from numerous sources such as: stock market reports, companies' websites in investor relations, reports for the board, and internal and external publications of companies as well as articles in the industrial press. In addition to that, market information from the companies' environment was collected (corporate social responsibility rankings, employer branding rewards, opinions of the industrial institutions, etc.).

Multiple cases augment external validity and help guard against observer biases. Moreover, multi-case sampling adds confidence to findings. By looking at a range of similar and contrasting cases, we can understand a single-case finding, grounding it by specifying how and where and, if possible, why it behaves as it does (Miles & Huberman, 1994).

The researched companies have been carefully selected, so that it would be possible to apply both a literal replication (where results corroborate one another), as well as theoretical replication (where results differ, but for predictable reasons). The assumptions made it possible to conduct the collection of thoughtful and complete data because they originate from numerous sources and make triangulation possible. The diagnosed amount of case study replications is discretionary and does not constitute any rule. The screening of cases was performed upon the basis of the subjective assessment of the selected instances of the companies in the aspect of the similarity and competitiveness of them.

The validation of the accuracy of information (here, the approach proposed by Creswell, see: Creswell, 2013, pp. 199–205) consisted of

a number of stages. At the beginning, the data for analysis were prepared by ordering the data from the selected case studies, and afterwards dividing them, depending on the source of information. The second step was to review all results to acquire general information and reflect upon the common meaning of individual information. The following step was to commence a detailed analysis, which had been preceded by explaining the information obtained in the context of previously posed research questions and the presentation of individual case studies.

The above-mentioned procedure increased the accuracy of results because it combined information from various collected sets of data, and made the assignment of data to specific categories in the human resources management processes possible. The obtained results have a flexible structure with an emphasis on individual interpretations of data and showcase the relationship between corporate social responsibility and employer branding activities.

The last stage of the analysis of data was the interpretation of the results, that is, the explanation of the meaning of them. The adoption of the above-mentioned methodology will make it possible to create a set of recommended good practices for listed companies in the future.

## **RESULTS**

This dissertation presents the study results of six companies (the diagnosis of all the twenty companies will be included in the monograph being prepared). They belong to three sectors: the clothing, banks and energy sector. Table 1 presents the typology of tools applied by enterprises under the conceptions of employer branding and the corporate social responsibility. At the same time, in the realm of corporate social responsibility, exclusively the results of actions aimed at employees were presented, recognising that they will have the greatest correlation with employer branding. However, the remaining impacts of corporate social responsibility strategies applied by the companies have an indirect impact in the analysed realm.

Diagnostic studies conducted amongst the selected companies listed on the Warsaw Stock Exchange made it possible to draw the following conclusions:

- The studied companies encourage prospective candidates to work for them by describing in detail not exclusively the vacancies

offered and related requirements, but also the advantages and benefits available to employees after they commence work. This trend reflects the difficulties they face when searching for and retaining perfect employees.

- Most of the companies address the above-mentioned offer not exclusively to job candidates, but also to applicants for internships or apprenticeships.
- The description of the recruitment process available to those applying for employment is at a diversified level, some companies present the individual stages of them in detail (even graphically).
- The career page is usually a tab on the company's home page, frequently placed at the top of this page, even though sometimes these tabs were invisible.
- All studies companies participate in job fairs, considering them as the fastest and most effective communication channel and the opportunity to create a database of job candidates; some choose general fairs, and others the specialist ones.
- Employer branding tools which turned out to be not popular amongst the studied companies included: university events (there is still limited collaboration between science and business), open doors (here probably for the fear of competition and the leakage of key information) or ambassadors (this tool is very widespread amongst global enterprises and corporations).
- Advertising materials for candidates are also applied to a very limited extent such as leaflets, guidebooks and videos.
- What turned out to be surprising in the study was the fact that two listed companies do not fully take advantage of social media, which nowadays constitute one of the basic and fastest communication channels both with candidates and employees.
- Corporate social responsibility, which is considered a standard for a listed company, in the case of the two subjects was superficial and gave the impression exclusively of willingness to fill in some information and not perform any real activities.
- Exclusively companies in the energy sector have fully professional and complete Corporate Social Responsibility strategies, while all enterprises have created a number of formal Corporate Social Responsibility regulations for employees.
- The problem is also the reporting of activities in the field of Corporate Social Responsibility, as it is merely two companies

that prepare such reports on a regular basis, and yet they are a valuable source of information for both employees and prospective candidates.

- A huge surprise in the survey was that one of the companies did not have a Corporate Social Responsibility tab on the main website which is a standard amongst listed companies and a tool for building relationships not exclusively with employees but with all stakeholders.
- None of the companies has certificates in the field of corporate social responsibility, while the majority is rewarded for both employer branding and corporate social responsibility activities.

Responding to the research questions posed, it ought to be stated that:

- enterprises are aware of the application of selected EB tools, principally career / work tabs and participation in job fairs;
- having a corporate social responsibility strategy is nowadays a standard for listed companies, even though its practical application can be varied;
- the studied companies apply employer branding and corporate social responsibility separately, there is no common strategy to retain key employees, and to acquire the best specialists on the labour market;
- the answer to the question about the relationship awareness amongst managerial personnel will be possible after the analysis of all the twenty enterprises.

## DISCUSSION AND CONCLUSIONS

Searching for answers to the both questions helped to identify the relationship between corporate social responsibility and employer branding. An important advantage of using multiple information was that the validity of information provided by one informant could be checked against that provided by other informants. The validity of the data used could be enhanced by resolving the discrepancies among different informants' reports, and the results obtained are more reliable.

The conducted research makes it possible to conduct an initial assessment of the awareness of the conception of employer branding and corporate social responsibility tools amongst companies listed on

**Table 1.** The employer branding and corporate social responsibility tools applied by selected listed companies

| COMPANY         | Clothing company (1)  | Clothing company (2)   | Bank (3)   | Bank (4)  | Electricity company (5)   | Electricity company (6)  |
|-----------------|---|--|--|---|---|--|
|                 | <ul style="list-style-type: none"> <li>on the main website</li> <li>characteristics of the organizational structure</li> <li>division of offers (work at headquarters, in shops, for students)</li> <li>current job offers</li> <li>described values relevant to the company</li> <li>specification of the advantages and benefits for employees</li> <li>quoted statements of employees</li> <li>description of the candidate's preparation for the recruitment process</li> </ul> | <ul style="list-style-type: none"> <li>the need to search several subpages</li> <li>graphical visualization of the application for a job</li> <li>division of offers (work in shops, work for students)</li> <li>descriptions of the company's value</li> <li>included exclusively in the strategy (the need to search on other websites)</li> <li>specification of the advantages and benefits for employees</li> <li>description of prospective career paths, including post-graduate studies</li> <li>an overview of the answers to common questions</li> </ul> | <ul style="list-style-type: none"> <li>at the bottom of the main website</li> <li>division of offers based upon job types</li> <li>descriptions of the company's value in various content categories</li> <li>recruitment process divided into stages</li> <li>videos encouraging to get to know the bank</li> </ul>         | <ul style="list-style-type: none"> <li>at the bottom of the main website with direct division of offers based upon job types</li> <li>described values and characteristics of the bank as an employer</li> <li>specification of the advantages and benefits for employees and former employees</li> <li>films encouraging people to work with employee statements</li> <li>description of the recruitment process divided into stages</li> <li>videos encouraging to get to know the bank</li> </ul>  | <ul style="list-style-type: none"> <li>at the bottom of the main website</li> <li>division of offers (job offers, internships and apprenticeships and direct information about prospective career paths)</li> <li>and geographical search engine</li> <li>descriptions of the company's value</li> <li>description of the recruitment process and statements of employees placed incorrectly in the development tab, not recruitment tab</li> <li>description of the candidate's preparation for the recruitment process</li> </ul> | <ul style="list-style-type: none"> <li>absence of clear information on the main website</li> <li>"Career and Development" tab is located in the tab about the company</li> <li>description of the company's value</li> <li>division of offers (job offers, internships and apprenticeships)</li> <li>description of the recruitment process and employee statements and films for candidates</li> <li>specification of the advantages and benefits for employees</li> <li>poor description of the recruitment process</li> <li>absence of description of career paths and development opportunities</li> </ul> |
|                 | EMPLOYER BRANDING   |  |  |   |   |  |
| Career/work tab | <ul style="list-style-type: none"> <li>specification of the advantages and benefits for employees</li> <li>quoted statements of employees</li> <li>description of the candidate's preparation for the recruitment process</li> </ul>  | <ul style="list-style-type: none"> <li>specification of the advantages and benefits for employees</li> <li>description of prospective career paths, including post-graduate studies</li> <li>an overview of the answers to common questions</li> </ul>   | <ul style="list-style-type: none"> <li>specification of the advantages and benefits for employees and former employees</li> <li>films encouraging people to work with employee statements</li> <li>description of the recruitment process divided into stages</li> <li>videos encouraging to get to know the bank</li> </ul> | <ul style="list-style-type: none"> <li>at the bottom of the main website with direct division of offers based upon job types</li> <li>described values and characteristics of the bank as an employer</li> <li>specification of the advantages and benefits for employees and former employees</li> <li>films encouraging people to work with employee statements</li> <li>description of the recruitment process and statements of employees placed incorrectly in the development tab, not recruitment tab</li> <li>description of the candidate's preparation for the recruitment process</li> </ul> | <ul style="list-style-type: none"> <li>at the bottom of the main website</li> <li>division of offers (job offers, internships and apprenticeships and direct information about prospective career paths)</li> <li>and geographical search engine</li> <li>descriptions of the company's value</li> <li>description of the recruitment process and statements of employees placed incorrectly in the development tab, not recruitment tab</li> <li>description of the candidate's preparation for the recruitment process</li> </ul> | <ul style="list-style-type: none"> <li>absence of clear information on the main website</li> <li>"Career and Development" tab is located in the tab about the company</li> <li>description of the company's value</li> <li>division of offers (job offers, internships and apprenticeships)</li> <li>description of the recruitment process and employee statements and films for candidates</li> <li>specification of the advantages and benefits for employees</li> <li>poor description of the recruitment process</li> <li>absence of description of career paths and development opportunities</li> </ul> |

|                                      |  |   |   |   |   |
|--------------------------------------|--|---|---|---|---|
| Job fairs                            | <ul style="list-style-type: none"> <li>• participation in the majority of job fairs in important academic centres</li> </ul>   | <ul style="list-style-type: none"> <li>• participation in the majority of large job fairs</li> </ul>  | <ul style="list-style-type: none"> <li>• participation in the majority of large job fairs</li> </ul>  | <ul style="list-style-type: none"> <li>• participation in the majority of large job fairs</li> </ul>  | <ul style="list-style-type: none"> <li>• participation in the majority of job fairs in important academic centres</li> </ul>  |
| Events at universities               | <ul style="list-style-type: none"> <li>• none (although such meetings are foreseen in the strategy)</li> </ul>   | <ul style="list-style-type: none"> <li>• none</li> </ul>  | <ul style="list-style-type: none"> <li>• none (even though instead there are meetings at schools, where children are taught the basics of banking)</li> </ul>                       | <ul style="list-style-type: none"> <li>• none</li> </ul>  | <ul style="list-style-type: none"> <li>• none</li> </ul>  |
| Company ambassadors                  | <ul style="list-style-type: none"> <li>• long-term collaboration between universities and the human resources department</li> <li>• presentation of ambassadors' profiles, the work of them and profits from it</li> </ul> | <ul style="list-style-type: none"> <li>• none</li> </ul>  | <ul style="list-style-type: none"> <li>• absence of the current program, even though in previous years it was implemented</li> </ul>  | <ul style="list-style-type: none"> <li>• none</li> </ul>  | <ul style="list-style-type: none"> <li>• ambassadors of exclusively one student program</li> </ul>  |
| Open doors                           | <ul style="list-style-type: none"> <li>• none (although such meetings are foreseen in the strategy)</li> </ul>   | <ul style="list-style-type: none"> <li>• none</li> </ul>  | <ul style="list-style-type: none"> <li>• none (only for customers and not for candidates)</li> </ul>  | <ul style="list-style-type: none"> <li>• none (organized randomly)</li> </ul>   | <ul style="list-style-type: none"> <li>• one of the subsidiaries organizes them irregularly</li> </ul>  |
| Advertising materials for candidates | <ul style="list-style-type: none"> <li>• leaflets at job fairs regarding job offers, application rules, benefits for employees, contact details of personnel departments</li> </ul>  | <ul style="list-style-type: none"> <li>• leaflets at job fairs regarding job offers, application rules, benefits for employees, contact details of personnel departments</li> </ul> | <ul style="list-style-type: none"> <li>• leaflets at job fairs regarding job offers, application rules, benefits for employees, contact details of personnel departments</li> </ul> | <ul style="list-style-type: none"> <li>• leaflets at job fairs regarding job offers, application rules, benefits for employees, contact details of personnel departments</li> </ul> | <ul style="list-style-type: none"> <li>• leaflets at job fairs regarding job offers, application rules, benefits for employees, contact details of personnel departments</li> </ul> |

| COMPANY   | Clothing company (1)  | Clothing company (2)   | Bank (3)   | Bank (4)   | Electricity company (5)  | Electricity company (6)  |
|---|---|--|--|--|--|--|
| Social media  | <ul style="list-style-type: none"> <li>exclusively for customers,</li> <li>none for prospective job candidates</li> </ul>   | <ul style="list-style-type: none"> <li>exclusively for customers,</li> <li>none for prospective job candidates</li> </ul>                                  | <ul style="list-style-type: none"> <li>principally for bank customers, even though there also appear some incidental information for candidates</li> </ul> | <ul style="list-style-type: none"> <li>principally for bank customers and not for candidates</li> </ul>  | <ul style="list-style-type: none"> <li>exclusively for customers,</li> <li>none for prospective job candidates</li> <li>a separate tool dedicated to the media</li> </ul>                        | <ul style="list-style-type: none"> <li>exclusively for customers and not for candidates</li> </ul>   |
| <b>CORPORATE SOCIAL RESPONSIBILITY (EXCLUSIVELY IN THE REALM OF SUPPORTING EMPLOYER BRANDING)</b> |   |  |  |  |  |  |
| Having a formal strategy  | <ul style="list-style-type: none"> <li>yes, formal strategy for 5 years but only about design, production and distribution of clothing</li> </ul>                               | <ul style="list-style-type: none"> <li>yes (even though it seems quite accidental and incomplete)</li> </ul>   | <ul style="list-style-type: none"> <li>yes – building relationships with employees, striving to be the best employer</li> </ul>                            | <ul style="list-style-type: none"> <li>no – in CSR activities, it is guided by an attitude to improve the experience of employees throughout the entire employment cycle, as well as shaping the culture of the organization</li> <li>specific support programs for women</li> </ul> | <ul style="list-style-type: none"> <li>yes – sustainable development strategy for 2017–2025</li> <li>19 commitments were accepted, each of them was assigned measures and initiatives</li> </ul> | <ul style="list-style-type: none"> <li>yes – corporate social responsibility strategy for 2017–2022</li> <li>reliable employer, supports employee development, ensuring safety at the workplace</li> </ul> |
| corporate social responsibility regulations and requirements concerning employees                 | <ul style="list-style-type: none"> <li>Code of conduct for employees (regarding employment, working time, working conditions, independence and control of employees)</li> </ul> | <ul style="list-style-type: none"> <li>internal regulations for employees the rights and obligations of them and Occupational Health and Safety</li> </ul> | <ul style="list-style-type: none"> <li>internal procedures regarding remuneration, security, development, mobbing, satisfaction and dismissals</li> </ul>  | <ul style="list-style-type: none"> <li>internal regulations for employees the rights and obligations of them and Occupational Health and Safety</li> </ul>   | <ul style="list-style-type: none"> <li>Responsible Business Code</li> <li>Work Safety code, Ethical Culture Code, Employee Involvement Code</li> </ul>   | <ul style="list-style-type: none"> <li>internal regulations for employees the rights and obligations of them and Occupational Health and Safety</li> </ul>   |

|   |  |  |  |   |  |   |
|---|--|--|--|---|--|---|
| Corporate social responsibility tab at the company website  | <ul style="list-style-type: none"> <li>at the principal page and clearly visible</li> </ul>                          | <ul style="list-style-type: none"> <li>at the subpage for investors</li> </ul>                                       | <ul style="list-style-type: none"> <li>at the subpage for investors, difficult to find</li> </ul>  | <ul style="list-style-type: none"> <li>none, w information scattered on numerous subsites</li> </ul>  | <ul style="list-style-type: none"> <li>at the subpage for investors, difficult to find</li> </ul>  | <ul style="list-style-type: none"> <li>under the tab 'About the company'</li> </ul>   |
| Corporate social responsibility periodical reports (content concerning work, employees and the future development of their potential) | <ul style="list-style-type: none"> <li>none (general information included in consolidated annual reports)</li> </ul> | <ul style="list-style-type: none"> <li>none (general information included in consolidated annual reports)</li> </ul> | <ul style="list-style-type: none"> <li>yes (last in 2015-2016) contains a number of relevant information for future employees</li> </ul> | <ul style="list-style-type: none"> <li>none (general information included in consolidated annual reports)</li> </ul>                                      | <ul style="list-style-type: none"> <li>integrated annual reports based upon the Global Reporting Initiative directives contains a number of relevant information for future employees</li> </ul> | <ul style="list-style-type: none"> <li>last in 2014 unfortunately, it does not contain relevant information for future employees, it focuses on general CSR issues</li> </ul> |
| Having corporate social responsibility certificates or norms  | <ul style="list-style-type: none"> <li>none</li> </ul>   | <ul style="list-style-type: none"> <li>none</li> </ul>   | <ul style="list-style-type: none"> <li>none</li> </ul>   | <ul style="list-style-type: none"> <li>none</li> </ul>  | <ul style="list-style-type: none"> <li>none</li> </ul>   | <ul style="list-style-type: none"> <li>none</li> </ul>  |
| Corporate social responsibility awards  | <ul style="list-style-type: none"> <li>awards for the best environmental initiatives in the workplace</li> </ul>     | <ul style="list-style-type: none"> <li>none</li> </ul>   | <ul style="list-style-type: none"> <li>Solid Employer award<br/>Attractive Employer award</li> </ul>                                     | <ul style="list-style-type: none"> <li>Responsible Employer – Human Resources Leader award<br/>Award in Human Resources Dream Team competition</li> </ul> | <ul style="list-style-type: none"> <li>Responsible Business Forum award<br/>Distinction for best employers awarded by GMC Employers</li> </ul>   | <ul style="list-style-type: none"> <li>Solid Employer award</li> </ul>  |

Source: own work.

the Warsaw Stock Exchange. Full diagnostic analyses will yield comprehensive results concerning this phenomenon, which is increasingly widespread amongst global enterprises and even treated as obligatory in management processes.

It should be asked whether similar research results will be in other enterprises listed in the WIG 20. If so, what actions should be implemented to change this situation. How to combine the concept of corporate social responsibility with the practice of employer branding. Research has shown that both concepts are used but separately. And while corporate social responsibility is a standard for companies listed on the stock exchange, employer branding companies are learning. Most of the companies use a lot of tools to get candidates to work and thus can also indicate the corporate social responsibility as an incentive to employment.

In Poland, there is a varied interest in these matters demonstrated by business entities, yet the interest is growing in connection with, for instance, their participation in organized trainings, courses or conferences for practitioners. Ultimately, it will be possible to develop good employer branding practices in the future, closely connected with the corporate social responsibility strategy, as well as to measure employer brands with the application of analogous tools to these measuring other brands, and that means the indicators of awareness, attitudes, loyalty, trust and commitment. These measures will also be applied to assess the efficiency of human resources processes in enterprises.

In today's labor market, there is hard competition for competent personnel. Organizations have seen the potential of expanding the scope of marketing and creating an employer brand, a so-called employer brand. Corporate social responsibility content in a job advertisement has been shown to have an unaffected impact on organizational attractiveness, which is a dimension of employer branding. However, a distinction between different aspects of corporate social responsibility in a job advertisement has not been made. Finding implications for the generation of corporate social responsibility in relation to employers' choice is considered as one step closer to the goal of attracting young competent staff and thus also one step closer to sustainable human resource management.

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## SPOŁECZNA ODPOWIEDZIALNOŚĆ BIZNESU JAKO NARZĘDZIE BUDOWANIA MARKI PRACODAWCY. WYNIKI BADAŃ WYBRANYCH SPÓŁEK NOTOWANYCH NA GPW W WARSZAWIE

Dla spółek giełdowych kształtowanie wizerunku pracodawcy jest obecnie nie tylko wyborem w ramach strategii personalnych, ale koniecznością biznesową adresowaną do obecnych, a także przyszłych pracowników przedsiębiorstw. Marka pracodawcy (*employer branding*) jest skutecznym narzędziem w budowaniu przewagi konkurencyjnej. Pozwala traktować pracowników jak klientów wewnętrznych, ale także potwierdza wizerunek organizacji jako pożądanego miejsca pracy w celu przyciągania najbardziej utalentowanych kandydatów.

Duży odsetek przedsiębiorstw stosuje standardowe podejście do narzędzi społecznej odpowiedzialności biznesu (*corporate social responsibility*), a różnice wynikają wyłącznie z różnych branż i wielkości organizacji, jednak ogólna strategia jest podobna.

Celem niniejszego artykułu jest przedstawienie wyników badań społecznej odpowiedzialności biznesu jako narzędzia wspierającego *employer branding* w spółkach notowanych na Giełdzie Papierów Wartościowych w Warszawie. Powstała luka poznawcza w zakresie powiązań pomiędzy obiema koncepcjami. Zastosowana procedura badawcza łączy analizę literatury z badaniami empirycznymi i opiera się na poszukiwaniu odpowiedzi na pytania o związek między społeczną odpowiedzialnością biznesu a *employer branding* w wybranych spółkach giełdowych należących do WIG 20. W artykule zaprezentowano 6 spółek, które zostały poddane analizie. W przyszłości planuje się przedstawić diagnozę pozostałych przedsiębiorstw należących do powyższego indeksu giełdowego.

Jak pokazały badania, analizowane przedsiębiorstwa mają strategię społecznej odpowiedzialności biznesu i stosują narzędzia *employer branding*, ale oddzielnie w obu obszarach zarządzania nie ma wspólnej strategii.

**Słowa kluczowe:** *employer branding*, społeczna odpowiedzialność biznesu, zarządzanie zasobami ludzkimi, spółki giełdowe.