

## FRAMEWORK OF LINKS BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND HUMAN RESOURCE MANAGEMENT

Ona MELYNYTE\*, Juozas RUZEVICIUS\*\*

**Abstract:** The main purpose of this article is to create the framework of links between corporate social responsibility (CSR) and human resource management (HRM). Literature analysis reviews the different CSR definitions and development of theories, presents the main means for implementation of socially responsible activities – standards, initiatives, especially concentrating on the ones in line with human resource management. After CSR concept and tools development analyzing the authors draw attention to the links between two concepts – CSR and HRM, firstly, making clear, what human resource management contains, then studying literature on the links of the two concepts and analyzing the international and Lithuanian researches concerning the theme. From the analysis carried out and researches made the creation of framework of links between CSR and HRM followed. The framework consists of a model of links and an expanded list of CSR and HRM activities and it enables to evaluate socially responsible activities in the exact company, which goes in line with HRM, to improve the activities by choosing the proper means and to state the benefits. The framework was approbated by three companies. The conclusions and recommendations summarize the main concepts of literature analysis as well as the results of the performed research. The authors suggest that the framework could give useful guidelines to the companies which are going to implement or are already implementing CSR activities, giving the possibility to gain more advantages from it.

**Keywords:** Corporate Social Responsibility, Human Resource Management, SA 8000, Employee, Stakeholder, TQM.

### Introduction

It may be assumed, that social responsibility was already mentioned in the ancient Sumerian culture, where minimum wage was regulated. But the real conception of socially responsible business and other activities started to develop at the turn of the XIX-XX centuries (Enquist et al., 2007; Gonzales, 2008; Vermiglio, 1997). Social environment in which business organizations operate at the beginning of XXI century is indefinite, dynamic and complicated, which determines companies' needs to fulfil not only economic, but also social, environmental and ethical requirements of stakeholders, for the reason to stay and compete in the market. Nowadays it is more and more discussed about social responsibility of companies, role of personality in the organization, partnership and trust between employees and employer, and finally – organizations' obligations for the society (Koziol and Koziolowa, 2005; Sieber, 2005; Collierand and Esteban, 2007; Ruzevicius and Navickaite, 2007; Ruzevicius and Serafinas, 2007). And even though the responsibility to fulfil social objectives in everyday activities goes to the managers of organization, the realization of these objectives depends on the employees' willingness to get involved and to cooperate in this area. We would note, that *Stiftung Warentest* organization, which lately has been performing and announcing only comparative testing of goods, now is already running practical evaluations of CSR systems (Stiftung..., 2007).

The doctrine of Total Quality Management (TQM) emphasizes the constant improvement of products and services, involving all employees in participating quality improvement process. TQM covers the quality of employees work, corporate social responsibility (CSR) and human resource management (HRM). The purpose of this article is to analyse the links between CSR and HRM, to summarize the data of international researches concerning the two concepts and to present the framework of links between CSR and HRM. The scientific problem was raised, which was the absence of applied framework connecting the CSR and HRM concepts. This research was performed using the methods of analysis of scientific literature and normative documents, case-study analysis, structured interviews, statistical analysis and on author's experiences in management consultancy.

## **Benchmarking of the development of socially responsible business related tools: national and international context**

Modern organizations are implementing mandatory as well as voluntary management systems. A management system that is based on social responsibility and sustainable development requirements falls to voluntary system category. Every organization chooses how it would like to implement the corporate social responsibility and sustainable development concept into its daily practices. The part of Lithuanian organizations chooses standardized social and environmental management system and tools – SA 8000 (Social Accountability), OHSAS (Occupational Health and Safety Management System) ISO 14001, products and services eco-labelling, other enterprises are involved to the world-wide “Global Compact” and Global Reporting Initiative (GRI) social activities, AA 1000 (an internationally recognised and robust corporate accountability performance and assurance standard is needed to bring credibility to sustainability reporting), EFQM (European Foundation for Quality Management) excellence and CAF models.

Thus an increasingly bigger number of organizations are interested in the CSR concept and those already being a part of socially responsible business, more and more often require the adequate behaviour from the supply chain partners as well. There are 1461 organizations with certified SA 8000 systems in the world. Approximately 676 thousand employees work in the certified companies (September, 2007). Two Lithuanian organizations already implemented the system of social responsibility SA 8000. Textile joint-stock enterprise “*Utenos Trikotažas*” is the first Lithuanian company, certified in 2006 for a social responsibility system according to the standard SA 8000. The daughter Ukrainian enterprise “*Mriya*” of this organization was also involved into social responsibility process as well – it means that Lithuanian companies are spreading the best practices to organizations from other countries accessing into EU. The initial audit of Ukrainian company showed some similarities as well as differences in the Lithuanian situation. The similarities can be found in the development of system understanding competence heading to more responsibilities at the place where actual work is performed, initiating more organizational freedom to make decisions at the lower management levels. At the same time the cultural differences are obvious and requiring more attention from managers coming to work to Ukraine – local people are used to communicate “lively”, while management systems tend to document activities. For Lithuanian employees it is easier to understand that conception, while Ukrainians consider documenting efforts as worsening their organizational freedom – thus reducing employees’ satisfaction in this case. Also psychological pressure of Lithuanian managers working in Ukraine gives some negative pattern in business communication with local people. As a conclusion of the situation – it is comparably easier to solve problems with documentation and infrastructure, rather than improving communication, attitudes and reducing cultural barriers.

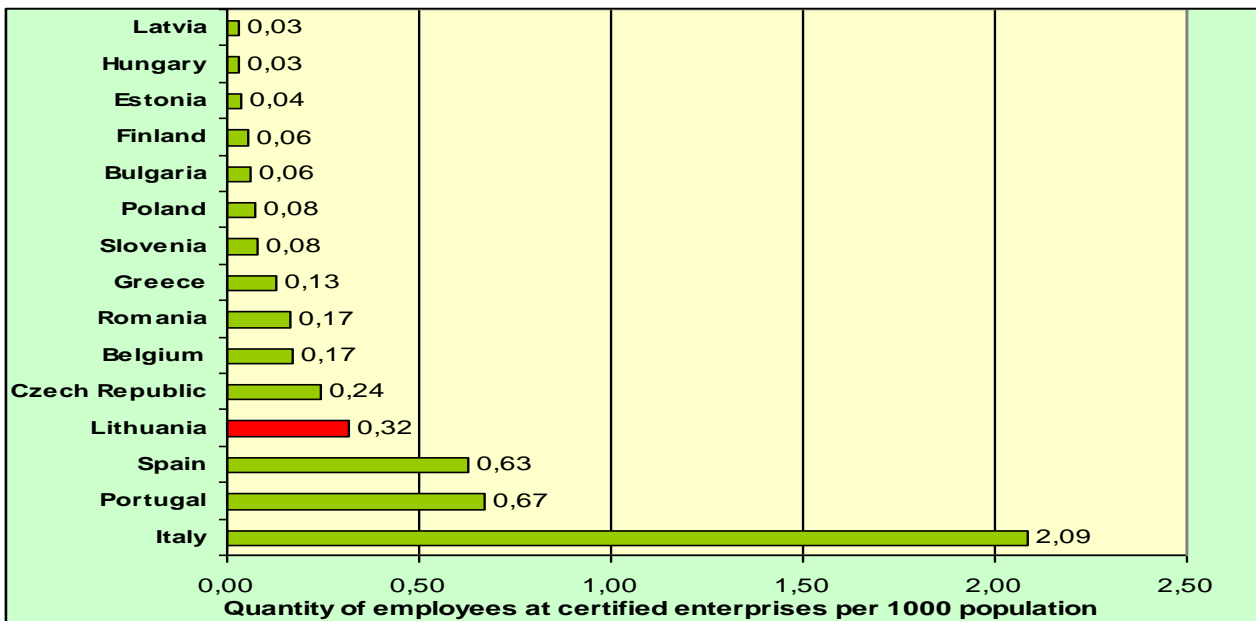
Thereinafter we provide an analysis of the development of above-mentioned tool development in Lithuania, within the context of European and global businesses. In the figures 1 and 2 are presented SA 8000 systems implementation in Lithuania and EU benchmarking. In the official statistics activities of social responsibility are assessed by *one indicator* – by the quantity of certified enterprises (see fig. 1) in different countries. By authors’ opinion, this indicator is not enough straight for social responsible business level at different countries and regions comparative evaluation. Firstly, countries are different by number of population. Secondly, number of employees is also different at SA 8000 certified enterprises. Authors propose to use such new *relative indicators* for benchmarking of CSR activities:

- the number of SA 8000 certified enterprises per 1000 of the population by country;
- the number of employees at SA 8000 certified enterprises per 1000 of the population by country (see fig. 2).



**Fig. 1: EU top 15 countries by the quantity of SA 8000 certified enterprises (September, 2007)**

Source: Calculated by the authors.



**Fig. 2: EU top 15 countries by the quantity of employees at SA 8000 certified enterprises per 1000 of the population by country (September, 2007)**

Source: Calculated by the authors.

By the official statistics indicator – number of certified organizations, Lithuania is clearly behind European and worldwide leaders. But by the quantity of SA 8000 certified enterprises per 1000 of the population by country Lithuania is the 2<sup>nd</sup> in the world. Lithuania is the 4<sup>th</sup> between EU countries according to the number of employees at SA 8000 certified enterprises per 1000 of the population by country (fig.2). Italy is absolute leader in EU and in the World by the all three mentioned CSR activities indicators. According to authors, the quantity of employees at SA 8000 certified enterprises per 1000 of the population

by country is the most objective indicator for countries social responsible business level assessment. Therefore, this relative indicator can be recommended for international benchmarking of social responsible activities in different countries and regions.

### **Links between corporate social responsibility and human resource management**

More and more organizations tend to agree that the success of sustainable and socially responsible business, also fulfilment of stakeholders needs cannot be reached while orienting to short time profit objectives. Requirements of society and sustainable development have to be considered. Any kind of organization firstly has to be considered as the unit of society, which makes impact on all its components. A company is dependant on a wide range of stakeholders, who are personally interested in the activities of an organization and may also impact on forming and managing it. While making decisions organization has to coordinate different interests of its stakeholders. Identification, classification and needs analysis of the stakeholders are effective means, which help to analyze different aspects of organization's activities also economic, social and political aspects of the country (Akgeyik, 2005; Wilcox, 2006). The concept of corporate social responsibility firstly means taking care of the impact organization makes to society and stakeholders. Such activities spheres of social responsibility might be stressed out (Sieber, 2005; Koziol and Koziolowa, 2005; Gudoniene and Leipuviene, 2007; Ruzevicius and Navickaite, 2007):

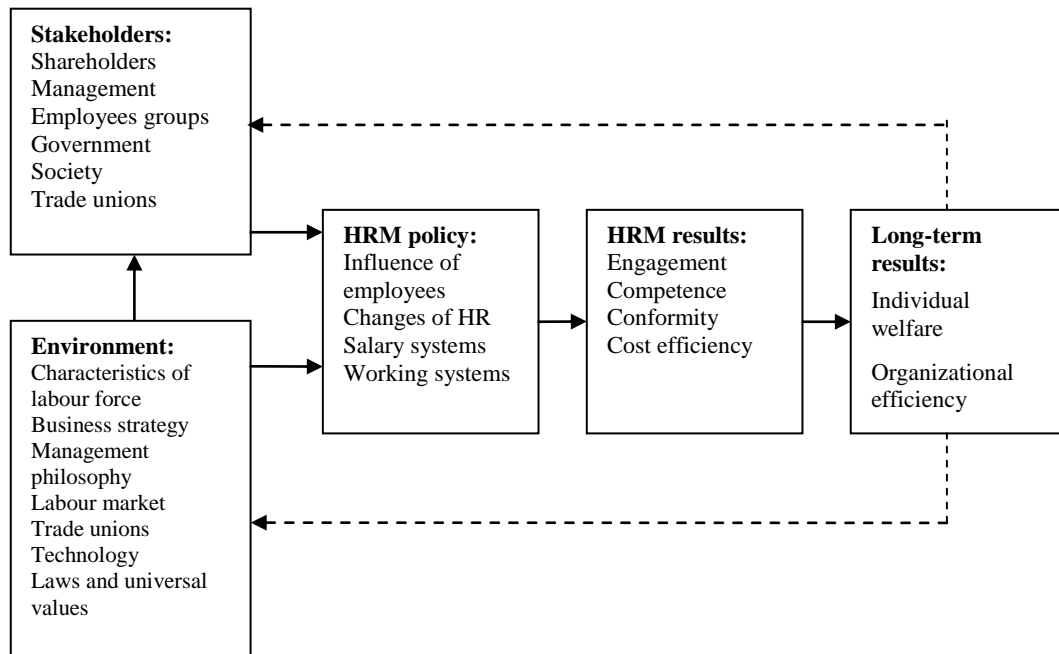
- stimulation of transparent and ethical business;
- assurance of employees' health and safety at work;
- improvement of psychological climate at work;
- development of equal rights;
- responsibility against consumers and customers;
- decreasing negative impact in environment and introduction of environment management means;
- development of ecological products and services;
- personnel trainings;
- organizing employees (their families) leisure time, propagating healthy life style;
- participating in society life;
- development of region economics .

Many CSR activities are oriented to employees, it follows that a socially responsible company should firstly take care of its employees by increasing the investments to intellectual capital and health and safety at work. On the other hand, organizations are dependant on local communities – they use local labour market, that is why they are and should be interested in health, education and other needs of the local inhabitants. It makes clear the fact, that HRM policy and practices are one of the main parts of CSR. Besides, interrelationships of business and employees of business companies is an important assumption of CSR: if a company does not take responsibility for its employees, it is probably the same irresponsible with the consumers of its products or the social and natural environment, in which it proceeds.

Human resource management is an idiosyncratic attitude to personnel management, which seeks for competitive advantage through strategic actions – using cultural, structural and personnel management techniques while creating competent and responsible workforce. Modern organization takes its employees as valuable asset, which has to be systematically developed, but not as the costs, which have to be managed (Armstrong, 2006; Beardwell and Claydon, 2007). Employees are the most important stakeholders, who are interested in the successful performance of the company. The objective of HRM is to use means and methods, which would stimulate the development of flexible and engaged employees (Zappalà, 2004; Wilcox, 2006). HRM encompass such activities as formation of organizational psychology, personnel administration, human resource planning, recruitment, organizational development, formation of motivational and bonus system, organization of trainings, career planning, solving internal personnel problems and etc. (Beardwell and Clydon, 2007). Links between CSR and HRM might be seen in figure 3, where you can see objects and factors of HRM. Social and economic environment forms the demands of stakeholders which finally have impact on personnel management and long term results make impact on primary factors.

More instruments linking CSR and HRM are the international voluntary social responsibility standards – SA 8000 and OHSAS 18001. On the grounds of SA 8000 (*Social Accountability*) standards, there are

systems ensuring environmental and main human rights in all work places created. OHSAS 18001 concerns Occupational Health and Safety Management Systems. Extensive attention to human rights and socially responsible activities of organizations is paid by Global Compact initiative, also Codes of conduct issued in different companies, which are widely used in HRM and are introduced when institutionalizing modern ethics to all practical spheres of business (Ruzevicius and Navickaite, 2007; Gonzales, 2008).



**Fig.3: HRM model**

Source: Beardwell and Claydon, 2007.

Analysis of CSR means brought generalization of direct and indirect interconnections between CSR and personnel management. As it might be seen from the table 1, analysis of needs and meeting those needs of internal stakeholders, i.e. employees of organization, is of great importance in most social responsibility standards and initiatives (in the table it is highlighted in red colour). Voluntary standards linking CSR and HRM directly are SA 8000 and OHSAS 18001. Other means in the table also point out the interconnection between the analyzed concepts. It is obvious that HR development is inseparable from socially responsible activities.

CSR instruments \ CSR spheres	Consumer rights	Human rights	Relationships with employees	Environmental management	SR investments	Transparency
SA 8000		✓	✓			✓
OHSAS 18001		✓	✓			
ISO 9001	✓	✓	✓			
ISO 14001				✓		
EMAS			✓	✓		
Global Compact	✓	✓	✓	✓	✓	✓
GRI	✓	✓	✓	✓	✓	✓
AA1000	✓	✓	✓	✓	✓	✓
EFQM Excellence model	✓	✓	✓	✓		

**Tab. 1: Comparison of CSR means**

Source: designed by authors

## International CSR and HRM Research Analysis

Various researches about CSR and HRM show that these means do indirect positive influence to the organization's financial results. CSR influences the employees' morale, motivation, liability, loyalty, learning, recruitment and alternation. We can imply that HRM benefit to the companies is one of the most important components of successful socially responsible activities. A survey, where 25000 respondents from 25 countries participated, shows, that 80 percent of employees are better motivated and more loyal to their organization, when the company's activities are comprehensively socially responsible (Environics..., 2002). A later survey in Europe also confirmed the positive influence of CSR – most of the employees from analyzed organizations (almost 90%) showed higher loyalty to employers, whose organizations are socially responsible (Zappalà, 2004). A survey in USA showed that socially responsible activities have significant influence to employees' satisfaction and loyalty. Employees who are participating in employer's supported socially responsible events were 30 percent more interested to continue their work in their workplace and aim to associate for its prosperity (Cook, 2004).

The question is – why employees are more motivated and engaged for the company if the employer is socially responsible and employees have the opportunity to take part in social activities? The main reason is probably because money, especially in developed countries, is not the only factor making impact on employees' opinion, performance and motivation. One of the most important driving motives for CSR lays in the aspiration to provide employees with the feeling of meaningfulness and the possibility to take responsibility for the quality of future generations' life (Zappalà, 2004; Melinyte and Ruzevicius, 2007). This implication emphasizes the importance of correctly addressed HRM in nowadays organization.

Business organizations are functioning in competitive labour market and they constantly face the problem of attracting and maintaining high competence employees. For this reason it is important to identify and to understand the factors motivating people to choose one or another company. Employers must perceive the factors, which create an image of attractive company. The image is of significant importance in stimulating valuable employees to become and to remain the part of a particular company. The research made in few countries showed that almost half (47%) of people searching for a job want to start working or to keep on working in the company, which pays much attention to socially responsible activities in both – internal and external areas of the company (Palimeris, 2006).

One more factor which needs to be emphasized when analyzing links between CSR and HRM is employees recommendations to surroundings and future employees regarding the company they work in. Three quarters of United Kingdom employees, perceiving their company as socially responsible, would recommend it to other potential employees, when only 43 percent of employees from not socially responsible companies would give the same recommendation (Palimeris, 2006). The importance of this factor is reinforced by the results of the same survey, which says that 74 percent of respondents trust the opinion about company's socially responsible activities of an employee who is still working or was working in it, than the flyer or advertisement concerning this issue. One of the members of Global Compact in Lithuania – AB „Danisco sugar Kedainiai“ – in their report of communication of progress notes, that 93 percent of employees of the company in year 2005 would certainly or most probably recommend their company as a great place to work in (AB Danisco..., 2005).

Socially responsible activities are also used as a strategic instrument stimulating cooperation and team work. This is proved by a survey of the 50 biggest Turkish companies: 85 percent of them stressed the importance of CSR activities and noted that they see them as a source of inspiration for team work. Respondents stated that employees having the same interests to gather to potential teams through socially responsible programs, thus definitely improving the interrelations between employees (Akgeyik, 2005).

Hence SR activities are the instrument for creating a meaningful and creative working environment. The authors have carried out a study about the nowadays Lithuanian employees' perception of CSR and motives to contribute, with a purpose to find out the tendencies and the potential for the development of CSR. 127 managers and leaders from different companies (including companies from Global Compact and companies having ISO 14000 or ISO 9000 certificates) have presented the answers to the prepared questionnaire. The performed research revealed that employees of analyzed companies are informed about the socially responsible activities quite well and that they appreciate the companies implementing CSR, they are also willing to contribute to social activities, hence the potential for development of SR is really great. The results of this study are announced in the authors' article (Melinyte and Ruzevicius, 2008), and were used when creating the framework of links between CSR and HRM.

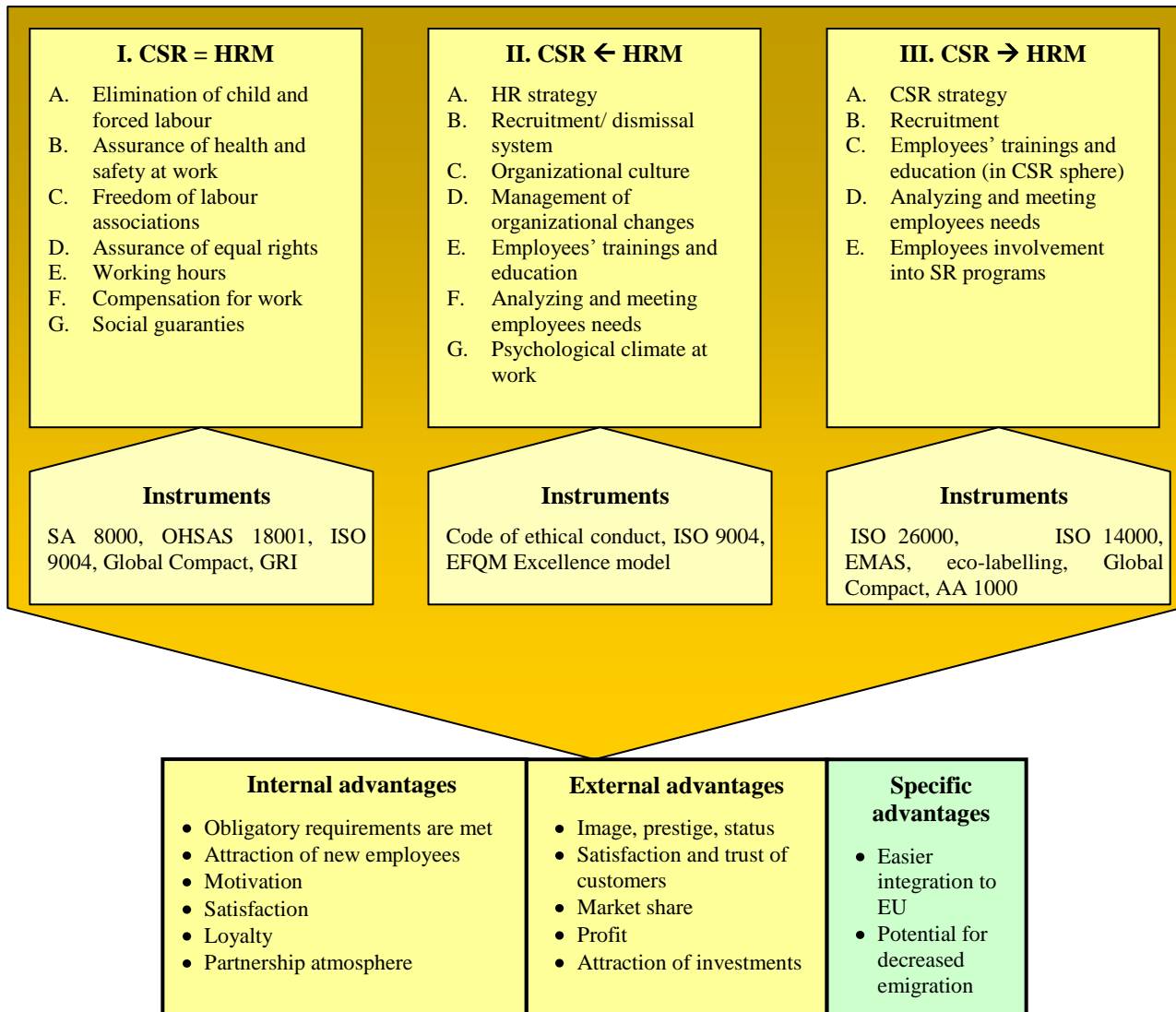
## **Framework of Links between CSR and HRM**

On purpose to integrate corporate social responsibility and human resource management it was decided to develop a framework representing the links between the two concepts, which would be theoretical and practical. The framework aims to identify the links between CSR and HRM and to use it for seeking strategic objectives of organization.

Following the analysis of literature and results of different researches there were functions and results of HRM distinguished which directly or indirectly relate to CSR activities. Because there are diverse links between functions of CSR and HRM, there were three groups of linking functions formed:

1. CSR functions identical to HRM functions (interdependent link – an equal sign between CSR and HRM is used). Functions presented in this group are validated in most countries by laws (in Lithuania it is the code of labor, which is supervised by governmental inspection of labour), hence they coincide with obligatory requirements of an organization, though an honest implementation of them is attributed to SR activities;
2. HRM functions making impact on CSR (one-way link – SR activities emerging from HRM);
3. CSR functions making direct or indirect impact on HRM (one-way link – how SR activities make impact on HRM).

Analysis of CSR instruments revealed that most of SR standards and initiatives emphasize the importance of meeting the needs of employees. Next to each group of links between CSR and HRM in the framework there are particular CSR instruments rendered. Analysis and application of universally accepted instruments is directly addressed to improvement of organization's performance results. The project of framework follows to the premise, that organizations are acquainted with the conceptions of CSR and HRM. For this reason, a deep analysis of the two concepts and the CSR instruments is needed before the framework can be applied practically, if the concept wasn't known. The first part of framework of links between CSR and HRM is presented in figure 4.



**Fig.4: Scheme of frameworks of links between CSR and HRM**

Source: designed by authors

One of the most important criterions when starting any kind of activity is the possibility to reach settled objectives. Among final results in the framework are those advantages, which are divided to three parts: internal, external and specific advantages. The first two are common to all organizations, while the third one is a specific advantage for organizations in post-soviet countries.

The second part of framework is presented by an expanded list of CSR and HRM functions. This is an explanatory part of the framework which aims to present how the functions stated in framework have to be implemented and also specifies which CSR instrument corresponds to a particular function. The expanded list of functions was formulated with reference to scientific literature.

Both parts of the framework are inseparable, i.e. the first part cannot exist without the explanatory part, because it describes shortly the functions linking CSR and HRM. They even tend to repeat in different groups of function, but only the general name of function repeats, while its content when looking from other perspective (i.e. from CSR or HRM) is totally different. The exact meaning of the particular function is defined explicitly in the explanatory part.

Hence in the first part of framework it is stated what function has to be implemented and the second part explains how it has to be implemented in order to reach the linkage to CSR or for SR activity to make positive impact on HRM, because functions in the framework might be implemented in a variety of different ways.



Hereinafter is presented the explanatory part of the framework (tables 2, 3 and 4).

Functions	Explanation	CSR instruments
A. Elimination of child and forced labour	Not tolerating any kind of non acceptable behaviour with employees, such as any kind of forced labour, child labour.	SA 8000, GC <sup>1</sup> 4'th and 5'th principles, GRI
B. Assurance of health and safety at work	Managing risk factors of professional health and safety (obligatory health checkups etc.), health friendly environment at work.	SA 8000, OHSAS 18001, ISO 9004, GRI
C. Freedom of labour associations	Opportunity to form professional labour associations and acceptance of rights for collective bargaining.	SA 8000, GC 3'rd principle, GRI
D. Assurance of equal rights	Stimulation of equal rights of employees in all levels of a company, with respect for colour, race, gender, age, ethical and religious beliefs, disabled employees. Policy and procedures for assurance of such rights.	SA 8000, GC 6'th principle, GRI
E. Working hours	Guaranty of permissible working hours, time for lunch, record of overtime, work at nights, trainings on working hours or after working hours, time spent on business trips, vacations and holidays time.	SA 8000
F. Compensation for work	Assurance of fair compensation for work for all employees.	SA 8000
G. Social guaranties	Payment of taxes for government, assurance of rights to get welfare benefits.	SA 8000, GC 10'th principle

**Tab. 2: CSR activities identical to HRM**

Source: designed by authors

Functions	Explanation	CSR instruments
A. HR strategy	Setting long-term objectives for HR, including SR objectives to it. Foreseeing: where we go and where we want to get. HR managers initiate social aid programs and form the code of ethical conduct, the scheme of internal benefit system.	Code of ethical conduct
B. Recruitment/ dismissal system	Objective and honest recruitment, search and selection of employees and dismissal policy, guaranteeing transparency of the company.	Code of ethical conduct
C. Organizational culture	Culture of openness, assurance of communication (share of knowledge); delegating programs, which proves respect, trust between managers and employees; transparent working conditions.	Code of ethical conduct, EFQM Excellence model
D. Management of organizational changes	HR manager is responsible for initiating organizational changes concerning SR issues and guaranteeing rights of employees.	Code of ethical conduct
E. Employees' trainings and education	Providing trainings for all levels of employees, forming and couching new competencies and professionalism, providing education	ISO 9004

<sup>1</sup> GC – abbreviation for Global Compact

	employees with continued learning. Policy for studying vacations, offering the payment for employee's studies at university or other institution. Trainings concerning CSR issues.	
F. Analyzing and meeting employees needs	Balance between work, family and other personal aims (eg. flexible timetable for parents), free insurance and medical care for employees, conditions for productive work at workplace, career planning, and constant review of trainings plan.	Code of ethical conduct, ISO 9004, EFQM Excellence model
G. Psychological climate at work	Safety, objectivity, spiritual comfort, acknowledgement, respect, honest psychological atmosphere; proper ethics of workplace; fair system incentives and evaluation of employees.	Code of ethical conduct, ISO 9004

**Tab.3: HRM functions making impact on CSR**

Source: designed by authors

Functions	Explanation	CSR instruments
A. CSR strategy	Setting long-term objectives for CSR and including it to organization's strategy. Include employees, as one of the main stakeholders to CSR strategy and set the means for reaching the objectives set.	ISO 26000, 14000, EMAS, Eco-labelling, Global Compact,
B. Recruitment	Socially responsible organizations possess the potential to attract competent specialists. Seeking for this objective the organization should declare its SR activities in the means of search of employees.	AA 1000, Code of ethical conduct
C. Employees' trainings and education (in CSR sphere)	Trainings and programs concerning SR issues, which allow introducing the employees to universal ethics and values, transparent work conditions.	-
D. Analyzing and meeting employees' needs	Analyzing and meeting employees' needs in the SR sphere. Including employees to the process of the code of ethical conduct creation with a purpose to make the employees decide upon the atmosphere in the workplace they want to create and have.	Code of ethical conduct
E. Employees' involvement into SR programs	Organizing public CSR programs including the employees of organization, also organizing internal SR programs (e.g. sorting waste at workplace). Incentive system for employees' initiatives in SR sphere.	-

**Tab. 4: CSR functions making impact on HRM**

Source: designed by authors

Because wrongly set attitude is still prevailing, stating that CSR is artificially imposed to business organizations, there is a need for organizations to realize that socially responsible activities arise from the organization itself naturally. The created framework is being offered as an instrument which would help to change the prevailing attitude. Besides, most of the functions stated in the framework in a lot of organizations are already being implemented, the problem lays in the lack of information companies have

about the CSR. As a result of that organizations do not use the advantages CSR provides (e.g. for attracting employees).

The framework of links between CSR and HRM is designed for organizations operating in different spheres, though considering their nature particular functions might be implemented more efficient, that is why the model can be adapted to certain organization and the adjustment is allowed.

## Conclusions

Corporate social responsibility means moral obligations and activities of a company, when not only juridical, but also universally accepted moral, justice, environmental and humanity norms are followed. SR activities provide business with new possibilities, through which the image and reputation of the company trust of society, position in the market, motivation of employees, the ability to attract employees and the culture of the company improve.

The comparative estimation of different countries corporate responsibility by absolute variable of certified system and tools quantity is not informative enough. According to authors' opinion, the quantity of employees at SA 8000 certified enterprises per 1000 of the population by country is the most objective indicator for countries' social responsible business level assessment. Therefore, this relative indicator can be recommended for international benchmarking of social responsible activities in different countries and regions.

The framework of links between CSR and HRM provided by the authors concentrates on human resources, because training, motivating and meeting the needs of employees is especially important for the successful existence of the organization. The framework enables:

- to evaluate socially responsible activities of the organization, which are interconnected with human resources;
- to select CSR instruments for improving particular activities;
- to identify advantages emerging from the links between CSR and HRM and to use them purposefully;
- to use it for developing CSR ideas and educational purposes in business, studies and other communities in the public sector.

The framework of links between corporate social responsibility and human resource management propose main activities for relating two conceptions that should be implemented in the way of seeking organizational activities effectiveness. The framework can be used not only for development of organizations but also for stimulating spread of CSR conception in business, public sector and society. The framework has to be adapted considering different cases, i.e. particularity of organization activities, integrated management system and organizational culture.

## REFERENCES:

1. AB „Danisco sugar Kėdainiai“. Sustainability Report 2005. Internet: <http://www.danisco.com/sustainability> (15.02. 2008).
2. Akgeyik, T. (2005): The human resource management dimensions of corporate social responsibility in Turkey: a survey (1). In.: Journal of Academy of Business and Economics, January 1, pp. 25-32.
3. Armstrong, M. (2006): Strategic human resource management: a guide to action. Third edition. London: Kogan Page.
4. Beardwell, J., Claydon, T. (2007): Human resource management: a contemporary approach. Fifth edition. Harlow, England: FT Prentice Hall.
5. Collierand, J., Esteban, R. (2007): Corporate social responsibility and employee commitment. In.: Business Ethics: A European Review, 16, pp. 19-33.
6. Cook, T. (2004): Communicating with Employees. A Jackson Wells Morris White Paper. Internet: [www.trevorcook.typepad.com](http://www.trevorcook.typepad.com) (17.01.2008).
7. Enquist, B., Edvardsson, B., Sebathu, S. P. (2007): Corporate Social Responsibility for Charity or for Service Business? In.: 10th QMOD Conference Proceedings, Helsingborg, pp. 1-11.
8. Environics International (2002). Corporate social responsibility monitor. Environics International. Internet: [http://www.globescan.com/news\\_archives/csr\\_exec\\_brief.pdf](http://www.globescan.com/news_archives/csr_exec_brief.pdf) (17.01.2008).

9. Gonzales, R. (2008): Understanding Social Responsibility in UAE: Taking the Lead to become a Regional Leader in CSR. In.: Creating an Architecture of Quality and Excellence in the Middle East: Responsibilities, Challenges and Strategies: Proceedings of MEQA Congress, Dubai, pp. 349-356.
10. Gudoniene, V., Leipuviene, K. (2007): Analysis of social initiatives in business: benefits, costs, impact for business and society. Vilnius: Report by UAB „Ekonominės konsultacijos ir tyrimai“.
11. Koziol, J., Koziolowa, A. (2005): Commodity science and corporate social responsibility. In.: Current Trends in Commodity Science. Proceedings of the 8th International Commodity Science Conference, Poznan, vol.1, pp. 116-122.
12. Ledwidge, J. (2007): Corporate social responsibility: the risks and opportunities for HR. In.: Human resource management international digest, 15 (6), pp. 27-30.
13. Melynyte, O., Ruzevicius, J. (2008): The study of interconnections of corporate social responsibility and human resource management. In.: Economics and management, 13, pp. 817-823.
14. Palimeris, M. (2006): Engaging Employees through Corporate Responsibility. United Kingdom: Ipsos MORI White Paper.
15. Ruzevicius, J., Navickaite, V. (2007): The development of socially responsible business in Lithuania and Italy: a comparative study. In.: Economics and Management, 12, pp. 1025-1032.
16. Ruzevicius, J., Serafinas, D. (2006): Socially responsible business. In.: Commodities and Markets, 2, pp. 27-36.
17. Simmons, J. (2003): Balancing performance, accountability and equity in stakeholder relationships: towards more socially responsible HR practice. In.: Corporate Social Responsibility and Environmental Management, 10, pp. 129-140.
18. Sieber, P. (2005). Comparative tests and ratings of corporate social responsibility. In.: Current Trends in Commodity Science. Proceedings of the 8th International Commodity Science Conference, Poznan, vol. 1, pp. 422-428.
19. Stiftung Warentest untersucht Spielzeughersteller auf CSR (2007). Internet: <http://209.85.129.104/search?q=cache:nNO9-Y7IUYYJ:www.public-integration.de/index.php%3Ftemplateid%3Dnews%26id%3D166+Stiftung+Warentest+corporate+social+responsibility&hl=lt&gl=lt&ct=clnk&cd=19> (02.04.2008).
20. Vermiglio, R. (1997): Nuovi strumenti comunicazione aziendale. Confronto di esperienze in tema di bilancio sociale, Torino: G. Giappichelli Editore.
21. What Does Business Think about Corporate Social Responsibility? Part I: Attitudes and Practices in Estonia, Latvia and Lithuania. World Bank, 2005. Internet: [http://ec.europa.eu/employment\\_social/soc-dial/csr/060220\\_Estonia\\_Latvia\\_Lithuania.pdf](http://ec.europa.eu/employment_social/soc-dial/csr/060220_Estonia_Latvia_Lithuania.pdf) (02.10.2007).
22. Wilcox, T. (2006). Human resource development as an element of corporate social responsibility. In.: Asia Pacific Journal of Human Resources, 42(2), pp. 184-196.
23. Winstanley, D., Woodall, J. (2000): The ethical dimension of human resource management. In.: Human resource management journal, 10 (2), pp. 5-20.
24. Zappalà, G. (2004): Corporate citizenship and human resource management: A new tool or a missed opportunity? In.: Asia Pacific Journal of Human Resources, 42(2), pp.185-201.

*\*MBA student in Quality Management,  
Vilnius University, Faculty of Economics,  
Sauletekio str. 9, LT-10222, Vilnius, Lithuania  
Phone: GSM: (+370 6)7316838  
E-Mail: ona.melynyte@ef.vu.lt*

*\*\* Professor of Quality Management,  
Vilnius University, International Business School,  
Sauletekio str. 22, LT-10225, Vilnius, Lithuania  
Phone: GSM: (+370 6)8609710  
E-Mail: juozas.ruzevicius@ef.vu.lt*