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Lappeenranta University of Technology

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International Marketing Management

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**CSR AND CSR COMMUNICATION'S EFFECT ON PROSPECTIVE
EMPLOYEES**

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ABSTRACT

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The aim of this Master's Thesis was to examine whether corporate social responsibility and CSR communication has effect on company's image in the eyes of 18-25 year olds young job seekers and thus study young adults perceptions on these issues. By utilizing previous academic literature a through picture of the main topics was built and by conducting quantitative research, research's aim was sought to answer.

The framework defines the link between research's main concepts corporate image, CSR and CSR communication and how this can lead to attracting prospective employees. A quantitative research method was applied and an online survey was sent to people whom had applied for L&T by June during the year 2015. Out of these people, those who were aged 18-25 and had vocational education were qualified to answer the survey. The data was analyzed by utilizing statistical analysis and causal relationships were found though which the explanation of perceptions and impacts was possible. The results showed that young adults are influenced by CSR and CSR communication and thus these factors have an impact on prospective employees.

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Tutkimuksen tarkoitus oli tutkia onko yritysvastuulla ja siitä viestimisellä vaikutus yrityskuvaan, joka muodostuu 18–25 vuotiaille nuorille aikuisille sekä pyrittiin ymmärtämään nuorten aikuisten käsityksiä aiheeseen liittyen. Kattava kuva tutkittavista aiheista ja niiden välisistä suhteista rakennettiin hyödyntäen aikaisempaa akateemista kirjallisuutta ja kvantitatiivista tutkimusta käyttäen pyrittiin vastaamaan tutkimuksen tarkoitukseen.

Tutkimuksen teoreettinen viitekehys kuvaa suhteet tutkimuksen pääkonseptien yrityskuvan, yritysvastuun ja vastuullisen viestinnän välillä sekä miten tämä pääkonseptien välinen suhde voi edesauttaa työnhakijoiden houkuttelemisessa. Kvantitatiivinen tutkimus suoritettiin onlinekyselynä. Kysely lähetettiin ammattikoulututkinnon omaaville 18–25 vuotiaille nuorille aikuisille, jotka olivat hakeneet töihin L&T:lle vuoden 2015 tammikuu-kesäkuun aikana. Tutkimusaineisto analysoitiin käyttäen hyödyksi tilastollisen analyysin keinoja joiden avulla pystyttiin selittämään tutkittavien konseptien välisiä vaikutuksia ja suhteita. Tulosten perusteella voidaan todeta, että yritysvastuulla ja vastuullisella viestinnällä on vaikutusta nuoriin aikuisiin sekä tämän myös merkitystä työnhaussa.

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Quod scripsi, scripsi.

Helsinki, December 2th 2015

Jenni Mäntysaari

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1. INTRODUCTION

The purpose of this chapter is to comprehensively introduce this research. The first introductory chapter presents the overview and background of the topic. Then research problem and questions are presented to provide information about the goals this study has. After that definitions of key concepts offer information about frequently used concepts. Also the methodology is shortly described and theoretical framework reveals how the main concepts of the research are linked to each other. Preliminary literature review introduces the methodological choices. Finally, the delimitations of the study, which are excluded from the research, are presented and the chapter is finalized by the description of the thesis structure, which provides an insight on the content in the forthcoming chapters.

1.1 Background of the study

Corporate Social Responsibility (CSR) represents today a challenging concept. However, it has become a common word in recent years and it is highly debated topic among the researchers and scholars. Studies are being steered to search and explore the possible benefits of CSR across the globe as well as across the disciplines. Researchers address the question of whether organizations, besides “doing the right thing” may also “do well by doing good”. (Schmidt Albinger and Freeman, 2000)

Traditionally, companies’ main task has been to be economically responsible, in other words bring monetary value to themselves as well as to their shareholders. (Cornelissen, 2011) However, today a company is not only regarded as an entity that creates economic value, but it also has a social and environmental responsibility to its stakeholders. (Cornelissen, 2011) Meeting social responsibilities not only allows organizations to display high levels of moral or ethical conduct but also has been shown to provide instrumental benefits and

various types of competitive advantage such as enhanced reputation and the ability to attract desired employees. (Schmidt Albinger and Freeman, 2000)

Nielsen and Thomsen (2009) believe that in the modern economy it is no longer sufficient for companies to answer to only those stakeholders who have either legal or financial stakes in the organization. Stakeholder communication is important for companies because it makes the company reputation grow but also protects it. (Cornelissen, 2011) Substantial communication challenge for companies is to find responsibly and economically profitable operations and learn how to keep them visible all times. (Kuvaja and Malmelin, 2008) It is evident that stakeholders have different expectations towards the company and its CSR depending on their link and relationship with the company in question. (Cornelissen, 2011) Being aware of all possible stakeholder groups and mapping them according to their relationship and relevance to the company formulates a good base for planning CSR communication.

By engaging in corporate social responsibility (CSR) activities, companies can not only generate favorable stakeholder attitudes and better support behaviors, for example seeking employment, but also, over the long run, build corporate image, strengthen stakeholder–company relationships, and enhance stakeholders' advocacy behaviors. Thus researches prove that job seekers prefer companies that have shown to be responsible. Relationships with employees, protection of the environment and the quality of operations are issues that are in the top of the list of preferences regarding job seeking. (Strautmanis, 2008, 346 – 358)

Corporate social responsibility is often seen as standardized concept that is carried out and communicated about in similar manner regardless of business area or company size. This causes suspicion towards companies "green marketing" among stakeholders. Furthermore, while stakeholders claim they want to know about the good deeds of the companies they buy from or invest in, they also quickly become leery of the CSR motives when companies aggressively promote their CSR efforts.

Company cannot achieve concrete benefits of corporate social responsibility if it doesn't communicate its corporate social responsibility to important stakeholders. (Ferrel and Maignan, 2004) Using the term corporate social responsibility doesn't bring added value, especially if company's procedures and message's content doesn't match. (Siltaoja, 2005) Company's communication is often seen consisting only of marketing and public relations even if the definition of corporate communication is actually much wider. (Lotila, 2004) Communication, however, has a strong role both as internal and external message intermediary as well as in communicating corporate responsibility to external parties. (Talvio, 2004) Van Riel (1995) defines communication as management tool that includes efficient reconciliation of both internal and external communication. Relationships with other stakeholder groups are aimed to improve through company's communication. (Van Riel, 1995)

Stakeholders' low awareness of and unfavorable attributions towards companies' CSR activities remain critical impediments in companies' attempts to maximize business benefits from their CSR activities, highlighting a need for companies to communicate CSR more effectively to stakeholders. Finding the right approaches requires discussion with stakeholders and commitment to the corporate social responsibility strategy. Increasing amounts of companies strive to combine corporate social responsibility to their operations even though this has not any effect on improving reputation or on the economic success. (Arendt and Brettel, 2010, 1469 – 1492)

In this master's thesis corporate social responsibility and its communication's effect on young adults and their job seeking process is examined through topic related theoretical framework and this theory is attempted to link with the help of survey that is conducted in this master's thesis to the case organization's operations.

1.2 Research problems

The research problem underlines the basis for this study. The purpose is to provide insight for the research problem, and thus it illustrates the goal of the study and provides the direction of research. The sub-problems are chosen so that they provide necessary background information for the research problem. Piece by piece they clarify the fundamental structures that the research problem and this thesis are based on. The research problem, together with the sub-problems also provides the basic structure that this thesis is built upon.

In this study there is research question and three sub questions. The purpose of the sub questions is dig deeper into the main research questions.

Research problem

What are job seekers' perceptions of corporate social responsibility and CSR communication and their impact on company's image?

Sub-problems

- *How to communicate about corporate social responsibility effectively to young job seekers?*
- *Through what kind of channels of communication can young adults be best reached?*
- *What is the significance of corporate social responsibility and CSR communication compared to other essential aspects in the eyes of young adults?*

The aim of this research is to find out whether corporate social responsibility and CSR communication has effect on company's image in the eyes of job seekers as well as study job seekers perceptions on these issues. In other words, this research seeks to understand if there is a correlation between corporate social responsibility, CSR communication and organizational attractiveness in the eyes of prospective employees. In this research prospective employees are 18-25 year old young adults.

By conducting a survey on corporate responsibility and CSR communications, one of the study's objectives is to find out how young job seekers perceive corporate responsibility activities. The study also seeks to determine how well responsibility communications are noticed and received as well as thereby seek to find out what kind of communications are perceived effective in practice. Furthermore, it is important to get an understanding on the significance of corporate social responsibility and CSR communication compared to other essential aspects in the eyes of young adults.

1.3 Definitions of key concepts

The key concepts of this research beneficial to be defined in this section are corporate image, corporate social responsibility, corporate communication and CSR communication. Some of the key concepts may be defined in other words as well, but the following were chosen as the definitions in this research. All of the definitions are withdrawn from academic literature.

Corporate Image

Corporate image can be defined as image, which is formed by a group or an individual of a certain company. (Pitkänen, 2001, 15) Thus every company has some kind of corporate image or reputation, whether it been or not systematically built. Corporate image refers to company's intangible, imaginary property. Corporate images are still considered to be the most acknowledged competitive factor for companies, who aim to stand out from their rivals, ensure favorable environment, get their customers loyal and attract skilled staff for recruit (Pitkänen, 2001, 7).

Corporate communication

Cornelissen (2011) defines corporate communication as such action, which corresponds to the fact that both internal and external communications are

effectively coordinated, so that they create and maintain a reputation in the eyes of stakeholders. Every company regardless of size or sector need in order to succeed considered and planned way to be in interaction with its stakeholders (Cornelissen, 2011, 12).

Corporate Social Responsibility

Corporate social responsibility (CSR) refers to a business entity's attention to and fulfillment of responsibilities to multiple stakeholders, which exist at various levels: economic, legal, ethical and philanthropic. (Carroll, 1991) Carroll suggested that an organization must meet its responsibilities at all levels, meaning not only its responsibilities to generate profitable returns for shareholders and to obey laws at the economic and legal levels, but also its responsibilities to protect the moral rights and meet the expectations of consumers, employees, and the community while promoting welfare and goodwill at the ethical and philanthropic levels.

Corporate social responsibility communication

According to Podnar (2008) corporate social responsibility communication (CSR communication) is simply the dissemination of true and transparent information about the integration of a company's business operations, social and environmental concerns, and interactions with stakeholders in order to influence stakeholders" and society's image of the organization.

1.4 Theoretical framework

This chapter introduces the theoretical framework that illustrates the main concepts of the present thesis. The framework uses Gray and Balmer's (1998) framework "Managing corporate reputation and image" to define the link between

research's main concepts corporate image, CSR and CSR communication and how this can lead to attracting prospective employees.

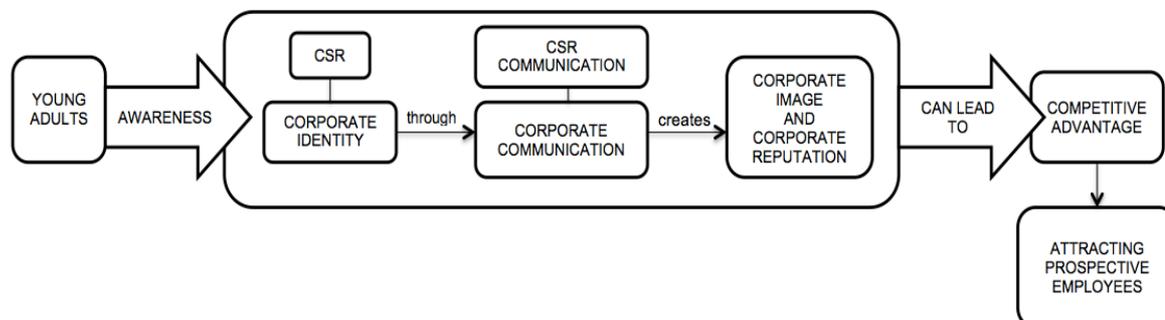


Figure 1. Theoretical framework

The framework depicts how the possible effect of CSR and CSR communication in attracting prospective employees is researched. It also shows research's aim to understand job seekers perceptions of CSR and CSR communication and their impact on company's image. Therefore the framework traces the interrelationships amongst corporate identity, communication, image and reputation, which can lead to competitive advantage and the described process is sought to understand. How to create a favorable reputation in the minds of the important stakeholders, in this case young adults and is there a possibility to gain competitive advantage from CSR and CSR communication. To answer this dilemma, also the awareness is sought to understand - how well responsibility communications are noticed and received. As can be seen from the framework, corporate communication is a critical link between the corporate identity and the corporate image and reputation. Corporate communication subsumes all communications to the company's multiple stakeholders who, in turn, through secondary and tertiary interpersonal communication may further influence the company's image and reputation.

1.5 Research methodology

The research includes both theoretical and empirical parts. In the theoretical part previous academic literature was utilized to build a thorough picture of the main topics. The quality of the literature used has aimed to keep high and a number of scientific articles had been chosen for the research. Main decision in the research

process is to find suitable research method. In this thesis the ideal approach is to define the phenomenon in question, aiming to understand it and giving proper answers to the objectives of the research. This thesis was conducted as quantitative research. More specifically, survey method was used. Quantitative research was chosen since it is suitable for researches in which an issue or issues is wanted to describe as in what extent some variable influences other variable. As in this master's thesis variables are corporate social responsibility and its communication and these influence on young job seekers is aimed to explain.

Survey is a research strategy which aim is to gather information with questionnaire or interview methods about sizeable number of elected representative, which are randomly selected samples of the research subjects. The starting point of the strategy is to sort out for example a certain phenomenon. By the results of the study, the sample of population is aimed to generalize the entire population. Survey research as a research strategy includes great variety of different opportunities for problem setting and research can be implemented in a variety of analytical methods. According to Heikkilä (2010) one of the advantages of using web based survey methods is the fact that interviewer is not needed and thus the influence of the interviewer on the research results is avoided.

The survey's questions were planned in cooperation with a company, Lassila & Tikanoja. Thus this meaning that CSR communication was researched due to their interest in it. The survey was conducted by web-based tool called Webropol that enabled the implementation of the survey via e-mail. Thus empirical data was collected by a questionnaire. The description of the data was conducted with Tixel – program that is designed for analyzing and reporting of statistical data. In addition to Tixel, Webropol's professional statistics -program was also used for the data analysis. All in all, the aim of the thesis is intended to achieve by analyzing survey's results and by reflecting them on old surveys as well as academic literature. The methodological process of the research is discussed more in detail in the chapter 5.

1.6 Literature review

The early roots of corporate social responsibility can be traced back to 1917, when Henry Ford announced that the aim of Ford Motor company is that “To do as much as possible for everybody concerned, to make money and use it, give employment, and send out the car where the people can use it ::: and incidentally to make money” (Lee, 2008, 54). From a business practice perspective, Ford was one of those companies, who initiated social responsibility activities. From a research perspective, there have been many attempts to establish a better understanding of CSR. Perhaps best known is Carroll’s (1999) literature review of CSR definitions in academic literature, dating the first formal definition to Bowen (1953). Actually many scholars believe that Bowen’s Social Responsibilities of the Businessman (1953) is the first work to discuss the relationship between corporations and society (Carroll, 1979; Wartick and Cochran, 1985).

Academics agree that the world of business has been concerned about society and making a positive influence on it for a long time, even centuries (Carroll, 1999; Blowfield and Murray, 2011). The academic interest towards the field began in the 1930’s with a focus on business managers. (Blowfield and Murray, 2011) Approximately 60 years ago the focus shifted from individual managers’ actions to those of the company as an entity - the academic debate about what companies were actually responsible for began. (Blowfield and Murray, 2011) It was in the 1990’s when the concept of CSR, its theory and practice started to expand. This has led to the ever-growing amount of questions around CSR and the possibilities the field holds today.

Research in CSR has been primarily focused at the institutional and organizational levels with an emphasis on the impact on external stakeholders. (Aguinis & Glavas, 2012) However, CSR and its nature is a construct that bridges micro and macro levels and therefore scholars have recently begun exploring CSR at the micro level. Thus for example CSR has found to be positively related to attractiveness to prospective employees. (Greening & Turban, 2000; Turban & Greening, 1997)

By engaging in corporate social responsibility (CSR) activities, companies can not only generate favorable stakeholder attitudes and better support behaviors but also, over the long run, build corporate image, strengthen stakeholder–company relationships, and enhance stakeholders’ advocacy behaviors. Responsible actions are highly linked to communication. All of the development projects of corporate social responsibility require a lot of information and the most important part of corporate responsibility is stakeholder engagement, which is interactive communication.

Over the past decade corporate communications has become recognized as one of the most valued strategic tools however it is among the most under-researched. It is widely accepted that corporate communications has a crucial role to play in what Winner (1993) calls the total business system. Van Riel (1992) was one of the first, if not the first, to systematically cover the field of corporate communication from an academic perspective. Earlier books, like Riley and Levy (1963), Olins (1978) and Garbett (1988) were primarily practice-oriented, while more academically oriented books like Frank and Brownell (1989) and Jablin et al. (1987) focused on specific areas within corporate communication. Van Riel (1997) provides an overview of research in corporate communication, focusing on achievements found in the international academic literature in both communication and business school disciplines. According to Van Riel (1997), there are three key concepts in corporate communication research: corporate identity, corporate reputation, and orchestration of communication.

Reinsch and Reinsch (1996) concluded that the nature of corporate communication is “a diverse and evolving field”. Corporate communication seems to have a different connotation in various professional groups. Some see it as synonymous with public relations (e.g. Grunig, 1992), whereas others see it as corporate advertising (e.g. Garbett, 1988). Argenti (1996) concurs that corporate communication is composed of these specialized areas of communication but adds corporate advertising, media relations, financial communication, employee communication, and crisis communication.

Given that corporations are increasingly engaging in CSR activities, it makes sense to communicate those achievements to stakeholders. Thereby, in order to raise awareness corporate social responsibility communication is needed. Birth et al. (2008) define CSR communication as communication designed and disclosed by the company to its stakeholders and is based on its investment regarding sustainable development. For Ven (2008), a company has to communicate on its implication regarding CSR to avoid differences between its sustainable investment in its activities and the perception of company stakeholders. Capriotti and Moreno (2007) argue that CSR communication is intrinsically connected to the sustainable action. Communication makes known the will of an organization to go beyond trade and economic priorities to strengthen its relations with the stakeholders and maintain a behavior favoring transparency and ethics.

According Birth et al. (2008, 184), the themes covered by the CSR are wide. They can include "the mission, the vision and the values of the company, the work atmosphere, the social dialog, the human rights, the implication in the society, the development of a local economy, the environment, the relations with the market and the ethics". Besides, CSR communication generates value to various considerations.

Communicating about CSR achievements has become a standard for corporations. At the same time stakeholder expectations are constantly in change and a company's CSR communication must be evaluated on a frequent basis (Morsing and Schultz, 2006, 325). As a result, the focal point within CSR communication has moved from focusing on companies managing stakeholders (one-way communication) to focusing on the interactions (dialogue) between company and stakeholders (Andriof and Waddock, 2002, 19). The purpose of engaging in a dialogue is to create a shared understanding so to accommodate critical stakeholders. Thus given the general public's distrust of major corporations, it is not unreasonable for a corporation to fear that stakeholders will perceive attempts to communicate CSR achievements as "green washing".

As already stated that by engaging in corporate social responsibility activities and raising awareness of them by CSR communication, companies can not only

generate favorable stakeholder attitudes and better support behaviors but also, over the long run build corporate image. Corporate image is important to a company. Image can determine what is wanted or how something is received or accepted. With a good reputation, company can for example get better job applicants.

It is difficult to formulate a general definition of the concept of corporate image (Brown et al., 2006). However, comparing the definition of image in marketing and organization studies contexts could yield some perspectives (Hatch and Schultz, 1997). Marketing literature refers to corporate image through two different angles. One group of academics refers to corporate image as the overall impression held by the several segments of the public (Barich and Kotler, 1991; Berstein, 1984; Bevis, 1967; Johnson and Zinkhan, 1990; Keller, 2002; Selame and Selame, 1975; Spector, 1961; Topalian, 1984; Zinkhan et al., 2001). The other stream of researchers uses the terms corporate associations and corporate image interchangeably although defining them similarly. They claim that corporate image is a set of functional and emotional associations that are linked to a company's identity by various stakeholders such as consumers, employees, shareholders and so on (Brown, 1998; Brown and Dacin, 1997; Dowling, 1986; Martineau, 1958; Weiss et al., 1999).

Organizational studies consider the image concept from the employees' perspective and make distinctions between how organizational members perceive their own organization's identity, how they interpret external audiences' perception about their own organization's identity, and how decision-makers of an organization want their company's identity seen by outsiders. They name these three perceptions as organizational identity (Dutton and Dukerich, 1991; Gioia et al., 2000; Hatch and Schultz, 1997; Pratt and Foreman, 2000; Whetten and Mackey, 2002), construed external image (Dutton et al., 1994; Gioia et al., 2000) and desired organizational image (Gioia et al., 2000; Scott and Lane, 2000).

1.7 Delimitations

To keep the study tightly wrapped around the main subject, delimitations arise from the theoretical point of view. This study focuses on CSR and CSR communication's effect on prospective employees. To define more precisely, young job seekers perceptions on CSR and CSR communication and their impact on corporate image are studied. Thus the theoretical basis focuses on the key components of corporate image, CSR and CSR communication. In this study CSR communication is sought to understand in a level of how it is received and how it can be improved in the eyes of young job seekers and thus leaves out dimensions of stakeholder dialogue. Eventhough, Etter and Plotkowiak (2011) state that building relationships through interactive CSR communication provides a manner to raise awareness and lower skepticism, the issue is not in the scope of the study.

Generally when researching the impact of CSR on prospective employees, concept corporate social performance is utilized. Corporate social performance is the measurement of the organizations overall performance in improving and protecting social welfare to their leading competitors in the industry. (Luo and Bhattacharya, 2009, 201) However, this study focuses on understanding in a wider sense the impact of CSR to prospective employees, thus not studying social performance in depth. Thereby also the job seeking process is left out of the study's scope.

In addition, the research is conducted in Finland and thereby focuses on Finnish young adults. Young adult has been defined as a person 18 to 25 years old and thus, this study excludes all other ages. Furthermore, since this study is based on Lassila & Tikanoja's interest in the subject and made in cooperation with the company, the scope of the study is limited. Firstly, the survey's respondents have been chosen from Lassila & Tikanoja's HR – database. Respondents chosen to the survey are those who have applied for a job at case organization during January – June 2015. Secondly, school background delimits respondents. The focus is on young adults whose highest education level is vocational school so in other words, the focus group is blue-collar workers. With these delimitations the researches results cannot be generalized to young Finnish adults.

1.8 Structure of the thesis

This chapter introduces the structure of this master's thesis, which is divided into three parts: introduction, theoretical and empirical part and it consists of seven main chapters, references and appendixes. The first chapter introduces the topic of the research by firstly giving an overview of the topic and then presenting research aim and questions. Moreover, definitions of key concepts, research methodology, literature review, theoretical framework and delimitations are explained in the first chapter of this master's thesis.

Chapter two, three and four are the theoretical chapters of the thesis. The second chapter of this thesis is focused on corporate image and on its formation. The chapter covers as it is titled topics corporate image, concepts related to corporate image and corporate communication. The third chapter covers corporate social responsibility. The concept of corporate social responsibility is explained thoroughly and the three dimensional aspects of corporate social responsibility is presented. Fourth and the last theoretical chapter covers responsible communication.

The fifth and sixth chapter of this thesis are devoted to empirical study of the topic. Chapter five focuses on the discussion of research design and chosen research method. In particular, the case company is introduced briefly, and data collection and analysis methods are described. The sixth chapter of the master's thesis covers the findings of the research. Seventh and the last chapter of the master's thesis is dedicated to discussion and conclusions. The chapter provides summary of the research, practical implications to the case company and also study's limitations as well as suggestions for further research are presented.

2. CORPORATE IMAGE AND IT'S FORMATION

Corporate image is the mental picture of the company held by its audiences—what comes to mind when one sees or hears the corporate name or sees its logo (Gray & Balmer, 1998) Thus corporate image is perception on what kind of company is, with what issues it deals with and what its values are. In whole, corporate image combines form a large amount of different aspects formed by different groups. Different aspects such as changes in the surroundings as well as media can easily affect corporate image. Therefore, corporate image is constantly under the possibility of changing and thus it requires constant surveillance and actions that keep the current image up or improve poor corporate image.

Corporate communication is a critical link between the corporate identity and the corporate image and reputation as can be seen from the Figure 3. Corporate communication subsumes all communications to the company's multiple stakeholders who, in turn, through secondary and tertiary interpersonal communication may further influence the company's image and reputation (Gray and Balmer, 1998). Corporate communications is the aggregate of messages from both official and informal sources, through a variety of media, by which the company conveys its identity to its multiple audiences or stakeholders. In short, it is the nexus between the company's identity and its image/reputation. Image and reputation are in the eye of the beholder.

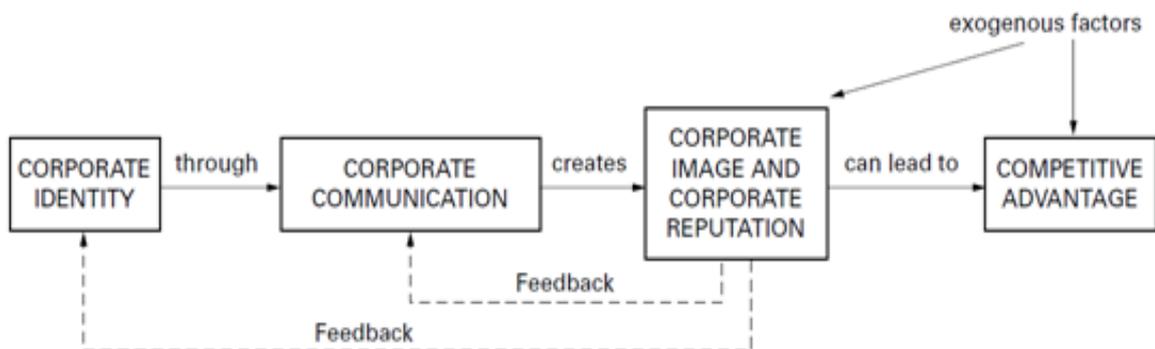


Figure 2. Managing corporate reputation and image (Gray & Balmer, 1998)

Figure 2. traces the interrelationships amongst corporate identity, communication, image and reputation. Objectives in managing the process is to create a favorable reputation in the minds of the important stakeholder as well as to create the intended image in the minds of the company's principal constitutes. In the following chapters the components depicted in the Figure 2. are explained in detail.

2.1 Corporate identity

The meaning of corporate identity has attracted considerable attention and generated far-reaching reverberations from authors belonging to several disciplines (Ravasi and Rekom, 2003; Balmer and Wilson, 1998) ranging from public relations, marketing to organizational studies. For many years, corporate identity was considered synonymous with logo and other graphic designs. Later studies argued that also the communication activities, in addition to the graphic appearance of a company, have a significant effect on the formation of the corporate identity. Today, it is generally accepted and understood that corporate identity is the reality of the corporation. It refers to the distinct characteristics of the organization or, stated very simply, "what the organization is". Corporate identity is the reality and uniqueness of the organization. Its principal components are the company's strategy, philosophy, culture and organizational design. (Gray and Balmer, 1998)

Strategy is the master plan that circumscribes the company's product or market scope, its overall objectives, and the policies and programs through which it competes in its chosen markets. It results in a system of activities through which the company provides value for its customers. (Gray and Balmer, 1998) Each company has its own unique strategy, which also reflects the culture and identity of the company. (Schwartz and Davis, 1981) Second component of corporate identity, corporate philosophy, refers to the espoused business values and beliefs of the firm's top executives. These are usually illustrated on the company's mission statement. (Gray and Balmer, 1998) Corporate philosophy also affects the development of the corporate strategy. (Leuthesser and Kohli, 1997) Corporate

culture, on the other hand, is the shared values, beliefs, and assumptions that the organization's members hold common as they relate to their jobs, the organization, and each other. It is usually long-term, very strategic and very hard to change. Schwartz and Davis (1981) state that corporate culture is rooted in the values of the members or the organization and a strong part of the corporate identity. Organizational design, the remaining component of corporate identity, refers to the fundamental choices top managers have in developing the pattern of organizational relationships including aspects such as number of hierarchical levels, degree of centralization and size of staff. (Gray and Balmer, 1998)

2.2 Corporate communication

Corporate communication is a strategic function, which comprehends all aims at presenting the organization in a favorable light in the eyes of its stakeholders. (Gupta, 2011) Gray and Balmer (1998, 696) define corporate communication as follows:

Corporate communication is the aggregate of messages from both official and informal source, through a variety of media, by which the company conveys its identity to its multiple audiences or stakeholders.

An essential thing to understand about the definition is that corporate communication refers to all communication. A company is in fact communicating to all of its public though everything it says or does (Ind 1992, 21). Thus it is important to understand how corporate communication function because it forms the nexus between corporate identity and the desired corporate image and/or reputation, giving it a position of particular importance to a company (Scholes and Cluterbuck, 199, 228).

Van Riel (1995) has suggested that corporate communication comprises three types of communication: management, marketing and organizational communication. Management communication focuses on organizational member and exists often in form of supervision and incentives. Marketing communication

focuses on consumers and aims at building interest and awareness for the company's products and/services. The marketing department has a set of tools for these purposes such as advertising. Organizational communication typically has various focus groups because of a web of interdependent relationships between a company and individual consistencies such as stakeholders. Furthermore, a lot of corporate level communications are contained in this form, for example employee and recruitment communications. (Balmer and Greyser, 2003)

Corporate communication can be also divided into internal and external communications. According to Hopkins (2005a) internal communication is an interactive process between employees and employer. Internal communication includes communication both horizontal and vertical communication, such as team meetings, video conferencing, staff letters and annual reports (Hopkins, 2006b). Internal communication includes therefore several factors and depending on the size of the company, the channels of communication vary. Dealing with the same issues can be performed in different way depending on the company. When reviewing from the point of view of the whole company, the importance of internal communication is emphasized specifically in staff satisfaction and orientation. Well informed, orientated and interactively taken into account staff commits to its work better and for example messages sent from the company to outside are more professional, objective and representative. Internal communication has also a great meaning to corporate identity, because well-managed internal culture, values and objectives open out better to employees.

External communication is interaction of company's knowledge and messages between external companies, groups or individuals. The idea of external communication is to create positive image of the company and its products and services. It also seeks to manage successfully the interaction between producers and suppliers. External communication channels are for example press releases, advertising, company's website and social media updates. External communication has a great impact on corporate image, because well or badly treated external communication can also effect on reputation. The importance of external communication rises if company's reputation is at stake or otherwise needs a face lift. Honest, sincere and rational message to outside is necessity

when the idea is to strengthen the company's reputation. For example well-kept relationships with the press might also add value to company's publicity or give more visibility.

While a company improves its image by efficient communication activities, also the effectiveness of its communication improves. As illustrated on Figure 2, when the stakeholders of a company have as a positive attitude towards the company as a result of successful communication, they are more likely to interpret the messages sent by those communicators positively and hence more likely to form a favorable image of that company. (Karaosmanoglu and Melewar, 2006) Thus building the corporate image and reputation should be viewed from the long-term perspective. The investments need to be repetitive and the goals need to be set for the long-term.

2.3 Corporate Image

Corporate image can be approached by several different concepts. Perhaps the oldest concept is image, which has been used in marketing language since 1930s based on some sources. Concepts actual proliferation can be considered to have been in the 1950s. Image, also known as visualization, is important to a company. Images can determine what is wanted or how something is received or accepted. With a good reputation, company can for example get better job applicants. Even some mistakes can be overlooked if a company has a good reputation. However, even good reputation has its limits. (Juholin, 2013, 228)

All received information and experiences effect on image. Information and experiences can be self-generated, gotten from elsewhere or transmitted. Receivers own personal tendency to interpret different messages effect how information is received or experienced. Receiver gets these messages by their own conscious choices as well as some messages are received unconsciously. When a company creates image of itself to stakeholders, it operates, as the message sender and stakeholder are the receivers. Receiver's images are formed by both actions as well as messages. Great speeches require evidence of actual

acts and these actions have to be told so they can be known. Both of these are as important when creating image. (Juholin, 2013, 238–240)

It's common to try to influence images by own actions. However, all actions don't affect the same way to all the people, so the planning must be carried out carefully. When planning actions which influences arising or already existent images, taking into account messages and arguments is required. When a company attempts to influence stakeholders' images, issues that appeal to stakeholders and raise its attention are thought about. (Juholin, 2013, 241)

Before a company starts the formation of images to its stakeholders, the company must recognize its own identity and what kind of it is. After realizing these, company must set its objectives on what it wants to be known for and remembered by. Based on objectives, company makes choices regarding what issues it wants to tell and bring into the open. When these choices are done, it is time to shape the strategic guidelines of the business based on what and how issues are communicated. When forming images, companies must be aware of the fact that different images are created based on other events than company's own actions. Thereby images must be under constant observation and research. Images can be formed among people based on for example rumors, experiences and knowledge. Company must be able to stay behind and try to constantly control the images in the direction they desire with its own actions from product development and customer service to marketing communications. (Juholin, 2013, 242–243)

2.4 Corporate reputation

Corporate reputation is a related concept to corporate image. It connotes the estimation of the company by its constituents. Reputation is something that company aims to and the outcome shows how the company has succeeded in its attempt. Thereby it is the assessment of the company's strategy. At the end of 1990s reputation started to rise above the concept of image. Reputation is directly connected to company's business and its other actions taken in place in

organization. Communication can for its part either enhance or weaken reputation. (Juholin, 2013, 231)

Reputation is formed by company and its stakeholders' mutual interactions. Good reputation is earned by own actions and it enhances success. For example a person can be more proud of workplace with good reputation and customers are more loyal to reputable company or its products. Also investors are more interested in a company, which has so called good reputation. Reputation isn't created by itself but it must be constantly build and reputation management requires tracking, analysis and research tools. Reputation risk is part of reputation concept and it means loss of reputation. Reputation can be lost whether the expectations of stakeholders do not meet with company's own expectations. (Juholin, 2013, 231–233) For example if products quality is worse than it was previous or promised, it can effect in reputation. Today also company's actions related to responsibility are effected increasingly to reputation. Company that manages it responsibility carefully increases its reputation while again responsibility crises can significantly worsen the reputation.

3. CORPORATE SOCIAL RESPONSIBILITY

One of the most widely talked about concept in the management research today is Corporate Social Responsibility. (Geva, 2008) CSR refers to making business decision associated with ethical values, compliance with legal requirements, and respect for people, communities and environment. In this light, there is a tendency for CSR to be seen by stakeholders as the obligations that businessmen took in the course of running their business, forming policies, making decisions, or toeing those lines of action. (Ali and Ikhlas, 2012) CSR means different things to different stakeholders but generally refers to saving people, communities and the environment way that goes beyond what is legally required of a firm. (Salehi and Azary, 2009)

The concept of corporate social responsibility is fairly new, arising in the late 1990's. (Ristelä, 2007) The emergence of the concept was however not so simple and for example the debate of corporate social responsibility can be seen starting already in the 1930's or at least 1960's as the labor movement and civil society organizations were activating (Moilanen and Haapanen, 2008, 12). A lot of aspects have affected the formation of the concept corporate social responsibility such as charity pursued by companies. (Ristelä, 2007)

In today's world, integrating responsibility into the business operations is becoming almost a "license to operate". Freeman et al. (2008) state that in our globalizing world, it is essential for us all to hold corporations accountable for meeting economic goals in a socially responsible and ethical way. In addition, media is constantly reporting about corporate actions and many organizations have come to the conclusion that that doing business in a responsible way offers both strategic and reputational benefits. Du et al, (2010) continue that these reputational benefits then further result in generating favorable stakeholder attitudes and better support behaviors like purchasing from or investing in the company.

CSR has proved to be an effective marketing and positioning tool for enhancing corporate reputation. (Insch, 2008) Today responsible actions and especially

communicating about it has become wider. Companies report about their responsible actions in for example web pages, annual reports and separate environmental and social responsibility reports. Especially internet-based reporting and updating information there is becoming more and more general. However, printed reports are popular among companies, because of stakeholders' interest in them. (Kuvaja and Malmelin, 2008, 21)

Throughout industries the general term used for corporate social responsibility is sustainable development. Sustainable development however is too broad of a concept to be used when speaking about one company's responsibility. Sustainable development is used in a context, where actions enable adequacy of the Earths resources even unto the future. Sustainable development promotes the welfare of all the residents of our planet now and in the future. (Jussila, 2010, 12) In the beginning of 2000 many companies have moved to use term corporate social responsibility to their responsible actions. Corporate social responsibility is more definable term than social responsibility and it enhances company's role. There are plenty of terms that refer to responsibility and for example a term company's nationality has been used to describe active responsibility but however the term actually never became popular. (Jussila, 2010, 12-13)

3.1 Corporate social responsibility concept

Various definitions for the phenomenon of responsible business emerge from CSR literature. Concepts such as corporate citizenship, corporate responsibility and sustainability (Waddock, 2008) are presented among other less widely used definitions. Waddock (2008) considers the two firstly mentioned as synonyms and states that CSR is actually "the more narrow conception frequently associated with what some critical observers call "window dressing"" (Waddock, 2008, 30). However, corporate social responsibility is the dominant term used both in academic literature (e.g. Carroll and Shabana, 2010; McWilliams and Siegel, 2000; Golob et al., 2008) and practice, which is why it is the term also used in this thesis.

One generally approved definition is made by European Commission. Commission's definition includes two sections: companies' social responsibility is voluntary operations derogating laws and other regulations and secondly, companies' social responsibility is not only good charity. This means that company's social responsibility does not count compliance of laws and other regulations but company aims to act responsibly in certain situations and issues which untreated would not lead to bankruptcy or other bad problems. (Ristelä, 2007)

Second part of European Commissions definition means that not only based on charity can't be said whether company is acting responsibly. Charity might be used to cover up other unethical actins and then term of green wash raises up. Mere donations do not make a company truly responsible. Green washing means just these actions when company attempts to present itself in responsible light so irresponsible would be neglected. (Ristelä, 2007)

3.2 Three dimensional aspects of CSR

Companies can divide their responsibility in many different ways, for example Finnish environmental company Lassila&Tikanoja divides its responsibility into five components: responsible business, products and services; environmental responsibility; responsibility of personnel; responsible supply chain and active stakeholder relations. (Lassila&Tikanoja, 2015a) Managing corporate responsibility is a part of daily management and development of business operations of Lassila&Tikanoja, and it is controlled via strategic and annual planning and the company's management system (Lassila&Tikanoja, 2015a).

Most often companies' corporate social responsibility is being divided into three components: economic, social and environmental responsibility. The purpose of corporate social responsibility (CSR) is to make corporate business activity and corporate culture sustainable in these three aspects. This division into three components is based on framework called the Triple Bottom Line (Elkinton, 1997)

and it is one of the main CSR frameworks that emerge from literature. Framework is pictured below in Figure 3. Another main framework is the Pyramid of Corporate Social Responsibility provided by Carroll in 1979. (Blowfield and Murray, 2011)

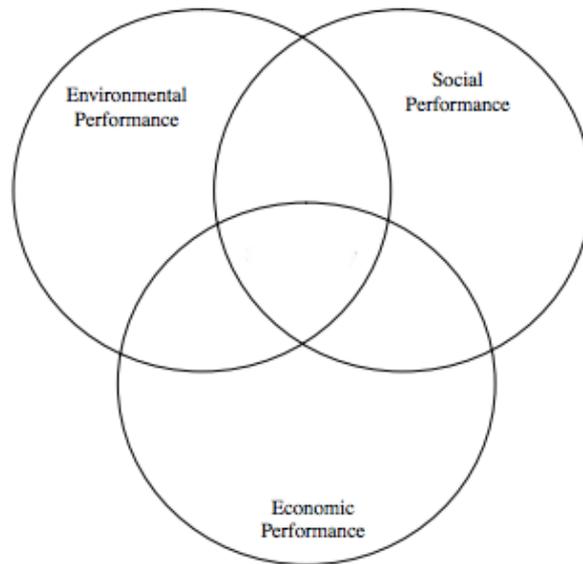


Figure 3. Triple Bottom Line (Elkington, 1997)

As already previously discussed, in the past companies' had but one task: to be economically responsible. However, as the triple bottom line suggests, today a company is not only regarded as an entity that creates economic value, but one that has to consider other responsibilities as well. (Cornelissen, 2011) According to Martin and Schouten (2012) CSR's main task is actually to "integrate the triple-bottom-line concerns into the business plan" (Martin and Schouten, 2012, 30). Juholin (2004) suggests that through these three channels companies pursue voluntary actions that have positive implications on them by reinforcing their legitimacy to operate. Also, by behaving responsibly, companies will have better possibilities to continue operating also in the future. (Juholin, 2004)

Another traditional framework of the CSR field, and probably the most cited one, is the Pyramid of Corporate Social Responsibility offered by Carroll in 1979 (Blowfield and Murray, 2011). The framework is pictured below Figure 4, and according to Carroll (2002) it was originally formulated in order to argue that a

company could be both profitable and ethically responsible. Carroll (1991) suggests that there are four different kinds of social responsibility constituting CSR: economic, legal, ethical and philanthropic. The first mentioned, economic responsibility is, according to Carroll (1991) the most important since all other responsibilities depend on the economic success of the firm. As already earlier stated, bringing economic value to shareholders has also historically been the most important aim of a profitable company. (Carroll, 1991; Cornelissen, 2011)

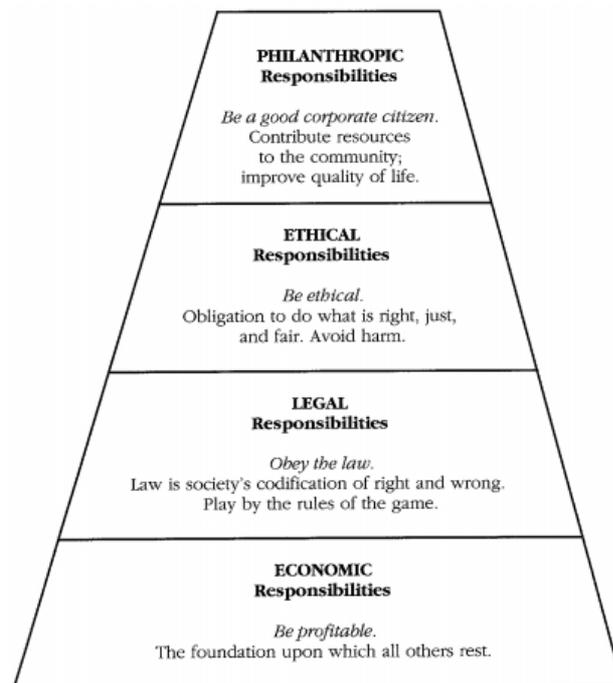


Figure 4. The Pyramid of Corporate Social Responsibility (Carroll, 1996)

In this master's thesis the focus is explaining and defining Ekington's (1997) framework The Triple Bottom Line. This framework was chosen since this master's thesis focuses on studying responsibility from economic, environmental and social perspective. Next Triple Bottom Line's three dimensions are discussed.

3.2.1 Economic aspects of CSR

The economic aspects of CSR consist of understanding the economic impacts of the company's operations. Economic issues have long been overlooked in the discussion on corporate social responsibility. For many years, the aspect has been

widely assumed to be synonymous with financial issues, which is why it has been assumed easier to implement than the other two pillars of the temple. However, the economic responsibility is not simply a matter of companies being financially accountable, recording employment figures and debts in their latest corporate responsibility report. The economic dimension of the sustainability agenda should rather consider the direct and indirect economic impacts that the organization's operations have on the surrounding community and on the company's stakeholders. That is what makes up corporate economic responsibility. (Uddin et al., 2008)

Economic responsibility includes profitability and ensuring competitiveness as well as responding to joint owners' expectations on expected returns. At the same time company produces well-being to the society as goods and services as well as paying taxes. If company's financial condition is not in order, it also cannot take care of other dimensions of responsibility that is, social and environmental. (Elinkeinoelämän keskusliitto, 2006, 5) Company's economic responsibility is divisible especially into two sets: the company's long term economic operating conditions and distribution of the cash flows to stakeholders that arise from company's actions such as wages and other expenses (Jussila, 2010, 15). Company is economically responsible when it is profitable, competitive and when it produces added value for the owners.

Economic accountability includes also the preservation of jobs, increasing tax revenue and creating other welfare to the society. (Työ- ja elinkeinoministeriö, 2007) Company's economic responsibility is responsibility for company's owners as well as other stakeholders. Economic responsibility is regulated in most part with different laws such as tax laws. With transparent operations and forthright, company works already more responsible than laws require which is necessary for a company that wishes to act in the role of social responsible company. (Työ- ja elinkeinoministeriö, 2007) Society justifies its requirements for economical responsibility commonly invoking in reciprocity principles. Companies for example receive from the society business support, trained employees and infrastructure built by society. (Työ- ja elinkeinoministeriö, 2007) For counterpart company is

expected to create job opportunities, tax revenues and equal competition with other actors in the field.

3.2.2 Social aspects of CSR

Social responsibility is the newest of the three dimensions of corporate social responsibility and it is getting more attention than it has previously had. Many organizations are becoming increasingly active in addressing social concerns. Social responsibility means being accountable for the social effects the company has on people - even indirectly. This includes the people within the company, in the supply chain of the company, in the community the company is in and as customers of the company, which means the whole lot of stakeholder. It refers to the management's obligation to make choices and take actions that will contribute to the well fare and interests of society as well as those of the organization. The following aspects have been found to be key the social aspects of CSR for an organization. (Uddin et al., 2008)

Meanings of social responsibility are currently very different around the world. (Moilanen and Haapanen, 2006, 19–20) Most commonly social responsibility is divided into workplace welfare, human rights and product liability (Jussila 2010, 16). As a term social responsibility generally includes respect for human rights, which means non-discrimination based on race, gender, complexion, religion or other reasons. Everyone also needs to have the rights to organize and negotiations. Inactivity of child or forced labor is absolute part of carrying social responsibility. In Finland at present time for example fostering schooling and carrying for aging employees is considered part of social responsibility. (Moilanen and Haapanen, 2006, 19–20)

From international perspective there is a lot of problems with human rights. Finnish companies then again have managed well their human rights and respect them in Finland as well as operating abroad (Jussila, 2010, 16). Social responsibility issues related to working conditions and different work practices include for example a good relationship between management and workers, health, safety, education, diversity and equality. For example in Finland, there is SA8000 –

standard that requires compliance with the working time laws and adequate wages. (Moilanen and Haapanen, 2006, 20) Well-being at work and responsible human resource management widely communicate company's attitudes towards stakeholders and others (Jussila, 2010, 16).

Responsibility for local area is according to Jussila (2010) one of the most versatile and the most challenging sections of social responsibility. When reviewing local area the aim is to follow projects whose aim is to effect positively on firm's territory and residents' well-being. Jussila handles local area as responsibility of territory. Companies act towards their local area in different ways. Some companies are passive and hardly ever work with local organizations, public administration or with its residents. Then again some companies give a lot and participate in substantial co-operation projects with public administration, organization and with its residents. (Jussila, 2010, 16-17)

3.2.3 Environmental and ecological aspects of CSR

Environmental concern and sustainable development is a key pillar of the corporate social responsibility. Environmental and ecological issues have been an important topic of discussion for the past thirty years in the business world – the longest time of the three dimensions corporate social responsibility. The knowledge and issues within the dimensions have progressed across a landscape of changing business realities. Environmental aspects put in place in the 1970s with the first real understanding of the environmental impacts of business. Now, in the 21st century, we are faced with new challenges. (Uddin et al., 2008)

Environmental responsibility means the sustainable use of natural resources, reducing the waste amounts and minimizing environmental damages. In minimizing environmental damages includes protection of water, air, soil, climate change management and economical use of natural resources. Thereby, the third part of the corporate social responsibility, environmental responsibility, covers all environmental welfare issues. Ecological responsibility means that company carries its share of responsibility within its own sphere of influence. The most

important areas are efficient use of natural resources and sustainable development, protection of water, soil and air, addressing climate change and in general, the conservation of biodiversity. Also responsibilities for the entire life cycle of the company's own product or service and responsibility for incurred environmental impacts are a part of environmental responsibility. (Ekokompassi, 2015) In addition to the fact that company takes care of its direct environmental impacts, environmental responsibility also includes taking care of indirect effects. Indirect effects are for example actions of customers and partner that affect natural resources. (Jussila, 2010, 15)

The aim of environmental responsibility is to have different environmental programs operating effectively and protect the environment. Ecologically responsible operation is regulated with different national and international regulations that companies must honor and abide by (Työ- ja elinkeinoministeriö, 2007). The biggest actual deeds mostly focus on energy efficiency and other efficient utilization of resources, reduction of pollution, development of waste management, product responsibility and development of transport. (Ekokompassi, 2015)

Environmentally responsible operations may lead to advantages in a long-term basis. Ecological and natural friendly manufacturing practices often provide savings, but produce of course also costs. Despite of the costs, the company's competitiveness and cost-effectiveness are growing when viewed over a longer period of time. In addition, environmentally responsibly operation is socio-economically sustainable and for example new ecological innovations are possible. (Työ- ja elinkeinoministeriö, 2007)

3.3 CSR influence on prospective employees

Corporate social responsibility has been a subject of great interest among scholars in numerous disciplines for over 20 years. It has been studied extensively, both in theory and in practical application. (Glavas and Kelley, 2014) Research in CSR

has been primarily focused at the institutional and organizational levels with an emphasis on the impact on external stakeholders. (Aguinis & Glavas, 2012) However, CSR and its nature is a construct that bridges micro and macro levels. (Aguilera et al., 2010) Therefore, scholars have recently begun exploring CSR at the micro level. Thus for example CSR has found to be positively related to attractiveness to prospective employees (e.g. Greening & Turban, 2000; Turban & Greening, 1997). Although literature supports the idea that CSR influences employees, there is still little knowledge about how and why CSR directly influences employees. (Peloza, 2009)

Employees as a unit of analysis have received limited attention in past CSR literature. (Swanson and Niehoff, 2001) Past CSR and human resource management research has mainly focused on relationships between leadership and corporate social behavior (Waldman et al, 2006), or defined socially responsible leadership. Although some theoretical models of Corporate Social Performance explicitly included employees as a level of analysis, few studies have investigated CSR's influence on employees' attitudes and behavior. Table 1 summarizes the main findings of previous empirical studies which focus has been external and thereby have studied effect of CSR on prospective employees.

Table 1. Studies of the influence of CSR on employees (Turban & Greening, 1997; Riordan et al., 1997; Albinger and Freeman, 2000; Greening & Turban, 2000; Luce et al., 2001; Backhaus et al., 2002)

Authors	Key findings
Turban & Greening, 1997	Corporate social performance is positively related to corporate reputation and attractiveness as an employer
Riordan et al, 1997	Corporate image as perceived by employees influence positively job satisfaction and negatively turnover intention
Albinger & Freeman, 2000	Corporate social performance is positively related to employer attractiveness only for job seekers with high levels of job choice.

Greening & Turban, 2000	Prospective job applicants are more likely to pursue jobs from socially responsible firms than from firms with poor social performance reputation
Luce et al., 2001	Corporate social performance influences positively and indirectly organizational attractiveness by increasing the level of firm familiarity
Blackhaus et al, 2002	Environment, community relations and diversity have a largest influence on employer attractiveness than others corporate social responsibility facets. Influence of prior corporate social performance knowledge

Numerous studies have focused externally, looking at the influence of CSR on prospective employees. These works suggest that a corporation's socially responsible practices send a positive signal to potential workers. The workers, in turn, are likely to get identified with a responsible organization, especially if their values correspond with promoted practices (Strand et al., 1981). These studies show how a socially responsible reputation influences corporate attractiveness for prospective employees such as undergraduates, or MBA students (Albinger and Freeman, 2000; Blackhaus et al., 2002; Greening and Turban, 2000; Luce et al., 2001). CSR's effect on organizational attractiveness is stronger for job seekers who have many job choices (Albinger & Freeman, 2000), and when they have prior knowledge of CSR and/or are directly concerned with the issues addressed by CSR (Blackhaus et al., 2002). As stated, CSR effect is stronger for job seekers who have many job choices but however, there is no evidence on the effect of CSR on blue-collar workers or job seekers with vocational education.

4. CORPORATE SOCIAL RESPONSIBILITY COMMUNICATION

Companies are expected to give back to the community they operate in as corporate social responsibility is becoming increasingly important in today's world. Demands for responsible behavior have grown due to public awareness, responsible operations and the proliferation of products. Stakeholders require responsible options. Every company needs to assess its social responsibility when considering its own reputation (Argenti, 2007) and an ever-increasing number of companies are recognizing the reputational risks and opportunities brought by CSR. Aligning corporate behavior with stakeholder expectations is a continuous business priority for these companies (Dawkins, 2004). Kuvaja and Malmelin (2008, 11) state that corporate social responsibility is today wide spread contemporary term which cultivation reflects how the expectations of companies have changed. Nielsen and Thomsen (2010) argue that companies are under increasing pressure due to the strengthening interrelation between effectiveness or performance and corporate social responsibility. In other words companies are expected to be more and more profitable simultaneously with operating responsibly. Nielsen and Thomsen (2007) further argue that this leads to increasingly complicated management and communication of the two aspects; performance and responsibility.

Social responsible actions are highly linked to communication. All of the development projects of social responsibility require a lot of information and the most important part of corporate responsibility is stakeholder engagement, which is interactive communication. (Jussila, 2010, 136) There is often suspicion towards company's communication, which then again brings more challenges in to the planning of responsible communication. The very purpose is to tell about the company's good achievements and actions. It is important for a company to understand that responsible communication is not a separate part, which is only managed by sustainability manager or by communications. Responsibility must be part of the whole business. (Kuvaja and Malmelin, 2008, 13–15)

4.1 CSR Communication

Finding the right balance in communicating about CSR practices is a challenging task. Stakeholders have a need for CSR information but if a company communicates too much, it can make stakeholders suspicious (Du et al. 2010; Morsing and Schultz, 2006). Thus one of the key challenges for a company in CSR communication is to win stakeholders over by finding ways in which to overcome their skepticism. (Du et al., 2010) Podnar (2008) defines CSR communication simply as the dissemination of true and transparent information about the integration of a company's business operations, social and environmental concerns, and interactions with stakeholders in order to influence stakeholders" and society's image of the organization (Figure 5).

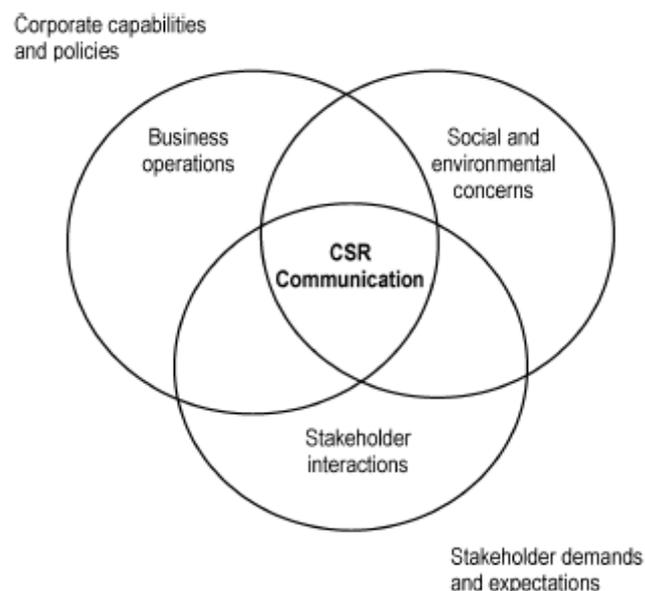


Figure 5. CSR communication (Podnar, 2008)

Ihlen et al. (2011) first define corporate social responsibility communication as a company's attempt to negotiate its relationship to stakeholders and the public at large and further as the way that companies communicate about their CSR

activities. Podnar (2008) as well as Ihlen et al. (2011) mention in their definitions the interaction with stakeholders. Nevertheless, Podnar's (2008) definition suggests that the information has to be available, whereas Ihlen et al. (2011) bring up the company's attempt to negotiate with its stakeholders, which means representing a more proactive approach to assessing CSR matters. In other words, Podnar (2008) is suggesting one-way communication with stakeholder whereas Ihlen et al. (2011) are taking it one step further by suggesting two-way communication with stakeholders regarding CSR matters.

Podnar (2008) talks about CSR communication as a process. Firstly, when communicating about CSR a company must foresee the demands and expectations of its stakeholders. Secondly, the company has to formulate and communicate its CSR policy by utilizing communication tools with which it is possible to provide

“true and transparent information about a company's or a brand's integration of its business operations, social and environmental concerns, and interactions with stakeholders.” (Podnar, 2008, 75)

Dawkins (2004) suggests a similar strategy as Ihlen et al. (2011) by stating that it is essential for companies to align their CSR communication with their stakeholders' concerns if they wish to capitalize the potential reputational benefits of their CSR activities. In other words, companies should target CSR messages relevant to their influential stakeholders. The most important potential benefits of corporate social responsibility are maximizing profits and strengthening the corporate image and the relationships with stakeholders in the long-term. The realization of these benefits is however directly dependent on stakeholders' awareness of these actions. If communication is not efficient, meaning it doesn't reach its audience due to for example irrelevant content or bad choice of channel, these efforts stay unnoticed by the general public.

However, for many companies, publishing environmental and social performance information in the same manner as traditional financial statements has become the most common way of communicating about CSR activities (Argenti, 2007; Birth et

al., 2006). Even though there are various economic and legal restrictions which companies are required to obey, CSR statements and reports tend to concentrate more on the generally expected ethical and preferred philanthropic activities (O'Connor and Shumate, 2010). CSR reports are directed to only a very specific group of stakeholders, who contradicts with the definitions of both Podnar (2008) and Ihlen et al (2011). In addition, Nielsen and Thomsen (2007) state that due to the lack of an established framework for reporting and common understanding and terminology of CSR, CSR reports between companies have not even been comparable.

Du et al. (2010) state that it is of a high importance for company managers to understand the specific factors that are related to CSR communication. These include making the right choices concerning for instance the CSR message and the medium through which it is communicated, but also the stakeholder-specific issues that need to be taken under consideration in order to improve the effectiveness of the communicated matter. (Du et al. 2010; Cornelissen, 2011)

4.2 CSR message content

The message content and channels have to be carefully designed since different stakeholders have different expectations and need for information. According to Du et al. (2010) it is also essential to maintain the consistency of the message throughout these multiple of communication. Due to the important role of CSR message as a subject of research in the present thesis, message content is discussed further.

Concerning CSR message content, companies can either choose to promote a social issue itself or the company's involvement in a specific issue (Du et al., 2010). According to Du et al. (2010), most CSR communication is usually focused on company's involvement in the cause rather than on the cause itself. Du et al. (2010) identify four factors companies can emphasize in their communication: CSR commitment, CSR impact, CSR motives and CSR fit.

CSR Commitment. A company can choose between focusing on one or several aspects of its commitment to a social cause. (Du et al, 2010) Donating funds, or providing other company resources such as marketing expertise, human capital or R&D capability to a certain cause can be used as channels through to emphasize commitment. Companies may highlight one or various aspects of its commitment, such as the amount and consistency of input, or durability of commitment.

CSR Impact. Focusing on the impact of a CSR activity means focusing on the output of the activity in question. This meaning the societal impact of the CSR investments or the actual benefits that the target group has gained or will gain. Emphasizing the actual benefits is an effective CSR communication strategy, since the communication should be factual and avoid the impression of bragging. (Sen et al, 2009) The durability of a cause can be used in judging a company's motives for supporting a cause. (Webb and Mohr, 1998) Long-term commitments can be seen driven by a genuine concern whereas short-term campaigns are more likely to be seen as a way of exploiting the cause for the sake of profit.

CSR Motives. CSR communication's one of the main challenges is decreasing stakeholder skepticism. According to Du et al. (2010) companies have the option of denying business-related motives and emphasizing only intrinsic, unselfish motives behind their actions or the option of being honest and sharing underlying business motives of their CSR initiatives. The acknowledgment of the extrinsic business-related motives in company's CSR message might even work on the company's benefit since it might increase the credibility of the communication and thus reduce stakeholder skepticism. (Du et al, 2010)

CSR Fit. Du et al. (2010) also identifies CSR fit and its important role in the CSR message. CSR fit refers to the perceived consistency between a company's core business and the cause it supports through CSR. According to Du et al. (2010) CSR fit can result from common associations the company or brand has with a cause, the sense of solidarity with a specific target segment or from associations created in a specific social domain in the past. Thus CSR fit can be for example evaluated based on brand-cause associations, such as relation to target segments. According to Dawkins (2004) a low CSR fit originates from a lack of

logical connection between the cause and the company. This may cause the extrinsic motives more substantial and thus reduce positive stakeholder reactions towards the company's CSR initiatives. (Dawkins, 2004) Thereby, with unclear fit CSR programs risk being regarded as a smokescreen for unethical behavior.

As a conclusion, companies need to be careful and take several aspects into consideration when planning their CSR messages. First of all, a logical connection between the cause and the company has to exist in order to gain credibility. Furthermore, to lower stakeholder skepticism, the underlying business motives behind CSR initiatives might be recommended to share. As a last point, Du et al. (2010) recommends consistency and commitment for the cause.

4.3 CSR message channels

In addition to the message content, companies should carefully consider their choice of CSR communication channel since it effects stakeholders' awareness of CSR as well as in the trust towards CSR. (Du et al., 2010) There is wide variety of CSR channels to choose from which include official documents such as CSR reports, press releases, or a CSR focused section on the company website. Furthermore, stakeholders can be reached through traditional advertisement.

Official documents such as annual reports and specific corporate social reports have been a popular channel for communicating about company's CSR activities, as mentioned previously. Increase in popularity of non-financial reporting can be seen according to Nielsen and Thomsen (2007) as an attempt to increase companies' transparency about environmental and social issues. Various certificates and auditing procedures have emerged that go beyond the traditional financial accounting (Nielsen and Thomsen, 2007). Companies also use corporate websites sections that are dedicated to CSR and which are available to all Internet users, to target general public with CSR communication. (Du et al., 2010) Furthermore, also traditional advertisement are used in the form of TV commercials, magazine as well as billboard advertisement. (Du et al., 2010) In

addition to these company-controlled CSR communication channels, there is increasing number of external communicators like the media and social media. (Du et al., 2010) A company's control over these external communication sources varies as company may have some or none at all. For example, company can hardly control what is spoken of it in the media.

Due to contrasting research findings, it may be difficult to choose the right communication channel. According to Du et al. (2010) company control on a communication channel affects stakeholder trust in the CSR information provided. In fact there seems to be an interesting trade-off between the credibility and controllability of CSR communication so that the less controllable the communicator or the channel is, the more credible it is and vice versa (Du et al, 2010). Du et al. (2010) argue that stakeholders are more skeptical towards CSR information when it is received from corporate sources because communication by the company is seen as self-interested and thereby less credible. Then again, Yoon et al. (2006) state that when stakeholders hear about company's CSR activities from a neutral-source, they tend to react positively than when they learned about it from a corporate source. Companies should indeed reach for informal yet credible communication channels such as word-of-mouth by stakeholder due to their credible nature. (Du et al., 2010) Based on these suggestions, the use of social media as a channel for CSR communication is supported.

4.4 CSR communication on the Internet

As companies have a growing need to find more efficient ways to communicate with their stakeholders, the Internet has become a great tool for reaching stakeholders around the clock. According to Jo and Jung (2005) Internet allows companies to present their agenda and messages on CSR at lower cost and reduced time as well as deliver this message to a large audience without being controlled or manipulated by other entities.

Companies can communicate with their stakeholders through web by two different manners: unidirectional (one-way) and bidirectional (two-way). According to Capriotti (2011) traditional CSR communication on the Internet has been unidirectional, for example downloadable CSR reports. These traditional CSR communications use a one-way model of communication because companies are not expecting to initiate or maintain a dialogue through these channels but to simply disseminate information. One of the main characteristics of the internet, interactivity, has been lacking attention in the Capriotti's (2011) view of traditional CSR communication on the Internet. Internet, however, could be used to facilitate bidirectional communication between the company and its stakeholders. According to Moreno and Capriotti (2009) bidirectional communication can be used for establishing and building relationships, allowing dialogue and interaction, hence providing a high level of interactivity. Companies are providing this information to all for discussion and are able to gain feedback about CSR issues. Thereby, the concept of transparency of dialogue is highlighted here. (Capriotti, 2011)

Stakeholders are not actively looking for CSR information and CSR reports are not directed to all types of stakeholders. Hence embedding the CSR messages in more mainstream communication together with clear explanation of its relevance to the stakeholder might be efficient. However, even though the Internet is used to customize CSR messages to different stakeholder audiences, it is noteworthy that creative use of offline channels is also needed as not all stakeholders are reachable online. (Dawkins, 2004)

4.4.1 CSR and social media

Companies might be afraid of the loss of control on what is written about them online as the corporate website, controlled by the company itself, is no longer the only source of information to the Internet user. Due to the increasing amount of users and contributors, social media is becoming ever more relevant to organizations. Even though social media is definitely a revolutionary trend, Kaplan and Haenlain (2010) argue that companies do not seem to be comfortable in this new environment.

Social media, however, offers companies broader opportunities and new challenges in communicating and engaging with their stakeholders by enabling new kinds of individualized interaction between companies and its stakeholders. Compared to the classic model of CSR communication in which corporate communication professionals were acting as gatekeepers, the new model allows almost anyone to be heard through, for example blogs, and social networking sites. (Cornelissen, 2011)

According to Capriotti (2011), social media can change the way in which people and organizations communicate and engage in relationships, by permitting more flexible, bidirectional communication between organizations and stakeholders that enables a more balanced relationship through the exchange of information and equilibrated conditions of power. Aula (2010) agrees by stating social media is characterized by interactivity since its participants freely send, receive and process content that is produced by others. According to Aula (2010) social media's main characters are open participation, dialogue, community, networking and the fast and broad spread of information and content through a wide range of feedback and linking systems. This leads to dynamic relationships and communication with, and between, stakeholders with less corporate control.

Capriotti (2011) points out that boundaries between senders and receivers, new and old media and information and communication are getting blurred due to these new technological tools. Thus it can be concluded that communication between stakeholders and organizations can be said to have changed. According to Jo and Jung (2005) there is a demand for two-way, interactive and symmetrical communication about CSR matters. Correspondingly Capriotti (2011) states that since the Internet is becoming increasingly important and powerful channel for corporate communication, including communication about corporate social responsibility, organizations have to adapt to a change from traditional CSR communication to interactive CSR communication. However, even if companies are increasingly using Internet as a channel to reach their stakeholders, the full potential offered by it is not yet used.

Capriotti (2011) states that web technology has not significantly changed the way CSR issues are being communicated but new technologies seem to be used as simply new ways of creating and presenting the old media, for example e-annual reports, e-CSR reports and e-press releases. The same discovery was made by Rodriguez-Bolivar (2009) in this study on Corporate Environmental Reporting on the Internet. According to Rodriguez-Bolivar (2009) few companies are using their company websites to engage in a two-way dialogue on CSR issues with their stakeholders thus are not using the whole potential of the Internet to enhance their social and environmental reputation. Rodriguez-Bolivar (2009) suggests one of the reasons being that social media services offer a more unbiased platform for two-way communication, as the discussion is not held at “corporate grounds”.

Capriotti (2011) argues that social media allows stakeholders to communicate with each other without organizational control, exchange information, share opinions and compare public information about companies with information coming from other sources such as other companies, people or groups having contact with the company, without the organization in question interfering in the communication. The public now has an access to different perspectives as well as critique and recommendations of the company, their products or CSR activities from “people like us” all over the world (Capriotti, 2011).

According to Capriotti (2011) companies must thus change the focus of their corporate communication towards facilitating the dialogue and interaction between the company and its stakeholders. In social media, the persuasive and informative communication models need to be changed for dialogic and conversational models. (Capriotti, 2011) By doing this companies can enhance their stakeholder relationships. (Etter and Fieseler, 2010)

Capriotti (2011) argues that due to the loss of information control, companies should pay more attention to “doing well” since it is increasingly difficult to hide mistakes and irresponsible behavior. Transparency in operations, future goals and social issues becomes a necessity in this changing environment. If a company is proven to have acted in an irresponsible manner, they are likely to get punished in the “digital public arena” leading to an even worse reputation. Trust, transparency

and credibility are extremely important factors in CSR communication. Social media can be seen as a trustworthy channel for CSR communication, due to the constant peer review and lack of gatekeeping or corporate control.

Next, some of the social media channels most commonly used for corporate communication are explained.

4.4.2 Social media channels used for CSR communication

Blogs can be generally defined as a more dynamic version of a personal website that is regularly updated (Walls, 2005). Herring et al. (2005) define weblogs (blogs) as “frequently modified web pages in which dated entries are listed in reverse chronological sequence”. Blogs can range from personal diaries to summaries of all relevant information in one specific content area. Blogging as an activity has been increasing since mid-1999 (Herring et al, 2005). Many companies have already started blogs in order to update stakeholders on developments they consider important. (Kaplan and Haenlain, 2010)

Content communities are used to share media content online, between users. There are communities for sharing for example videos, YouTube. The profiles containing personal information about the users are usually very limited, or even non-existent, in these communities. These communities risk hosting material that is protected by copyrights. However, the high popularity of the communities is also a good opportunity for companies to get their material diffused very fast. (Kaplan and Haenlain, 2010)

Social networking sites is defined by Boyd and Ellison (2007) as “web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system”. Simply put, social networking sites are used to connect with other users by creating a profile of personal information, inviting friends to have access to the profile and messaging through the service. Different media

content like photos, videos and audio files can be shared through social networking services. The most popular of these sites is Facebook.

4.4.3 Limitations of social media in corporate context

The use of social media in corporate context does not come without a risk. First of all, it has been argued that people are not actively participating in the dialogue on the social web. Based on theory of lurkers, presented by Nielsen (2006), only 10 percent of users of online social networks actually participate in the dialogue. Nielsen (2006) states that 90 percent of the users are lurkers, who never contribute but rather read and observe the discussion. The remaining ten percent of users is divided as following; 9 percent of the users contribute from time to time and only one percent of users are heavy participants. While technological changes are occurring at a fast pace, sociological changes like stakeholders adapting new technologies are slower. (Capriotti, 2011)

Due to social media's dialogic nature it retains some serious reputational risks that needs to be taken into consideration. It has been argued that social media generates reputational risks for companies since the information provided by users is often unverified. (Aula, 2010) Furthermore, reputation risk might even result from company's own communication activities due to reactions to claims that are presented in social media. In addition, companies might fail in adopting the style of voice used in social media, which is more informal than the tone of traditional corporate communication. (Etter and Fieseler, 2010) Finally, it should be also noted that not all company stakeholders are present in social media. There is also a large amount of users of social network sites who prefer to communicate solely with their real life network.

4.5 Challenges of CSR communication

As CSR communication has increasingly gained importance, organizations are increasing their efforts to practice CSR. The public expects organizations explicitly confirm, demonstrate and embrace CSR. (Elving et al., 2015) CSR is increasingly equated with transparency and accountability. (Christensen et al., 2011) With the institutionalization of CSR (Schultz and Wehmeier, 2010) it is argued that CSR is not only good for society but also for the business itself. The demand for CSR among stakeholders represents a potential growth for organizations to explore whether engaging in CSR pays off, as claimed by Porter and Kramer (2006). (Elving et al., 2015) This very issue together with higher expectations of stakeholders brings about increased and widespread dissatisfaction with companies practicing and communicating CSR. (Elving et al., 2015) Thus, at the same time raising skepticism towards CSR messages.

Skepticism towards CSR communication rises when the public feels CSR messages may be decoupled from corporate practices. Following this perspective, unethical behavior resides in systematic and deliberate attempts to hide corporate actions behind marketing campaigns and corporate self-promotion efforts within the field of CSR. (Christensen et al., 2011) Terms like “green-washing” and “window dressing” explicitly express the insistence on consistency among actions and communications. (Elving and van Vuuren, 2011) Discrepancies between talk and action emerge in most communication practices whether in communicating through reports that follow certain independent standards from third party organizations or in other forms of communication, such as marketing communications where companies tend to portray themselves more positively, often exaggerating the superiority of their products, brands and/or company. (Elving et al., 2015)

In addition to the skepticism, the most typical obstacles in communicating about CSR include stakeholders’ poor awareness, low trust, adverse attitudes towards CSR activities as well as companies’ poor choice of channels and lack of

consistency between CSR messages and the company mission. (Dawkins, 2004)
Next, these challenges are discussed further.

According to Du et al. (2010) external stakeholder's poor awareness and unfavorable attributions towards companies CSR activities remain as the most critical obstacles in trying to maximize the business benefits from these activities. This highlights companies need to communicate more effectively about their CSR activities to their stakeholders. In order to companies be perceived credible, they should first engage in CSR programs that are consistent with the company's vision and related to the business the company is in. After carefully considering to which CSR programs to engage, the channels of communicating about these activities have to be chosen precisely. Dawkins (2004) identifies diverse information requirements and the examination of different stakeholder groups as a challenge of CSR communication.

Du et al. (2010) state that stakeholders tend to claim they wish to know about the CSR efforts of companies they buy from and invest in. However, aggressive promotion of CSR activities might easily turn against the companies since it makes stakeholders leery of their motives. Du et al. (2010) present two stakeholder attributions of a company's CSR activities. First, extrinsic, means the company is seen as attempting to increase its profits and in the second stakeholder attribution, intrinsic, company is seen to act out of genuine interest in the focal issue. It is further argued that intrinsic attributions lead to stakeholders making positive deductions about the company's underlying character, whereas extrinsic motives lead to more negative perceptions and behavior toward the company. In addition to responding negatively to extrinsic CSR motives, also any marketing strategies, which seem manipulative or misleading to the stakeholder causes the same effect. Though companies can decrease stakeholder skepticism by enhancing the credibility of their CSR messages and generating goodwill by taking cognizance of both types of stakeholder attributions, extrinsic and intrinsic, in their CSR communication.

In other words, consistency between CSR messages or programs and the company vision, together with recognizing the needs of different stakeholder groups seem to be the keys for tackling the main challenges of CSR communication: stakeholder skepticism and poor awareness of company CSR efforts.

5. RESEARCH DESIGN AND METHODS

This chapter describes the research design of this thesis. Firstly Lassila & Tikanoja, the company with whom the survey was designed, is introduced. This is followed by discussion on the choice of the research method and the justifications behind it. Then the data collection process as well as data analyses are described as can be seen in the Figure 6. Finally, discussion on issues of trustworthiness regarding the sample and the data analysis is provided.

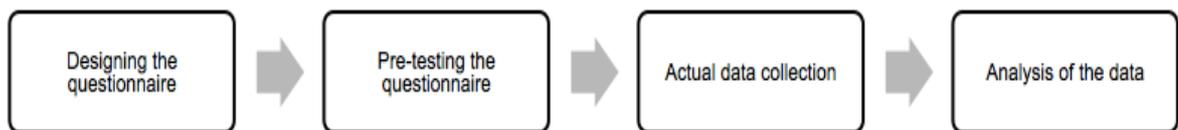


Figure 6. Data collection and analysis plan

5.1 Introduction of Lassila & Tikanoja

Lassila & Tikanoja Oyj (L&T) was founded in 1905 as a wholesale business. Through many phases, L&T has developed into an international corporation focusing on environmental management and support services for properties and plants. (Lassila&Tikanoja Oyj, 2015c) With operations in Finland, Sweden and Russia, L&T employs 8,000 persons. Net sales in 2014 amounted to EUR 639.7 million. (Lassila&Tikanoja Oyj, 2015b)

L&T's strategy is based on a mission to change the consumer society into an efficient recycling society (Lassila&Tikanoja Oyj, 2015d). Company's goals is to build a society where existing materials and buildings are used as efficiently as possible, efforts are made to optimize energy consumption, and jobs and well-being are created through sustainable growth. L&T has a vision that they want to be their customers' most wanted cooperation partner when it comes to L&T's core business operations in the fields of environmental, industrial and property services. As a service company, L&T's success is built on the diverse competence of their personnel and extensive service offering. (Lassila & Tikanoja Oyj, 2015d)

Managing corporate responsibility is part of the daily management and development of business operations at L&T, and it is controlled via strategic and annual planning and the company's management system. (Lassila & Tikanoja, 2015e) A responsible way of working is part and parcel of L&T's business and it is evident in all that they do. L&T has divided its responsibility into five components: responsible business, products and services; environmental responsibility; responsibility of personnel; responsible supply chain and active stakeholder relations (Figure 7).



Figure 7. L&T's responsibility (Lassila&Tikanoja, 2015a)

L&T reports on corporate responsibility as part of their Annual Report. The report has an emphasis on indicators related to the environment, personnel and social issues. L&T's communication with stakeholders is based on openness and interactive communication and they want to be actively engaged in social dialogue and to identify solutions that promote a sustainable recycling society.

5.2 Data collection

The survey strategy, more precisely a self-completion questionnaire, was chosen for data collection. There were two main reasons justifying the use of a questionnaire in this study. First of all, self-completion questionnaire enables to collect extensive research data. There can be obtained a lot of people to the research and also ask several things. Secondly, using a self-completion questionnaire was chosen because of the time and resource limits of this study. A posted questionnaire is quicker and cheaper to administer than interviewing, especially when the target group is geographically dispersed (Bryman and Bell, 2003, 142). As an additional advantage, the data gathered through a self-completion questionnaire does not suffer from interviewer effects such as personal characteristics.

The research population, which means the “full set of cases from which a sample is taken” (Saunders et al., 2009, 212), consisted of people whom had applied for L&T by June during the year 2015. Out of these people who had applied for L&T by June 2015, those who were aged 18-25 and the highest education was vocational school were qualified to answer the survey. Based on the age and education background, the population of the study consisted of 1000 job seekers.

The data were collected via web-based program Webropol –survey from June 15 to June 30. An invitation to participate in the survey was sent via L&T e-mail list to all 1000 suitable respondents. A follow-up message reminding respondents to participate in the survey was sent via the e-mail list a week after the beginning of data collection.

After two weeks of data collection, 93 questionnaires were received in total, therefore the response rate for the present survey was $(93/1000)*100=9,3\%$. Out of the received questionnaires, 93 questionnaires were usable for the analyses. This response rate might be attributed to the fact that the questionnaire was quite lengthy, took approximate 20 to complete. What’s more, the survey was sent to the people whom had applied for L&T and maybe all of the respondents did not feel motivated to answer questionnaire if they had no received an interview or job

offer. However, awareness of the risk that the response rate would be low was known.

5.3 Questionnaire design

The survey was designed to gather quantitative and qualitative data. An online questionnaire consisting of five main sections and 20 questions was created using a web-based program Webropol –survey. Out of the 20 questions one was open-ended question and the rest were closed questions (Appendix 1.) Three of the closed questions also included an option for respondents to add complementary answers in their own words. Open-ended question was asked at the end for general feedback regarding the questionnaire.

The questionnaire included six multiple-choice questions, especially in the first section of the questionnaire, and matrix-type questions. The scales used in the questionnaire were nominal and ordinal. To define more precisely, ordinal scale used in the questionnaire was a Likert scale. A Likert scale is a psychometric scale commonly involved in research that employs questionnaires to obtain participant's preferences or degree of agreement with a statement or set of statements. A Likert scale is most commonly seen as a five-point scale ranging from "Strongly Disagree" on one end to "Strongly Agree" on the other. In this research Likert scales were used in order to examine the respondent's disagreements and agreements as well as feelings towards the issue being researched.

The statements in the survey were designed for the research and not taken from any previous studies. This was done due to the lack of previous research and so that the examined issues could be measured as wanted. The study uses qualitative variables because they describe the researched issue best. Thus for example, measuring numerical variables does not offer valuable information for the research.

The first section of the questionnaire was related to young job seekers' background information and such information as gender, age and residence were specified. It was also asked if respondent is, was or had worked for L&T before. In addition, it was relevant to survey what is the level of knowledge of concept corporate social responsibility. The second part consisted of the questions related to the overall image of corporate responsibility. The third part of the questionnaire was devoted to responsibility communications and its visibility as well as awareness. Fourth part of the questionnaire focused on responsible actions' impact on approach and appreciation. Fifth and the last part of the questionnaire gave respondents' opportunity to participate in lottery so contact information was collected from those who wanted to participate.

5.4 Questionnaire pretest

According to Collins (2003, 229), "survey questionnaires, which are a type of measuring instrument, can and should be tested to ensure they meet their purpose". Therefore, one week before the actual data collection ten interviews was conducted. Interviewees were randomly selected young job seekers that matched target group qualifications. In the interview interviewees were asked to answer to the questions of the survey and to outline any difficulties in understanding the questions, and to give suggestions for improvement.

According on the results of the interviews, there were no major difficulties in understanding the questions. Based on the feedback and suggestions received, some scale items were refined, some definitions were changed and additional explanations of the items were added to the questionnaire in order to make it clearer.

5.5 Data analysis

In this section the statistical analysis methods used in this study are described. First of all, data analysis was carried about with Tixel -program and Webropol's

program professional statistics. In order to get accurate results on some analyses, data should be normally distributed. However, that was not necessary for this research since the survey used mainly ordinal scales and thereby, data cannot be normally distributed. Three of the survey's closed questions also included an option for respondents to add complementary answers in their own words. Respondents did not however add any complementary answers and thereby there will not be content analysis.

Statistical tests were chosen based on their criteria's fit with the data qualities and used for data analysis: Wilcoxon signed rank test and Mann-Whitney. The Wilcoxon signed rank test is used when testing if the result of one variable differs from the result of another variable. Wilcoxon signed rank test was chosen instead of t-test because the tested variables were not normally distributed. If there are differences between the variables the p-value should be less or equal to 0,05. Mann-Whitney, also known as the Wilcoxon rank sum test or the Mann-Whitney-Wilcoxon test, is a non-parametric test, which tests if the means of the groups differ from each other. When using Mann-Whitney's test, the differences between two groups can be tested even when the test variable is not normally distributed or test variable is ordinal. In case the p-value is less or equal than 0.05 the groups differs from each other.

Also in order to study if there was a relationship between selected variables and determine which of the ordinal variables depended on each other, Spearman's rank correlation coefficient, also known as Spearman's rho, was aimed to utilize in statistical analysis. The guideline is the nearer the correlation coefficient is 1 or -1, the stronger the correlation is. However, due to the data sample no meaningful correlation could be analyzed among variables.

5.6 Trustworthiness of the study

This section provides an assessment of the validity and reliability of the empirical part of the study. According to Hirsjärvi et al. (2008) reliability and validity are crucial in order to produce descriptions of the social world that in a controllable

manner contribute to the knowledge of social phenomena. Reliability refers to the expectation that any researcher should be able to come up with the same findings in the research was re-conducted and due to this, careful documentation during the research process is required. (Hirsjärvi et al., 2008)

Estimating researches reliability can be conducted by using different measurement and research methods. According to Hirsjärvi et al. (2008) quantitative researches reliability can be improved by detailed coverage on researches conduction. Data collections conditions should be described clearly and truthfully. Aspects such as possible weaknesses should be told. In this research, the guidelines given to reliability by Hirsjärvi et al. (2008) are followed and thereby, research should be reliable.

One of the commonly used measures of reliability is called Cronbach's alpha. The alpha varies from 0 to 1, and values greater than 0.60 are considered acceptable. (Hair et al., 1998, 88) Cronbach's alpha was also used in this study to define reliability. The Table 2 below presents the Cronbach's alphas for each scale. In this study all the values were greater than 0.8, and thus they can be considered reliable.

Table 2. Cronbach's Alpha

Variables	Cronbach's Alpha
The overall image of corporate responsibility	0,8849
CSR communication's visibility and awareness	0,8476
Responsible actions' impact on approach and appreciation	0,8616

As stated, another criterion to be taken into account is the validity of research. Validity means the capability of the measures or the chosen research method to measure exactly what it was originally purposed to measure. (Hirsjärvi et al. 2008) Furthermore, it means compatibility between description, explanations and interpretations. Especially in the survey method the validity is influenced by the

fact that how successful questions are and thus can they provide solution to the research problem.

Validity refers also to the matter that the questions are understood the by the respondent the same way as the researcher was planned. (Hirsjärvi et al. 2008) Therefore, a pretest of the questionnaire was conducted. The pretest ensured that the questions were understandable and that respondents had understanding on the issues surveyed. Also the survey questions were designed with certain precautions in mind. Firstly, according to Bryman and Bell (2003), the questions in a self-completion questionnaire should be easy to understand and answer because of the absence of an interviewer. Therefore self-completion questionnaires usually have fewer open questions than structured interviews and the survey design is easy-to-follow. Secondly, self-completion questionnaires tend to be relatively short to encourage respondents to answer all questions.

Validity can be also divided into internal validity and external validity. External validity comprises a general review of how the generalized the research was (Metsämuuronen, 2005, 109). Thus it should be noted that survey method has weaknesses. Most commonly, the research data is considered shallow and researches theoretically modest. One of the disadvantages is that there cannot be certainty on whether respondents have aimed to answer carefully and honestly to the questionnaire. Furthermore, it is not clear what respondents thought about the given answer options - misunderstandings are hard to control. Finally, there cannot be full certainty over the fact how well aware the respondents have been of the researched issue. (Hirsjärvi et al., 2008)

Furthermore, regarding the sample, it should be noted that the questionnaire was sent to young adults that had applied for a job at L&T and possibly not gotten a job offer. This might affect some respondents' state of mind when answering questions. Furthermore, since the survey investigated job seekers opinions on CSR, it is likely that job seekers with an existing interest in ethical issues and corporate responsibility were more eager to participate. Therefore, the survey sample may include a higher percentage of ethically concerned job seekers than would be representative of the total population. Ethically concerned stakeholders

can be assumed to be better aware of CSR issues and more willing to receive CSR information. In addition, the survey responses are subject to the social desirability bias (Zikmund, 1997, 211). For instance, some respondents may have said to take ethical issues into account regarding job seeking because it is perceived as the right thing to do but they might not always act accordingly in real life situations.

Internal validity refers to the fact that does measurements correspond to the concepts presented in the theoretical part. Thus, the important aspects in relation to corporate image, corporate communication, CSR and CSR communication to young adults' job seeking process were identified in the literature review and the questions designed accordingly. Also the size of the research data is part of internal validity. This research's validity would have been enhanced if the survey had been sent to a larger number of respondents and or if the survey would have been sent directly to for example vocational school students. However, when the purpose of the research and resources are taken in consideration, the research data was sufficient. Thus larger research data would have permitted a more representative sample.

Internal validity also reviews the measuring, for example responde errors. Response errors occur when a respondent gives an inaccurate answer or the answer is falsely analyzed. Both the respondent and the researcher can cause the response error. As the data for this study was collected via a web based survey, the response error by the researcher is not possible. However, the respondent related response error might occur in this study due to the possible confusion in the wording of the questions or due to other similar causes.

6. ANALYSES AND RESEARCH RESULTS

In this chapter the results of the survey are analyzed and discussed. Firstly, respondents' background information is presented in order to give an overview regarding the research sample. Following respondents' background information, the overall image regarding CSR is presented. The findings of the survey are presented in line with the research questions and divided into three sections in which questions are handled: CSR and corporate image, effective communication of CSR and significance of CSR and its communication in job search.

6.1 Respondents' background information

Altogether 93 respondents participated in the survey. Among the respondents, 68 (73 percent) were females and 25 males (27 percent). When it comes to age distribution among the respondents', as you can see from the age distribution chart (Figure 8), the most common age to answer the survey was 18.

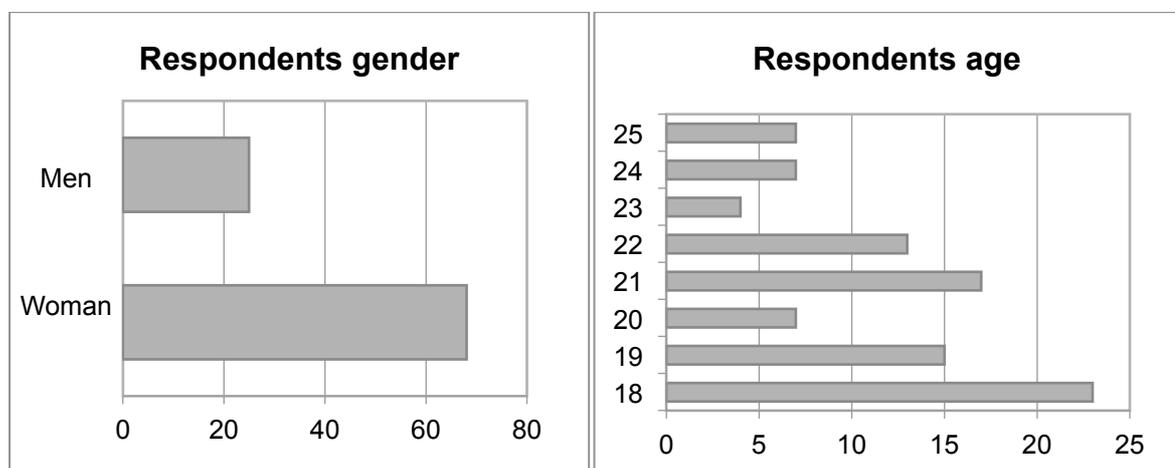


Figure 8. Respondents' gender and age distribution

Most of the respondents were from the capital area of Finland (Figure 9). As a conclusion, the most common respondent type was an eighteen-year-old female from the capital area of Finland.

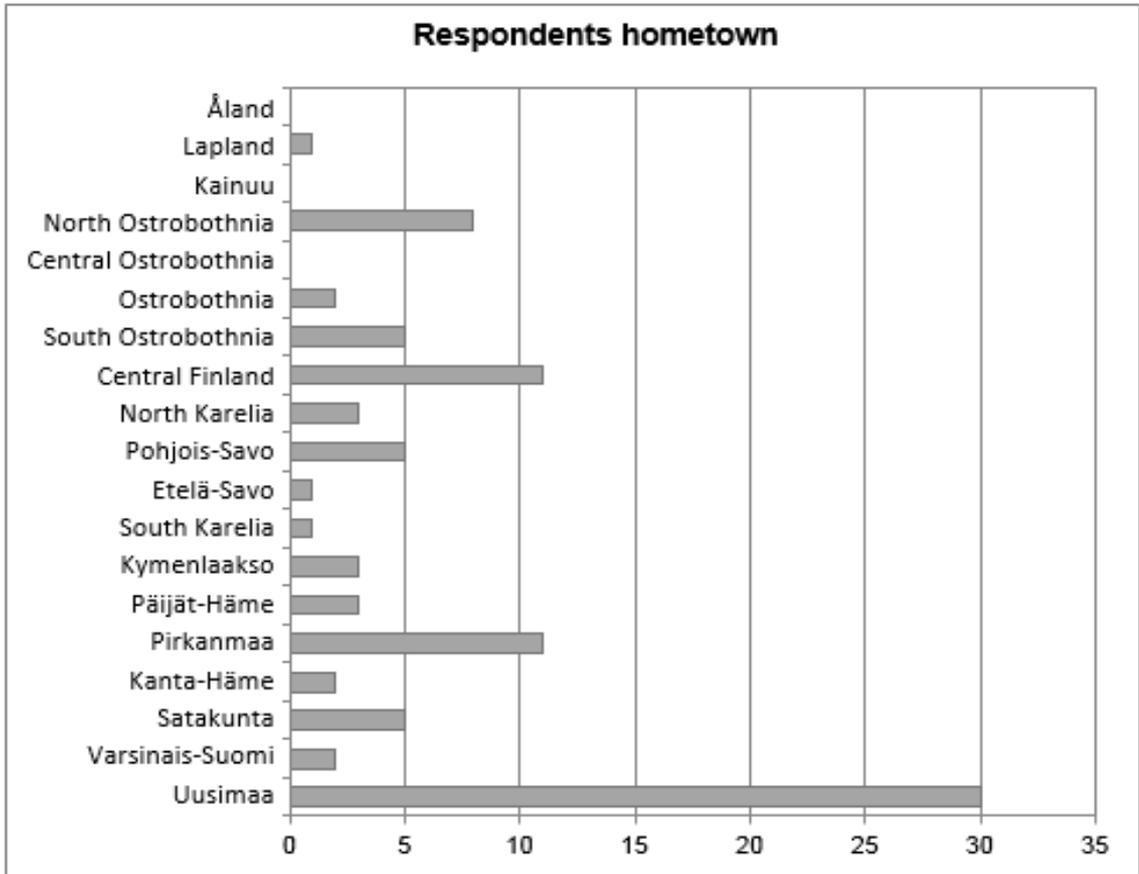


Figure 9. Respondents' hometown

Respondents' were asked to define whether they are or had worked for L&T (Figure 10). Most of the respondents had not ever worked for Lassila & Tikanoja. To be accurate, 79 out of 93 had not worked for Lassila & Tikanoja. The remaining 14 persons were divided as followed: nine persons are working for Lassila & Tikanoja and five had worked before.

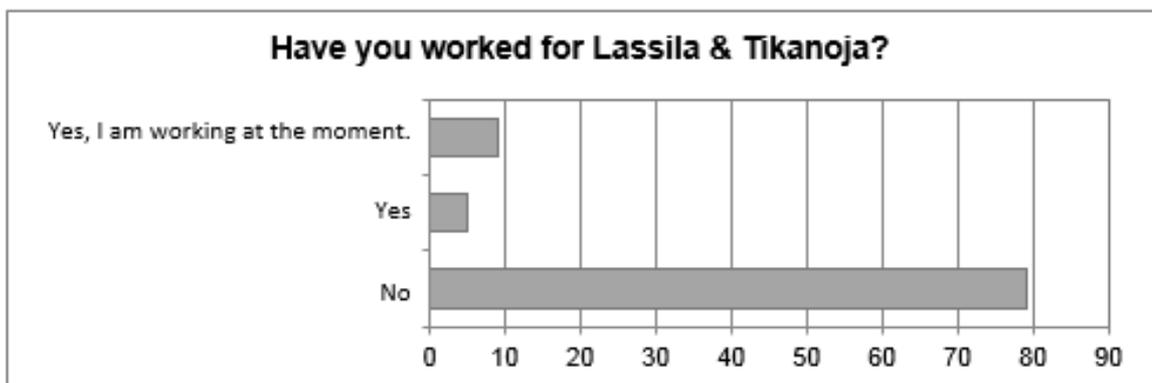


Figure 10. Respondents' work history at L&T

Since the survey is dealing with corporate social responsibility, it was essential to know the respondents' level of knowledge concerning it (Figure 11). Most of the respondents had heard from the concept before but however almost thirty per cent of the respondents did not know the concept of CSR.

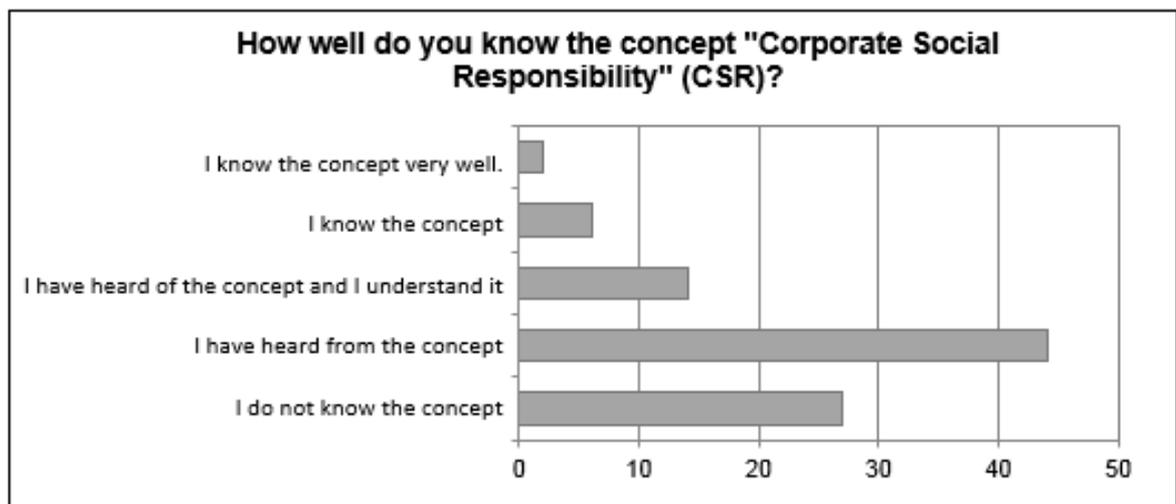


Figure 11. Respondents' knowledge of the concept CSR

6.2 Overall image of CSR

Nowadays CSR has become an essential part of big, multinational corporations without which any corporation of a substantial size would face difficulties from various fronts – non-government organizations, governments, public and even workforce itself. Corporate social responsibility has evolved significantly over the past several decades – from corporations simply writing checks to nonprofits, to a multitude of practices and activities that have become highly integrated into business practices.

By engaging in corporate social responsibility (CSR) activities, companies can not only generate favorable stakeholder attitudes and better support behaviors, for example seeking employment, but also, over the long run, build corporate image, strengthen stakeholder–company relationships, and enhance stakeholders' advocacy behaviors. Thus in order to understand what were young adults perceptions of CSR and its different dimensions, the first section of questionnaire

focused on the overall image of L&T's corporate social responsibility. Firstly, respondents were presented with statements regarding L&T's responsibility and the company's way of operating. Respondents' were asked to choose the best option based on what they thought about the statements (Table 3).

Table 3. Attitudes towards L&T's way of operating

	Fully disagree	Somewhat disagree	Nor agree or disagree	Somewhat agree	Fully agree	Average
L&T operates in accordance with laws and regulations.	4	0	20	30	39	4,08
L&T's operations are honest and transparent.	3	1	16	41	32	4,05
L&T is responsible for strict implementation of environmental obligations.	2	2	19	41	29	4
L&T invests in the well-being of workers, increasing knowledge and the development of leadership	2	3	28	37	23	3,82
L&T's profitable operations ensure broad employment opportunities.	2	9	23	33	26	3,77

When reviewing the results seen in the Table 3, it is noticeable that statements "L&T operates in accordance with laws and regulations", "L&T's operations are honest and transparent" and "L&T is responsible for strict implementation of environmental obligation" have the highest average. When again, sections "L&T invests in the well-being of workers, increasing the know-how and the development of leadership" as well as "L&T operations ensure extensive employment opportunities". From this, it can be concluded that respondents consider L&T's operations in the area of social responsibility less successful than within for example environmental responsibilities. However, to review in more detail young adults thoughts about the different responsibility dimensions, L&T's corporate social responsibility's three dimensions were presented. Results can be seen from the Tables 3, 4 and 5.

Responsible business and services covers profitable operations that enables the creation of jobs, acting in accordance with the laws and regulations and pursuing active provision of business solutions that promote responsibility.

Table 4. Attitudes towards responsible business and services

	1	2	3	4	5		Average
I do not consider important at all	0	0	7	21	65	I consider very important	4,62

Environmental responsibility means committing to reduction of emissions and energy consumption, exemplary management of environmental obligations and improving material efficiency.

Table 5. Attitudes towards environmental responsibility

	1	2	3	4	5		Average
I do not consider important at all	0	0	7	37	49	I consider very important	4,45

Responsibility for employees aims to maintaining the employees' ability to work, commitment in preventing accidents and zero injuries –thinking and supporting the development of knowledge and the working environment investing.

Table 6. Attitudes towards the responsibility for employees

	1	2	3	4	5		Average
I do not consider important at all	0	0	5	19	69	I consider very important	4,69

Tables 3, 4 and 5 show, that the responsibility for employees was considered to be the most important part of corporate social responsibility among the respondents. However, there is not a great difference between the three dimensions of L&T's corporate social responsibility since the distribution of answers is fairly similar. When the results from "Attitudes towards L&T's way of operating" are compared to previous results from L&T's corporate social responsibility's three dimensions it is clear that young adults highly appreciate the responsibility for employees but are mostly somewhat agreeing that L&T invests on it as the company states when comparing to other responsibility dimensions.

Respondents' were also presented with L&T's mission and asked what they thought about it.

"Lassila & Tikanoja is a service company that together with its customers is transforming the consumer society into efficient recycling society."

The mission was considered to be very important in the eyes of young job seekers. In addition to the mission, one of the L&T's achievements was also presented and the answers followed the same trend as in the mission question.

“L&T managed together with its customers to reduce Finland’s carbon dioxide emissions by about 1,3 million co2 –tons. It’s about as much as the traffic in the metropolitan area produces.”

The result of overall image of CSR is positive and the results can be considered important. Traditionally, companies' main task has been to be economically responsible, but today a company is not only regarded as entity that creates economic value, but it also has a social and environmental responsibility to its stakeholders. (Cornelissen, 2011) Thus meeting social responsibilities not only allows organizations to display high levels of moral or ethical conduct but also has been shown to provide instrumental benefits and various types of competitive advantage such as enhanced reputation and the ability to attract desired employees. (Schmidt Albinger and Freeman, 2000)

6.3 CSR and CSR communication's impact on corporate image

Corporate image is the mental picture of the company held by its audiences—what comes to mind when one sees or hears the corporate name or sees its logo (Gray & Balmer, 1998) Thus corporate image is perception on what kind of company is, with what issues it deals with and what its values are. As stated earlier in the chapter 2, different aspects can easily affect corporate image in good or for bad. In this chapter, job seekers perceptions of corporate social responsibility and CSR communication and their impact on company's perceived image are discussed based on the survey findings.

The role of corporate social responsibility on employees is becoming more present in the business world. One of the reasons is being that successful companies should attract, retain the best work force. Furthermore, it has been researched that employees like to work for a company that has a good public image and is

constantly in the media for positive reasons. In order to understand what young job seekers think about CSR communication and its effects, general statements were presented to respondents and asked to evaluate them (Table 7).

As seen from the Table 7, respondents somewhat and fully agree that CSR communication affects the image that is formed of the company as well as respondents find CSR communication important. Respondents also pay attention to responsible communication. These findings support the fact that CSR has an impact on the company's perceived image and that there is a possibility of utilizing CSR communication in shaping the company image.

Table 7. Attitudes towards CSR communication in general

	Fully disagree	Somewhat disagree	Nor agree or disagree	Somewhat agree	Fully agree	Average
CSR communication effects the image that is formed of the company.	3	1	16	37	36	4,1
I pay attention to CSR communication.	3	4	24	34	28	3,86
I find CSR communication important.	2	1	17	37	36	4,12
I follow companies that communicates about their CSR.	7	15	37	28	6	3,12
I find CSR communication as a green-washing	5	12	37	23	16	3,35

To find out whether young adults are skeptics towards CSR communication, they were asked if they consider CSR communication as “green washing” or in other words, as a marketing trick which goal is to create image of more responsible operations than what it is in reality. As seen from the Table 7, most of the respondents do not have an opinion about the issue but still majority of the left respondents are somewhat and fully agreeing with the statement.

Wilcoxon signed rank test was used to further examine the statement regarding green-washing. Thus there can be seen a difference between the knowledge of CSR and answers to the statement “CSR communication is green washing” (Figure 11). The color codes are the following: red meaning that the respondent knows the concept very well and blue on the other hand that the respondent do not have knowledge. Wilcoxon signed rank test revealed that the respondents, who knew the concept of CSR really well, did not consider CSR communication as

green-washing. Whereas when reviewing the answers of the respondents who did not know the concept of CSR, were also skeptic towards the CSR communication.

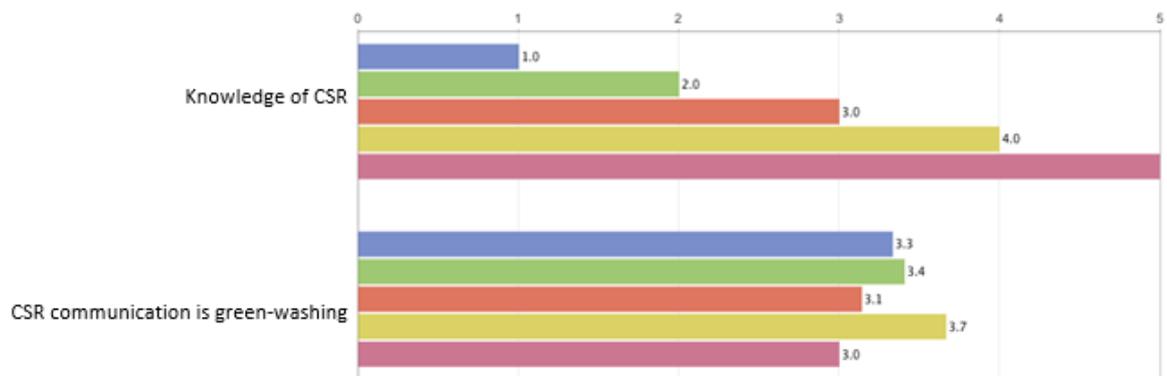


Figure 12. Knowledge of CSR and CSR communication is green-washing (p=0,00)

The cause for suspicion towards companies green marketing arises due to the fact that CSR is often seen as standardized concept that is carried out and communicated about in similar manner regardless of business area or company size. Furthermore, while stakeholders claim they want to know about the good deeds of the companies they buy from or invest in, they also quickly become leery of the CSR motives when companies aggressively promote their CSR efforts.

Wilcoxon test was also used to test for differences between the results of knowledge of CSR and considered the importance towards CSR communication. The test result indicates, which is seen in Figure 13, the same trend as within the test between green-washing and knowledge of CSR (Figure 12), meaning that young adults that have knowledge of CSR have more a positive reaction towards it. Thereby, it can be speculated that increasing the awareness of CSR could reduce the skepticism towards CSR.

It is important to remember that company cannot achieve concrete benefits of corporate social responsibility if it doesn't communicate its corporate social responsibility to important stakeholders (Ferrel and Maignan, 2004). However, finding the right balance in communicating about CSR practices is a challenging

task. Stakeholders have a need for CSR information but if a company communicates too much, it can make stakeholders suspicious (Du et al. 2010; Morsing and Schultz, 2006). Thus one of the key challenges for a company in CSR communication is to win stakeholders over by finding ways in which to overcome their skepticism (Du et al., 2010). Furthermore, as seen in the test results, external stakeholder's poor awareness towards companies CSR activities remain as one the most critical obstacles in trying to maximize the business benefits from these activities. This highlights companies need to communicate more effectively about their CSR activities to their stakeholders.

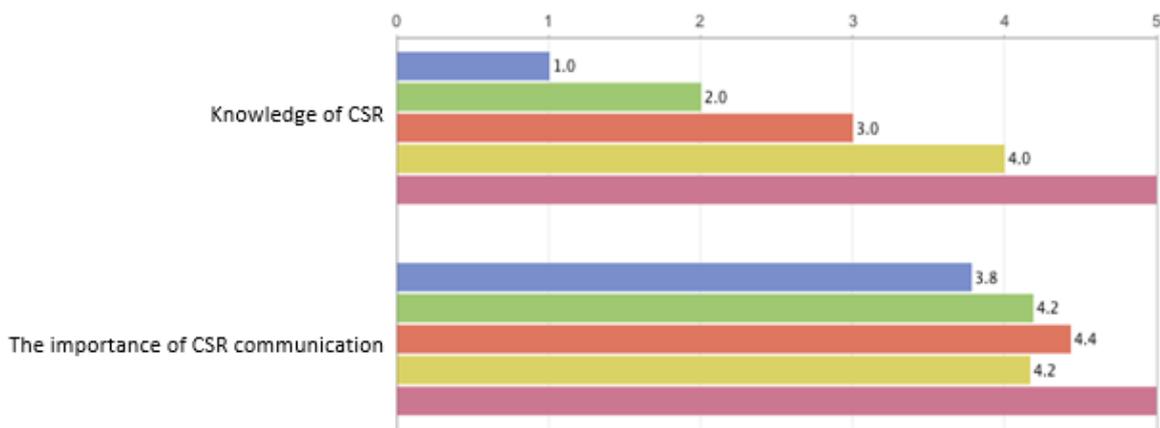


Figure 13. Knowledge of CSR and the importance of CSR communication (p=0,00)

6.4 Effective communication of CSR

Du et al. (2010) stated that by engaging in corporate social responsibility activities, companies can not only generate favorable stakeholder attitudes and better support behaviors such as seeking employment, but also, over the long run, build corporate image as well as strengthen stakeholder-company relationships. However, stakeholders' low awareness of and unfavorable attributions towards companies' CSR activities remain critical impediments in companies' attempts to maximize business benefits from their CSR activities, highlighting a need for companies to communicate CSR more effectively to stakeholders. (Du et al., 2010) Since creating stakeholder awareness of and managing stakeholder

attributions towards a company's CSR activities are key prerequisites for reaping CSR's strategic benefits, it is imperative to have a deeper understanding of key issues related to CSR communication. These include questions surrounding what to communicate (message content), where to communicate (message channel), as well as an understanding of the company- and stakeholder-specific factors that impact the effectiveness of CSR communication. (Du et al., 2010)

As stated earlier, it is imperative to have a deeper understanding of key issues related to CSR communication. Therefore, in this chapter the findings regarding research questions "How to communicate about corporate social responsibility effectively to young job seekers?" and "Through what kind of channels of communication can young adults be best reached?" are analyzed and discussed. In order to find out what young job seekers think about L&T's communication in general and how well they know L&T's different communication channels, different issue related propositions were presented in the survey's third section "CSR communications visibility and awareness".

As companies have a growing need to find more efficient ways to communicate with their stakeholders, the Internet has become a great tool for reaching stakeholders around the clock. According to Jo and Jung (2005) Internet allows companies to present their agenda and messages on CSR at lower cost and reduced time as well as deliver this message to a large audience without being controlled or manipulated by other entities. Thus social media channels utilized for CSR communication were studied. Social media offers companies broader opportunities and new challenges in communicating and engaging with their stakeholders by enabling new kinds of individualized interaction between companies and its stakeholders. Compared to the classic model of CSR communication in which corporate communication professionals were acting as gatekeepers, the new model allows almost anyone to be heard through, for example blogs, and social networking sites (Cornelissen, 2011).

Firstly respondents' were asked how often they have visited different L&T's communication channels or if they are aware them. L&T's communication uses

various channels - social media as well as traditional communication channels. In this research the following social media channels, which are used by L&T's communication, are studied: Facebook, Youtube, Twitter, LinkedIn and blogs. Other traditional communication channels are LASSI -web based magazine, L&T's homepage and corporate responsibility report.

Table 8. Awareness and usage of L&T's communication channels

	I am not aware of, nor have I have visited	I am aware of, but I have not visited	I have visited a couple of times	I have visited often	I visit regularly
L&T's homepage	5	11	54	15	2
L&T's Facebook page	26	38	19	4	0
L&T's Youtube channel	47	19	13	1	1
L&T's Twitter account	61	15	1	0	1
L&T's LinkedIn page	61	10	2	1	0
L&T's LASSI –web magazine	64	8	3	1	0
L&T's CSR report	51	14	10	0	1
L&T's blogs	63	10	1	1	0
In total	461	127	104	25	6

The clearest result, which can be seen from the Table 8, is that most of the respondents were not aware of the presented communication channels. Here one of the most typical obstacles in communicating about CSR, stakeholders' poor awareness, is visible. Due to the results, option "I am not aware of and I have not visited" was the most popular one. Based on the answers, the most known communication channels among respondents were L&T's homepage and Facebook -page. Then again, the least known were LASSI -web magazine, Twitter and LinkedIn.

In order to gain a clear understanding on through what kind of communication channels young adults can be best reached, respondents' were represented with different social media channels and asked to choose the best answer option based on usage (Table 9). To generalize, use of LinkedIn and Twitter is rarer than the use of Facebook and Youtube that then again are the most used social media channels. Instagram divides opinions, since there are almost the same amount of answers on "I do not use at all" and "I use a lot".

Table 9. Usage of social media channels

	I do not use at all	2	3	4	I use a lot
Instagram.	40	8	11	4	30
Youtube	7	12	24	28	22
Facebook	8	9	11	28	37
Twitter	63	15	6	5	4
Linkedin.	83	7	2	1	0

To measure attitudes towards L&T's CSR communication, respondents' were presented with an example of L&T's CSR communication. It is important that the message content and channels are be carefully designed since different stakeholders have different expectations and need for information. According to Du et al. (2010) it is also essential to maintain the consistency of the message throughout these multiple of communication. The example of L&T's CSR communication was the following, a slogan in the garbage truck.

"It is easy to transform ketchup bottle into fuel or tuna can into fork. A lot difficult is to change people's way of thinking."

The respondents were asked if they recall seeing these slogans as many of L&T's garbage trucks have similar slogans that reflect company's responsibility. Out of 93 respondents, 49 recognized it. Next respondents were asked what they thought about L&T's CSR communication. The given slogan worked as an example if the respondent was not familiar with L&T's responsible communication.

Table 10. Attitudes towards L&T's CSR communication

	Fully disagree	Somewhat disagree	Nor agree or disagree	Somewhat agree	Fully agree
I want to know more about the company	5	5	22	43	18
L&T's CSR communication is memorable	3	7	30	35	18
L&T's CSR communication speaks	3	3	30	39	18
L&T's communication is clear	2	2	27	37	25
L&T's communicates adequately about their CSR	2	9	28	38	16

The results were mostly positive since only few of the respondents were completely or somewhat disagreeing with the statements as seen from the Table 10. Thereby, respondents mostly felt agreeing with the fact that based on L&T's CSR communication they want to know more about the company, L&T's CSR communication is memorable, clear and it speaks to them. However, statement "L&T communicates adequately about their responsibility" had the most answers, which indicates that L&T needs to invest more in responsible communication that appeals to young job seekers. When the answers are examined based on the respondents' knowledge on L&T's responsible communication, it was noticed that respondents who knew the presented slogan before were agreeing more to the presented statements.

Now as respondents knowledge of L&T's CSR communication and CSR communication channels is clarified, more specific information about communication channels and how and where to communicate can be analyzed by utilizing Wilcoxon signed rank test. It was used to reveal if there are differences between results of the knowledge of L&T's communication channels and the usage of them. Based on the test results, Youtube and Facebook are communication channels that have statistically significant results. As you can see from the Figures 14 and 15, the knowledge of the L&T's communication channel and usage of them differs. These two communication channels have the same situation. By reviewing results from the Tables 8 and 10, it can be seen that respondents use Youtube and Facebook on a regular basis but did not have knowledge of L&T's communication is these channels.

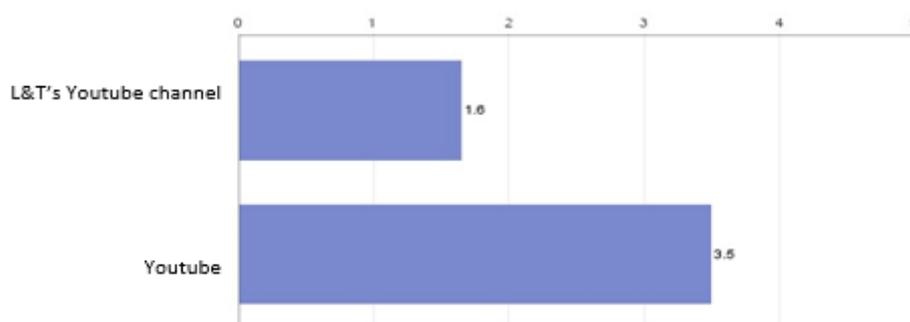


Figure 14. Knowledge of L&T's Youtube channel and usage of Youtube (p=0,00)

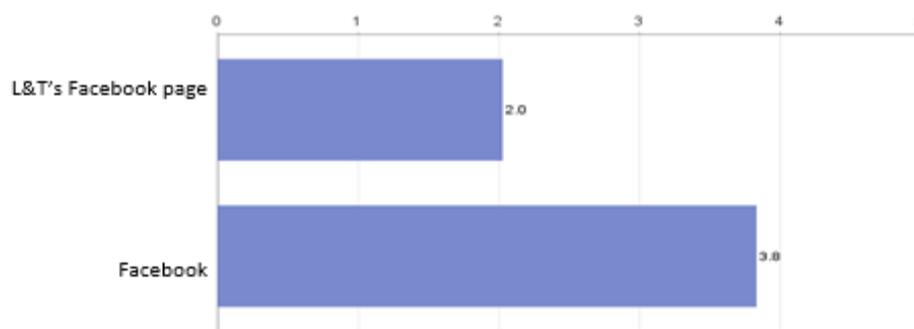


Figure 15. Knowledge of L&t's Facebook page and usage of Facebook (p=0,00)

Mann-Whitney test was utilized to find out if there were differences between respondents' knowledge of L&T's CSR communication and opinions about L&T's CSR communication (Figure 16). When reviewing the results of the test, it reveals that respondents who already knew about L&T's CSR communication had more positive reaction to the statements related to L&T's CSR communication.

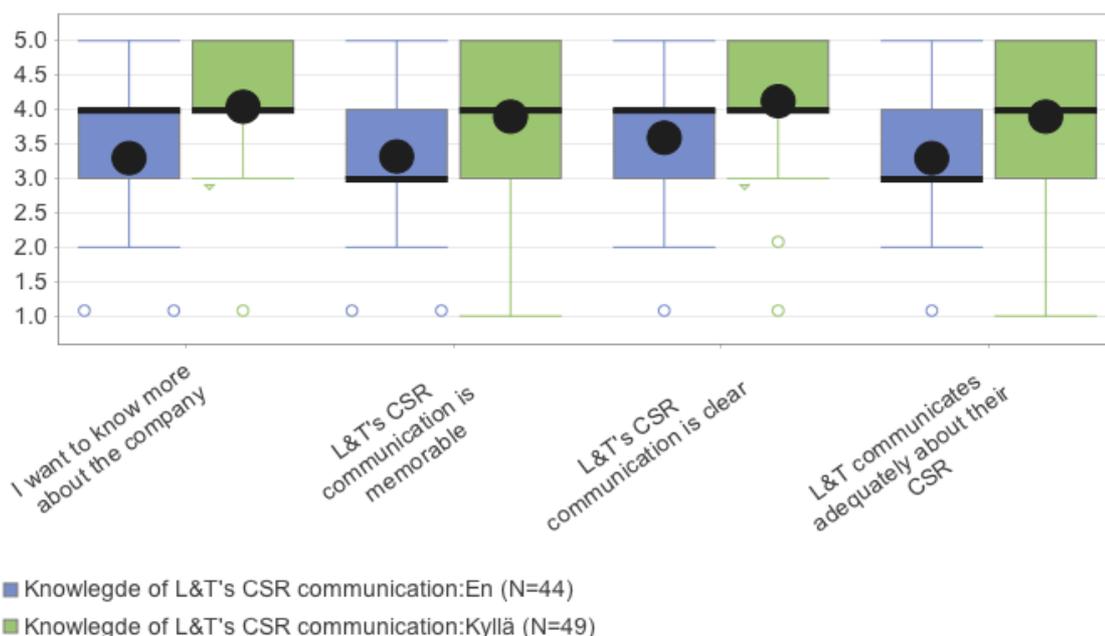


Figure 16. Knowledge of L&T's CSR communication and opinion on it

Respondents, who knew about L&T's CSR communication before answering to the survey, felt that companies that communicate about their CSR draw attention

(Figure 17). Thereby, young job seekers who value CSR and have knowledge about it, also pays attention to companies CSR and their CSR communications. The same trend continues when the differences between variables concerning appreciation towards companies that communicates about their CSR and the knowledge of L&T's CSR communication (Figure 18).

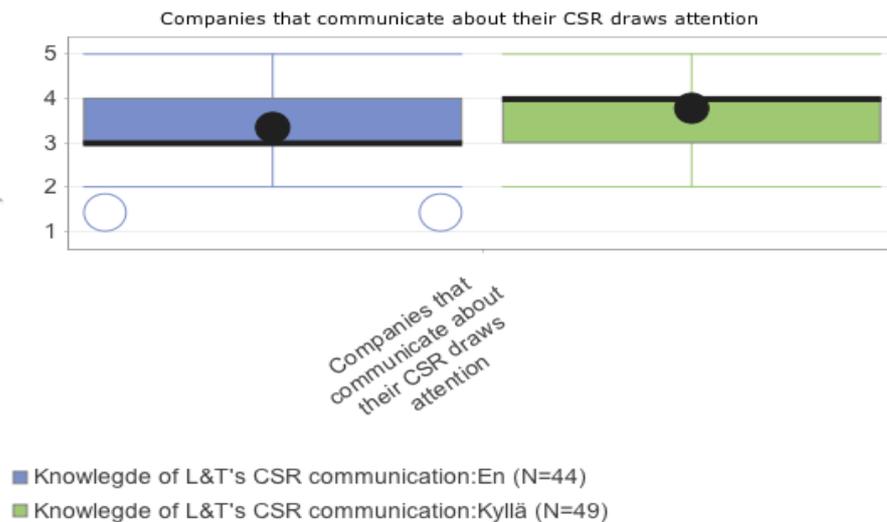


Figure 17. Companies that communicate about CSR draws attention and the knowledge of CSR communication

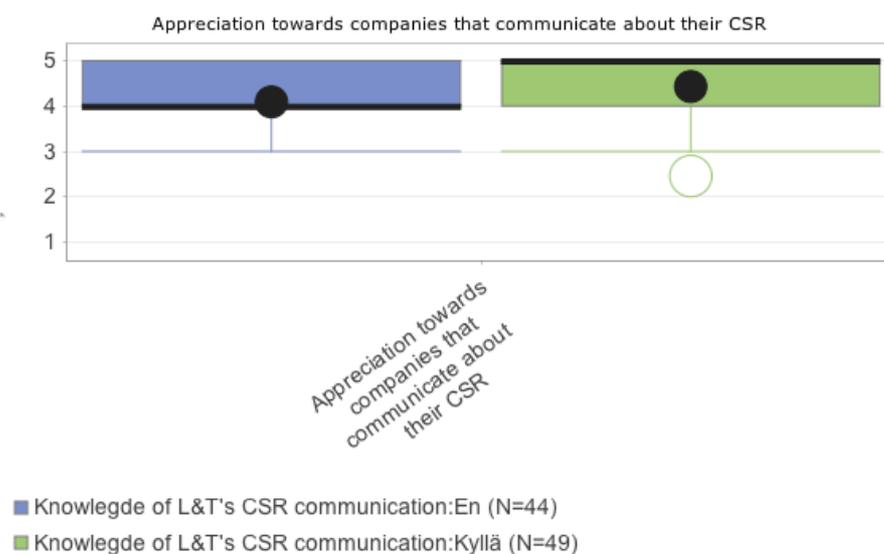


Figure 18. Appreciation towards companies that communicate about their CSR and the knowledge of L&T's CSR communication

6.5 Significance of CSR and CSR communication in job search

Globalization has changed stakeholders approach towards companies more demanding. Society expects companies to take part in dealing with social responsibilities, improve well-being and carry out environmental friendly approach to business. Succeeding in dealing with corporate social responsibility helps forming good reputation among stakeholders. Good reputation then again lifts up company's value and enables expanding business. (Strautmanis 2008, 346 – 358) Another benefit in implementation of good corporate social responsibility is that job seekers favor companies that have proven to be socially responsible. Researches indicate that relationships with employees, corporate relations, and protection of the environment are at the top of the list among employees. (Strautmanis 2008, 346 – 358)

Values have an important task to give meaning, direction and own life management without which society would drift into chaos and the life of individuals would form meaningless. Values and expectations towards working life have changed over time. Until few decades ago it was enough for an employee to get a job and the job was held tightly. Today, there is talk about Y -generation who do not value loyalty or commitment. Y -generations are more interested in their life than planning retirement days. They expect work to offer freedom to carry out professional and personal goals and at the same time, work needs to offer stimulus and challenges. This is those societies, countries and cultures where has happened substantial development in recent decades. (Pritam et al. 2011, 499 – 520)

Workplace has an important role because employees are no longer just interested in their wage but rather they are interested in general experience of work, work assignment and place as well as surrounding people. Today's generation doesn't just settle with material compensation, but the experience received from work, organization culture and the atmosphere are also important. (Pritam et al. 2011, 499 – 520)

In order to understand if CSR and CSR communication have significance in young adults' job search, responsible actions and those effects on way of thinking and appreciation are surveyed. Firstly, respondents were presented different statements regarding L&T's operations and asked to answer based on how important they consider the represented statement (Table 11).

Table 11. Attitudes towards L&T's responsible operations

	I do not consider important at all	2	3	4	I consider very important	Average
People feel home at L&T. During the year 2013, people retired approximately at the age of 63,6 when the corresponding age in the whole country was 60,9.	1	4	26	25	37	4
People feel good at L&T. Absences on sick leave decreased into 5,3 percent in the year 2013 when they were 7,5 percent in the year 2005.	1	1	14	32	45	4,28
People can work at L&T without worry. At L&T work safety is important and accident extent has halve during the last three years.	1	2	13	22	55	4,38
People work refreshed at L&T. L&T has over 30 staff clubs in Finland where sports and common recreational activities are being supported.	1	2	21	26	43	4,16
At L&T an employee can develop and proceed at career. L&T invest on staff's training.	1	0	14	21	57	4,33
People say that there is a shortage of work but it does not apply L&T. L&T offers permanent, hourly and project based work.	1	0	15	21	56	4,41
Diversity is enhanced at L&T. The employees of L&T represent almost 80 nationalities.	5	5	23	29	31	3,82

From the statements shown in Table 11, it can be concluded that career development, employment and work safety related responsibilities are the most respected aspects among the respondents. It is noteworthy that diversity related responsibility statement is not considered to be as significant as the other.

Today, there is talk about Y-generation who do not value loyalty or commitment. Y-generations are more interested in their life than planning retirement days. Workplace has an important role because employees are no longer just interested in their wage but rather they are interested in general experience of work, work assignment and place as well as surrounding people. Today's generation doesn't just settle with material compensation, but the experience received from work, organization culture and the atmosphere are also important. (Pritam et al. 2011, 499 – 520) Thus in order to understand what factors young adults with vocational

education consider important in work life, different factors related to the issue were asked to be evaluated (Table 12).

Table 12. Appreciation of different aspects related to employment

	I do not consider important at all	2	3	4	I consider very important	Average
Good salary	1	4	19	40	29	3,99
Atmosphere at workplace	0	1	8	21	63	4,57
Responsibility	0	6	12	24	51	4,29
Works diversity and variation	0	3	20	32	38	4,13
Certainty of the employment's continuation	0	4	14	22	53	4,33
Functioning healthcare	0	3	10	25	55	4,42
Recreational activities	5	8	29	27	24	3,61
Location of workplace	0	3	24	39	27	3,97

Based on the results young adults consider good salary, atmosphere at workplace, responsibility, certainty of the employment's continuation and functioning healthcare as important when choosing possible workplace. Then again, works diversity and variation, recreational activities and location of the workplace are not considered to be so important. By utilizing Wilcoxon signed rank test, the results of statements regarding appreciation of different aspects related to employment were tested (Figure 19). More precisely, statement "responsibility" was tested with other statements in order to understand what is the value of responsibility in job search.

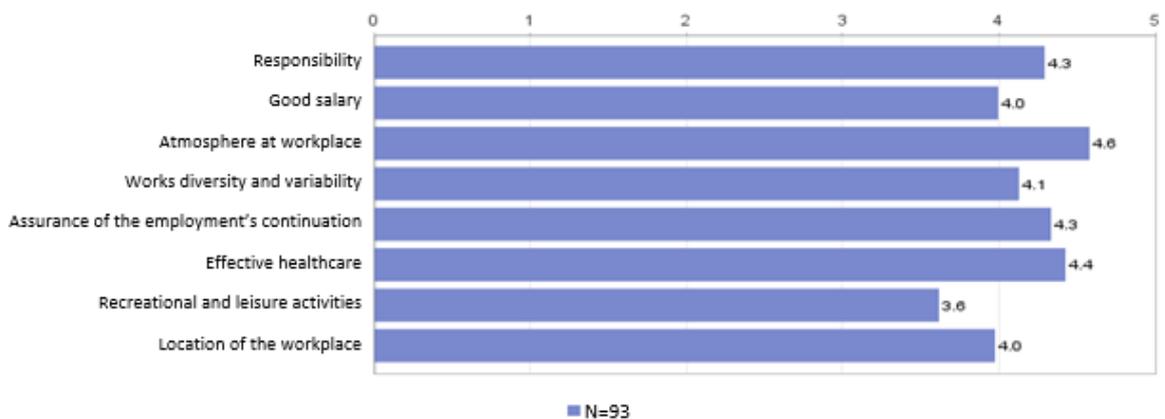


Figure 19. Responsibility and other important factors in employment

From the Figure 19 it can be concluded that responsibility is considered more important than good salary, works diversity and variability, recreational and leisure activities as well as location of the workplace. To put it in other words, only atmosphere at workplace, assurance of the employments continuation and effective healthcare were considered to be more important or sharing the same importance.

The last question of the survey sought to find out what is the impact of corporate social responsibility and CSR communication in job seeking. Based on the results seen in the Table 13, it can be interpreted that respondents consider company's corporate responsibility and CSR communication as an important factor in job seeking process. Statement "I am ready to work in a company for a high salary even though operations would not be responsible." was reverse coded to simplify the interpretation of the relationships between variables. It was noticeable that respondents are ready to work in a company for a high salary even though agreeing with the other CSR related statements.

Table 13. Factors in job seeking process

	Fully disagree	Somewhat disagree	Nor agree or disagree	Somewhat agree	Fully agree	Average
I appreciate companies that invest in corporate responsibility.	0	1	14	37	41	4,27
Company's responsible communication has an effect on job seeking.	2	9	25	38	19	3,68
I want to work in responsible company.	0	2	10	33	48	4,37
I am ready to work in a company for a high salary even though operations would not be responsible.	4	13	36	28	12	2,67
I pay attention to companies that communicate a lot of their responsibility.	3	5	33	40	12	3,57
Corporate responsibility has a meaning in job seeking.	2	7	29	43	12	3,6

7. DISCUSSIONS AND CONCLUSIONS

This chapter focuses on the discussion of the main implications in the present study. Firstly, theoretical contributions are determined, and, secondly, managerial implications are discussed. After that, limitations and suggestions for future research are made.

7.1 Theoretical contribution

The aim of this research was to find out whether corporate social responsibility and CSR communication has effect on company's image in the eyes of job seekers as well as study the perceptions of job seekers on these issues. In other words, this research sought to understand if there is a correlation between corporate social responsibility, CSR communication and organizational attractiveness in the eyes of prospective employees. By conducting a survey on corporate responsibility and CSR communications, one of the study's objectives was to find out how young job seekers perceive corporate responsibility activities. The study also sought to determine how well responsibility communications are noticed and received as well as thereby sought to find out what kind of communications are perceived effective in practice. Furthermore, it was important to get an understanding on the significance of corporate social responsibility and CSR communication compared to other essential aspects in the eyes of young adults. The main motivation for the study was the lack of previous quantitative studies about the use of CSR and CSR communication in shaping corporate image and thus possibly attracting prospective employees, more specifically young adults, as well as the increasing interest in responsible business and the negative side-effects that come along with the increased communication, such as green washing.

The study focused on four research questions:

1. What are job seekers' perceptions of corporate social responsibility and CSR communication and their impact on company's image?
2. How to communicate about corporate social responsibility effectively to young job seekers?
3. Through what kind of channels of communication can young adults be best reached?
4. What is the significance of corporate social responsibility and CSR communication compared to other essential aspects in the eyes of young adults?

The literature review of the study presented an overview of the research main topics: corporate image, corporate social responsibility and CSR communication. From the literature review, a theoretical framework was developed to visualize the connections of the different topics and terms presented in the literature review.

The research questions were answered through quantitative methods. More specifically, survey method was used. The research population consisted of people whom had applied for L&T by June during the year 2015. Out of these people, those who were aged 18-25 and the highest education was vocational school were qualified to answer the survey. Based on the age and education background, the population of the study consisted of 1000 job seekers. Research data was analyzed by different statistical analysis methods.

The results from surveying the general attitudes towards CSR were positive. Young adults consider CSR and its dimensions important. Especially, young adults appreciate the responsibility for employees. This finding is in line with the fact that relationships with employees, protection of the environment and the quality of operations are issues that are in the top of the list of preferences regarding job seeking. Thus these results on young adults' appreciation towards CSR can be considered important, as researches have proved that job seekers prefer companies that have shown to be responsible. Since meeting social responsibilities not only allows organizations to display high levels of moral or ethical conduct but also has been shown to provide instrumental benefits and

various types of competitive advantage such as enhanced reputation and the ability to attract desired employees. (Schmidt Albinger and Freeman, 2000)

The role of corporate social responsibility on employees is becoming more present in the business world. One of the reasons is being that successful companies should attract, retain the best work force. Furthermore, it has been researched that employees like to work for a company that has a good public image and is constantly in the media for positive reasons. In order to understand what young job seekers thought about CSR communication and its effects, general statements of the issue were presented to respondents and asked to evaluate them. As a result, respondents somewhat and fully agreed that CSR communication affects the image that is formed of the company as well as respondents found CSR communication important and pay attention to it. These findings support the fact that CSR has an impact on the company's perceived image and that there is a possibility of utilizing CSR communication in shaping the company image.

Assessing the issue of skepticism towards CSR communication was examined by questioning young adults if they consider CSR communication as "green washing". As a result, most of the respondents did not have an opinion about the issue but still majority of the left respondents were somewhat and fully agreeing with the statement. When further analyzing the issue with Wilcoxon signed rank test, it was revealed that the respondents, who knew the concept of CSR really well, did not consider CSR communication as green-washing. Whereas respondents who were not familiar with the concept of CSR, were also skeptic towards CSR communication. In addition, more analyzes were conducted and it concluded that young adults whom have knowledge of CSR, have more a positive reaction towards it. Thereby it could be speculated that increasing the awareness of CSR would reduce the skepticism towards CSR.

In this context, it is important to notice that company cannot achieve concrete benefits of corporate social responsibility if it doesn't communicate its corporate social responsibility to important stakeholders (Ferrel and Maignan, 2004). However, finding the right balance in communicating about CSR practices is a challenging task. Stakeholders have a need for CSR information but if a company communicates too much, it can make stakeholders suspicious (Du et al. 2010;

Morsing and Schultz, 2006). Thus one of the key challenges for a company in CSR communication is to win stakeholders over by finding ways in which to overcome their skepticism (Du et al., 2010). Furthermore, as was also seen from the test results, external stakeholder's poor awareness towards companies CSR activities remain as one the most critical obstacles in trying to maximize the business benefits from these activities. This highlights companies need to communicate more effectively about their CSR activities to their stakeholders.

Creating stakeholder awareness of and managing stakeholder attributions towards a company's CSR activities are key prerequisites for reaping CSR's strategic benefits. Thus it is imperative to have a deeper understanding of key issues related to CSR communication. These include questions surrounding what to communicate, where to communicate and understanding of the company- and stakeholder-specific factors that impact the effectiveness of CSR communication.

As companies have a growing need to find more efficient ways to communicate with their stakeholders, the Internet has become a great tool for reaching stakeholders around the clock. According to Jo and Jung (2005) Internet allows companies to present their agenda and messages on CSR at lower cost and reduced time as well as deliver this message to a large audience without being controlled or manipulated by other entities. Thus the usages of social media channels for CSR communication were studied. Social media offers companies broader opportunities and new challenges in communicating and engaging with their stakeholders by enabling new kinds of individualized interaction between companies and its stakeholders.

In order to find out what young job seekers thought about CSR communication and what communication channels young adults used, different issue related propositions were presented in the survey's third section "CSR communications visibility and awareness". Firstly respondents' were asked how often they have visited different L&T's communication channels or if they were aware them. The clearest result was that most of the respondents were not aware of the presented

communication channels. Here one of the most typical obstacles in communicating about CSR, stakeholders' poor awareness, is visible.

In order to gain a clear understanding on through what kind of communication channels young adults can be best reached, respondents' usages of different social media channels were studied. To generalize the results, use of LinkedIn and Twitter is more rare than Facebook and Youtube that again are the most used social media channels among young adults. More specific information about communication channels and how and where to communicate were analyzed by utilizing Wilcoxon signed rank test. Based on the test results, Youtube and Facebook are communication channels had statistically significant results. Young adults use Youtube and Facebook on a regular basis but did not have knowledge of CSR communication is these channels. Thus there is room for improvement in CSR communication towards young adults with vocational education.

The differences between respondents' knowledge of CSR communication and opinions about CSR communication were studied with utilizing Mann-Whitney test. Results revealed that respondents who already knew about CSR communication had more positive reaction to the statements related to CSR communication. Respondents, who knew about CSR communication before answering to the survey, felt that companies that communicate about their CSR draw attention. Thereby, young job seekers who value CSR and have knowledge about it, also pays attention to companies CSR and their CSR communications.

Globalization has changed stakeholders approach towards companies more demanding. Society expects companies to take part in dealing with social responsibilities, improve well-being and carry out environmental friendly approach to business. Succeeding in dealing with corporate social responsibility helps forming good reputation among stakeholders. Based on the research, it can be concluded that career development, employment and work safety related responsibility are the most respected aspects among the respondents. It is noteworthy that diversity related responsibility statement was not considered to be as significant as the others. Then again, factors that young adults consider

important in work life are good salary, atmosphere at workplace, responsibility, certainty of the employment's continuation and functioning healthcare as important when choosing possible workplace. Then again works diversity and variation, recreational activities and location of the workplace were not considered to be essential. Furthermore, by conducting Wilcoxon signed rank test, responsibility was considered to be more important than good salary, works diversity and variability, recreational and leisure activities as well as location of the workplace. To put it in other words, only atmosphere at workplace, assurance of the employments continuation and effective healthcare were considered to be more important or sharing the same importance. Finally, it can be interpreted that respondents consider company's corporate responsibility and CSR communication as an important factor in job seeking process.

7.2 Managerial implications

This particular study about explaining young Finnish adults aged between 18-25 years perceptions of CSR, CSR communication and their impact on company image provides practical implications relevant for example understanding how and where to communicate about CSR. This study provides answers to how young job seekers with vocational education consider CSR and CSR communication and their effect on job seeking process. In marketing the knowledge provided by this study can be used as an advantage when directing CSR actions and specified them to this specific target group of young Finnish adults.

Young adults with vocational education consider CSR and its dimensions important. Especially, young adults appreciate the responsibility for employees. This finding is in line with the fact that relationships with employees, protection of the environment and the quality of operations are issues that are in the top of the list of preferences regarding job seeking. CSR's effect on organizational attractiveness has been generally viewed stronger for job seekers who have many job choices and for example university education. Though, since young adults consider company's corporate responsibility and CSR communication as an

important factor in job seeking process, companies willing to attract blue-collar workers can utilize this information.

Creating stakeholder awareness of and managing stakeholder attributions towards a company's CSR activities are key prerequisites for reaping CSR's strategic benefits. Thus it is imperative to have a deeper understanding of key issues related to CSR communication. These include questions surrounding what to communicate, where to communicate and understanding of the company- and stakeholder-specific factors that impact the effectiveness of CSR communication. Internet has become a great tool for reaching stakeholders around the clock. According to Jo and Jung (2005) Internet allows companies to present their agenda and messages on CSR at lower cost and reduced time as well as deliver this message to a large audience without being controlled or manipulated by other entities.

7.3 Limitations

This thesis, as any other, is bound to some limitations. Limitations to this research emerge firstly from the conducted research. It should be noted that survey method has and had also in this research weaknesses. Most commonly, the research data is considered shallow and researches theoretically modest. One of the disadvantages was that there could not be certainty on whether respondents had aimed to answer carefully and honestly to the questionnaire. Furthermore, it was not clear what respondents thought about the given answer options. Finally, there could not be full certainty over the fact how well aware the respondents had been of the researched issue.

Another limitation is that the research was conducted in Finland and thereby focused on Finnish young adults. In this study, young adult was a person 18 to 25 years old. Thereby this study excluded all other ages. Furthermore, since this study was made to a case organization, the scope of the study was limited. Firstly, the survey's respondents had been chosen from case organizations HR – database. Respondents chosen to the survey were those who had applied for a

job at case organization during January – June 2015. Second limitation was school background. This study focused on young adults whose highest education level was vocational school. In other words, the focus group was blue-collar workers. With these delimitations the researches results could not be generalized to young Finnish adults.

Regarding the sample, it should be noted that the questionnaire was sent to young adults that had applied for a job at L&T and possibly not gotten a job offer. This might had affected some respondents' state of mind when answering questions. Furthermore, since the survey investigated job seekers opinions on CSR, it is likely that job seekers with an existing interest in ethical issues and corporate responsibility were more eager to participate. Therefore, the survey sample may had included a higher percentage of ethically concerned job seekers than would be representative of the total population. Ethically concerned stakeholders can be assumed to be better aware of CSR issues and more willing to receive CSR information. In addition, the survey responses are and might have been subject to the social desirability bias. For instance, some respondents may have said to take ethical issues into account regarding job seeking because it is perceived as the right thing to do but they might not always act accordingly in real life situations. Finally, as 93 questionnaires were received in total, the response rate for the present survey was only 9,3 percent and this set great limitation to the data analyzing.

7.4 Suggestion for further research

As the research conducted in this Master's Thesis focused on Finnish young adults aged 18 to 25 years old, all other ages were excluded. Thus one suggestion for further research is to study the subject of CSR and CSR communication's effect on prospective employees with wider age segment. The same research could be carried out either in its entirety to older people or alternatively taking for example own sample of three different age segments such as young adults, middle aged and seniors. The results could be compared between the different age segments and research similarities in attitudes towards CSR communication

and its effect on company image as well as general responsibility matters. Furthermore, since the data gathered to this research was received from L&T's HR –database, even studying the same age distribution with larger data sample might serve new discoveries.

This research sought to understand the importance of CSR compared to other essential aspects in the eyes of young adults. This area could be solely studied on blue collar workers as prospective employees. As stated earlier in chapter 3., CSR effect is stronger for job seekers who have many job choices but however, there is no evidence on the effect of CSR on blue-collar workers or job seekers with vocational education.

When it comes to CSR communication, the focus in this research was in understanding how to communicate about CSR effectively to young job seekers and thus through what kind of channels of communication can young adults be best reached. The scope was in understanding the issues generally and thus future research could focus on certain studying different communication channels, such as social media and their effectiveness in communication CSR. Furthermore, this study left out two-way model of communication, stakeholder dialogue, and it is recommended to be studied in the future. It has been stated that building relationships through interactive CSR communication provides a manner to raise awareness and lower skepticism, which were earlier identified as the main challenges of CSR communication. In addition, according to Roberts (2003), dialogical communication can be seen as a suitable vehicle for the implementation of CSR since in addition to giving the company a possibility to manage its reputation, it enables engaging fully with those susceptible to the effects of corporate behavior. Dialogue gives companies the chance to learn which issues matter, how to attach meanings to them and how to integrate them successfully into the CSR strategy (Golob & Podnar, 2011).

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9 APPENDICES

Appendix 1. Questionnaire structure (in Finnish)

VASTAAJAN TAUSTATIEDOT

1. Vastaajan sukupuoli *

Nainen

Mies

NOMINAALI

2. Vastaajan ikä *

18

19

20

21

22

23

24

25

JÄRJESTYS

3. Vastaajan asuinpaikka *

Uusimaa

- Varsinais-Suomi
- Satakunta
- Kanta-Häme
- Pirkanmaa
- Päijät-Häme
- Kymenlaakso
- Etelä-Karjala
- Etelä-Savo
- Pohjois-Savo
- Pohjois-Karjala
- Keski-Suomi
- Etelä-Pohjanmaa
- Pohjanmaa
- Keski-Pohjanmaa
- Pohjois-Pohjanmaa
- Kainuu
- Lappi
- Ahvenanmaa - Åland

NOMINAALI

4. Oletko työskennellyt Lassila & Tikanojalla? *

- En
- Kyllä
- Kyllä, työskentelen tällä hetkellä.

NOMINAALI

5. Kuinka hyvin tunnet käsitteen "yritysvastuu" (CSR, Corporate Social Responsibility)? *

- En tunne käsitettä
- Olen kuullut käsitteestä
- Olen kuullut käsitteestä ja ymmärrän käsitteen
- Tunnen käsitteen
- Tunnen käsitteen erittäin hyvin

JÄRJESTYSASTEIKKO

YLEINEN VASTUULLISUUSMIELIKUVA

JÄRJESTYS

6. Seuraavat väittämät liittyvät L&T:n tapaan toimia.

Vastaa alla oleviin väittämiin valitsemalla mielestäsi paras vaihtoehto. *

	Täysin eri mieltä	Jokseenkin eri mieltä	Ei samaa eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
L&T toimii noudattaen lakeja ja määräyksiä.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L&T:n toiminta on rehellistä ja läpinäkyvää.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L&T huolehtii tinkimättömästi ympäristövelvoitteista.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L&T panostaa työntekijöiden hyvinvointiin, osaamisen kasvattamiseen ja esimiestyön kehittämiseen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L&T:n kannattava toiminta takaa laajat työllistymismahdollisuudet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

JÄRJESTYS

8. Lassila & Tikanoja on palveluyritys, joka yhdessä asiakkaidensa kanssa on muuttamassa kulutusyhteiskuntaa tehokkaaksi kierrätysyhteiskunnaksi.

Mitä mieltä olet yrityksen missiosta? *

1 2 3 4 5

En pidä yhtään tärkeänä ○ ○ ○ ○ ○ Pidän erittäin tärkeänä

JÄRJESTYS

8. L&T onnistui yhdessä asiakkaiden kanssa vähentämään Suomen hiilidioksidipäästöjä noin 1,3 miljoonalla co2 – tonnilla. Se on suunnilleen yhtä paljon kuin mitä liikenne pääkaupunkiseudulla tuottaa.

Mitä mieltä olet saavutuksesta? *

1 2 3 4 5

En pidä yhtään tärkeänä ○ ○ ○ ○ ○ Pidän erittäin tärkeänä

Vastuullinen toimintatapa on erottamaton osa L&T:n liiketoimintaa ja läsnä jokapäiväisessä työskentelyssä. Alla näet L&T:n vastuullisuuden osa-alueet kuvattuina. Kuinka tärkeänä pidät vastuullisuuden osa-alueita?

JÄRJESTYS 9-11

9. Vastuullinen liiketoiminta ja palvelut

- Kannattava toiminta, jonka avulla taataan työpaikkojen luominen
- Toimiminen lakien ja määräysten mukaisesti
- Vastuullisuutta edistävien liiketoimintaratkaisujen aktiivinen tarjoaminen

1 2 3 4 5

En pidä yhtään tärkeänä ○ ○ ○ ○ ○ Pidän erittäin tärkeänä

10. Ympäristövastuu

- Päästöjen ja energiakulutuksen vähentäminen
- Ympäristövelvoitteiden esimerkillinen hoitaminen
- Materiaalitehokkuuden parantaminen

1 2 3 4 5

En pidä yhtään tärkeänä ○ ○ ○ ○ ○ Pidän erittäin tärkeänä

11. Vastuu henkilöstä

- Henkilöstön työkyvyn ylläpitäminen
- Tapaturmien estäminen ja nolla tapaturmaa – ajatteluun sitoutuminen
- Osaamiseen ja työympäristön kehittämiseen panostaminen

1 2 3 4 5

En pidä yhtään tärkeänä ○ ○ ○ ○ ○ Pidän erittäin tärkeänä

VASTUULLISUUSVIESTINNÄN NÄKYVYYS JA TUNNETTAVUUS

JÄRJESTYS

12. Alla väittämiä L&T:n viestinnästä yleisesti.

Vastaa alla oleviin väittämiin valitsemalla mielestäsi paras vaihtoehto. *

	En ole tietoinen, enkä ole käynyt	Olen tietoinen, en ole käynyt	Olen käynyt pari kertaa	Olen käynyt useasti	Käyn säännöllisesti
Olen tutustunut L&T:n kotisivuihin	○	○	○	○	○
Olen tietoinen L&T:n toiminnasta Facebookissa ja olen vierailut L&T:n sivulla	○	○	○	○	○
Olen tietoinen L&T:n toiminnasta Youtube –	○	○	○	○	○

kanavalla ja olen katsonut L&T:n youtube – sisältöä

- | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Olen tietoinen L&T:n toiminnasta Twitterissä | <input type="radio"/> |
| Olen tietoinen L&T:n toiminnasta LinkedInissä | <input type="radio"/> |
| Olen tietoinen L&T:n LASSI- verkkolehdestä | <input type="radio"/> |
| Olen katsonut/lukenut L&T:n yritysraporttia | <input type="radio"/> |
| Olen tietoinen L&T:n blogeista | <input type="radio"/> |
| Olen seurannut L&T:tä muussa _____ viestintäkanavassa, missä? | <input type="radio"/> |

L&T on varustellut jäteautonsa sloganeilla. Tässä esimerkki yhdestä sloganista:

”On helppo muuttaa ketsuppipullo polttoaineeksi tai tonnikalapurkki haarukaksi. Paljon vaikeampaa on muuttaa ihmisten ajattelutapoja.”

NOMINAALI

13. L&T:n jäteautojen kylkiä koristavat sloganit ovat hyvä esimerkki L&T:n vastuullisuusviestinnästä.

Oletko nähnyt L&T:n vastuullisuusviestintää aikaisemmin? *

Kyllä En

14. Vastaa alla oleviin väittämiin valitsemalla mielestäsi paras vaihtoehto sen mukaan, mitä

ajattelet L&T:n vastuullisuusviestinnästä.

Mikäli vastasit kysymykseen 11 kieltävästi, pohdi väittämiä aiemmin esitetyn slogan -esimerkin avulla.

JÄRJESTYS

	Täysin eri mieltä	Jokseenkin eri mieltä	Ei samaa eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
Haluan tietää lisää yrityksestä *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L&T:n vastuullisuusviestintä on mieleenpainuvaa *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L&T:n vastuullisuusviestintä puhuttelee *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L&T:n vastuullisuusviestintä on selkeää *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L&T viestii riittävästi vastuullisuudestaan *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jotain muuta, _____ mitä?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

JÄRJESTYS

15. Alla on eritelty väittämiä liittyen vastuullisuusviestintään.

Vastaa alla oleviin väittämiin valitsemalla mielestäsi paras vaihtoehto. *

	Täysin eri mieltä	Jokseenkin eri mieltä	Ei samaa eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
Vastuullisuusviestintä vaikuttaa mielikuvaan, joka muodostuu yrityksestä.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kiinnitän huomiota vastuulliseen viestintään.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mielestäni vastuullisuusviestintä on	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

tärkeää.

Seuraan yrityksiä, jotka viestivät
yritysvastuustaan.

Koen vastuullisuusviestinnän
markkinointikikkana, jonka tavoitteena
on luoda mielikuva todellisuutta
vastuullisemmasta toiminnasta.

JÄRJESTYS

16. Alla on eritelty sosiaalisen median viestintäkanavia.

Vastaa valitsemalla mielestäsi paras vaihtoehto tällä hetkellä riippuen siitä, kuinka paljon käytät viestintäkanavaa.

	En käytä yhtään	2	3	4	Käytän erittäin paljon
Instagram *	<input type="radio"/>				
Youtube *	<input type="radio"/>				
Facebook *	<input type="radio"/>				
Twitter *	<input type="radio"/>				
LinkedIn *	<input type="radio"/>				
Joku muu, mikä? _____	<input type="radio"/>				

VASTUULLISEN TOIMINNAN VAIKUTUS SUHTAUTUMISEEN JA ARVOSTAMISEEN

JÄRJESTYS

17. Alla on väittämiä L&T:n toiminnasta.

Vastaa alla oleviin väittämiin valitsemalla mielestäsi paras vaihtoehto tällä hetkellä riippuen siitä
kuinka tärkeänä pidät asiaa. *

	En pidä yhtään tärkeänä	2	3	4	Pidän erittäin tärkeänä
L&T:llä viihdytään. Vuonna 2013 L&T:läiset jäivät eläkkeelle keskimäärin 63,3 vuotiaana, kun vastaava luku koko maassa oli 60,9 vuotta.	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L&T:llä voidaan hyvin. Sairauspoissaolot laskivat 5,3 prosenttiin vuonna 2013, kun ne vielä 2005 olivat 7,5 prosenttia.	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L&T:llä voi työskennellä ilman huolia. L&T:llä työturvallisuus on tärkeää ja tapaturmalaaajuus onkin puolittunut kolmen vuoden aikana.	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L&T:llä työskennellään virkistyneinä. L&T:llä toimii yli 30 henkilökuntakerhoa Suomessa, joissa tuetaan liikuntaa ja yhteistä virkistystoimintaa.	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L&T:llä työntekijä voi kehittyä ja edetä urallaan. L&T:llä panostetaan henkilöstön osaamisen kasvattamiseen.	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sanotaan, että työstä on pulaa, vaan L&T:llä eivät työt loppu. L&T tarjoaa vakityötä, tuntityötä, projektityötä ja keikkatyötä.	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
L&T:llä korostuu monimuotoisuus. Työntekijät edustavat lähes 80 kansallisuutta.	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

JÄRJESTYS

18. Vastaa alla oleviin väittämiin valitsemalla mielestäsi paras vaihtoehto tällä hetkellä riippuen siitä, miten alla kuvatut asiat vaikuttavat työnantajan valinnassa. *

	En pidä yhtään tärkeänä	2	3	4	Pidän erittäin tärkeänä
Hyvä palkka	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työpaikan ilmapiiri	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vastuullisuus	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työn monipuolisuus ja vaihtelevuus	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Varmuus työsuhteen jatkuvuudesta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Toimiva työterveyshuolto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Virkistys- ja harrastustoiminta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työpaikan sijainti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

JÄRJESTYS

19. Alla olevat väittämät kuvaavat suhtautumista yritysvastuuseen ja vastuullisuusviestintään ja niiden vaikutusta työnhakuun.

Vastaa alla oleviin väittämiin valitsemalla mielestäsi paras vaihtoehto tällä hetkellä. *

	Täysin erimieltä	Jokseenkin eri mieltä	Ei samaa eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
Arvostan yrityksiä, jotka panostavat yritysvastuuseen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yrityksen vastuullisuusviestinnällä on merkitystä työnhaussa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Haluan työskennellä vastuullisessa yrityksessä.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Olen valmis työskentelemään yrityksessä korkean palkan vuoksi, vaikka yrityksen toiminta ei olisi vastuullista.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kiinnitän huomiota yrityksiin, jotka viestivät runsaasti vastuullisuudestaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yritysvastuulla on merkitystä työnhaussa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. KOMMENTTEJA?

Kaikki mielipiteet tiedustelluista asioista tai tästä tutkimuksesta ovat tervetulleita ja arvokkaita.

ARVONTAAN OSALLISTUMINEN

21. Voit osallistua arvontaan jättämällä yhteystietosi.

Yhdenkään kyselyyn vastanneiden yhteystietoja ei käytetä markkinointitarkoituksiin tai julkaista missään.

Etunimi *

Sukunimi *

Matkapuhelin

Sähköposti *

Osoite *

Postinumero *

Postitoimipaikka *

Maa *