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THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON RECRUITMENT
VLIV SPOLEČENSKÉ ODPOVĚDNOSTI PODNIKŮ NA NÁBOR NOVÝCH ZAMĚSTNANCŮ

MASTER'S THESIS
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Abstract

The goal of this thesis paper is to find to what extend the Corporate Social Responsibility and related activities of organizations influence the decision-making of applicants for employment. It focuses specifically on the Czech expatriates in the UK. First, the paper gives an overview of the concept of Corporate Social Responsibility in its theoretical part. It discusses definition of this concept as well as the concept of three pillars. The paper discusses variety of research that has been carried in this area and multiple theories that discuss the effects CSR has on attracting new employees. Second, the paper shows a primary empirical research, which is focused on how Czech expatriates perceive Corporate Social Identity and what importance it plays in their decision-making process. Based on the findings, the paper makes recommendations for businesses seeking to hire former expatriates.

Key words

Corporate Social Responsibility, CSR, expatriates, employee, three pillars

Rozšířený abstrakt

Cílem této diplomové práce je zjistit, do jaké míry společenská odpovědnost podniků a související činnosti organizací ovlivňují rozhodování uchazečů o zaměstnání. Práce se zaměřuje zejména na české expatrioty ve Velké Británii. Teoretická část zahrnuje přehled o konceptu společenské odpovědnosti firem, pojednává o definici tohoto konceptu a pojetí tří pilířů. Autor zde představuje výzkumy, které byly v této oblasti provedeny, a teorie, které diskutují o dopadech společenské odpovědnosti na přilákání nových zaměstnanců. Druhá část práce obsahuje primární empirický výzkum, který je zaměřen na to, jak čeští expatrioti vnímají sociální identitu společnosti a jaký význam hraje v jejich rozhodovacím procesu. Na základě těchto zjištění autor předkládá doporučení pro podniky, usilující o najímání bývalých expatriotů.

Klíčová slova

Společenská odpovědnost podniků, expatrioti, zaměstnanci, tři pilíře

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Declaration

I declare that submitted diploma thesis is authentic, original and has been written independently.

I also declare that references and bibliography are complete and copyrights are not violated pursuant to Act. No. 121/2000 Coll., on Copyright Law and Rights Related to Copyright Act and on the Amendment of Certain Legislative Acts.

Brno, 15th June 2019

Bc. Veronika Jouklová

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Introduction

The beginnings of social responsibility can be found in the 19th century. The magnate and later philanthropist Andrew Carnegie publicly believed that "successful and wealthy individuals have a certain moral obligation to share the fruits of their work with less successful and poor" (Bláha and Černek, 2015, p. 137). Chouinard and Stanley (2014, p. 49) mention the year 1960, when a typical responsible enterprise, such as J&J or IBM, was rich, international and geared toward global action. Such a company had a good accounting, did not believe in bribery and paid well to their employees. At the same time, they supported and educated their staff, sought to improve safety at work and supported local schools and hospitals.

Most of these activities still affect socially responsible behavior today, which results from more recent definitions and behavior of companies not only in the profitable sector. A commonly used term in conjunction with social responsibility (CSR) is the so-called triple bottom line. According to this concept, CSR consists of three pillars - profit, people, planets or three areas of social responsibility - economic, social and environmental. These areas include activities and standards of behavior that are considered to be socially responsible. They concern both businesses and individuals as well as organizations in the non-profit sector.

Although this concept is relatively new in the Czech Republic, it is an important element for the Czech population. This area is covered by a number of studies. In the Czech environment, for example, the IPSOS annual survey (IPSOS, 2016) shows that the different areas of CSR are an important element that perceives the organization as a good partner, employer and producer. The company can thus improve its image to attract not only customers but also high-quality employees and partners.

This Thesis focuses on the impact of CSR on job seekers who are currently expatriates in the UK. This target group is suitable for this type of research, because many of these expatriates fear the impact that Brexit could have on their careers in the UK and their everyday lives. For businesses in the Czech Republic, these expatriates create a pool of well sought-after professionals with great amount of experience that local candidates are often lacking.

Aim of the Thesis

The aim of this diploma thesis is to find out how CSR activities of organizations affect the decision making of potential jobseekers, primarily current Czech expatriates in the UK. As part of this goal, the author has set two sub-research objectives, which are linked to one research question:

RQ1: How do aspirants perceive CSR?

RQ2: What impact do individual pillars of CSR have on the decision-making of potential jobseekers?

In the theoretical part of the thesis, the author first describes the concept of CSR, its definition, the concept of the triple bottom line and the use of stakeholder theory with a focus on current and potential. Further, there is a discussion of CSR's relationship with human resources management and recruitment itself, taking into account the results of studies on this topic that have taken place both in the Czech Republic and abroad. In addition, the author also focuses on linking CSR with the employer's brand and also on theories that explain this connection and the overall impact of CSR on the candidates' decision-making about future employers. The author further introduces why Czech expatriates are a desired labor pool for Czech businesses

The practical (empirical) part of the thesis then outlines objectives, based on which the paper introduces research questions, as well as a description of the progress of the work and the chosen methods. The author describes the analysis of acquired data and their interpretation. This is followed by a discussion of findings and formulated recommendations for businesses seeking to hire expatriates.

Chapter 1: Social Responsibility

The term "Corporate Social Responsibility", also abbreviated as CSR, is currently associated not only with private sector organizations but concerns the whole society. It includes both the organization's strategies and policies, as well as a wide range of activities across many different areas. Currently it is more about "social responsibility" in the general sense.

1.1 Definition of the term

Academics started to define the term social responsibility during the 20th century. According to Carroll (1999), CSR was first defined by H. Bowen in 1953 as "the undertaking of the entrepreneur to implement such procedures and to take such decisions or to follow such a course of action that is desirable in terms of the goals and values of our society." This definition is not very different from today's theory. However, CSR is not binding. It is the moral commitment of the company to the society.

A number of current authors and organizations have tried to define CSR. The following examples can be included among the basic definitions:

1.1.1 The European Commission

The European Commission defines CSR as "corporate responsibility for the impact of firm's activities on society" (European Commission, 2011, p.6). It mentions the introduction of environmental, social, ethical and consumer interests and human rights into business operations. This new definition simplifies the 2001 CSR concept set out in the Green Paper (European Commission, 2001, p.8), which defined CSR as "voluntary integration of social and environmental considerations into day-to-day corporate operations and interactions with corporate stakeholders".

1.1.2 International Business for Social Responsibility Organization

According to the International Business for Social Responsibility Organization, CSR is "managing business in such a way that meets or exceeds ethical, legal, commercial, and social expectations from business" (Kotler and Lee, 2005, p. 3). This definition emphasizes the notion of management where socially responsible activities are not

seen as a complement to the company's routine business but as part of the organization's functioning and management.

1.1.3 World Business Council

The World Business Council defines CSR as a "continuous commitment of businesses to behave ethically and to contribute to economically sustainable growth, while at the same time striving to improve the quality of life of employees and their families as well as local communities and society as a whole" (WBCSD, 2009 cit., 2012, p. 14). Ethics is an integral part of social responsibility. In this definition, emphasis is placed primarily on the social aspect, with activities having a direct impact on the employees of the company and its surroundings. It is important to focus on the interest groups and areas that are closest to the business and can affect each other most. Thus, the effect of responsible behavior on the company is the highest.

Carrol (1991, p.41) then based his definition of CSR on the four pillars depicted in the pyramid, see figure 1 - economic responsibility, legal or mandatory, ethical and voluntary - which was later renamed by Kunz (2012, p.14) to philanthropic responsibility.

Figure 1.1 - Carroll's corporate social responsibility pyramid

- Economic responsibility is perceived as the basic responsibility that the other categories build on. The business must be profitable and produce value in order to be beneficial to the society.

- Legal responsibility means that an enterprise will always adhere to "game rules." This area may coincide with ethical dignity, but the inclusion of CSR includes respecting rules beyond the law.

- Voluntary or philanthropic responsibility includes activities that are related to the concept of corporate citizenship and contribute to improving the life of the community (Carroll 1991, p.42).

The definitions of CSR are different across individual authors and organizations. It has also varied over the years. Some also associate CSR with philanthropy or the concept of sustainable development, others see them as separate themes. The absence of a unified and unbiased definition can be a problem for research because different people understand the concept of CSR in a different way.

While it is not possible to create one universal and unbiased definition, it is worth analyzing the individual definitions and how they overlap with each other. This analysis was conducted by Dahlsrud (2008) in his work *How Corporate Social Responsibility is Defined: An Analysis of 37 Definitions. Corporate social responsibility and environmental management.* As the title suggests, he analyzed several accepted definitions, and on the basis of this analysis, he identified five areas that are constantly repeated in them and over which the authors coincide over the years. These areas are:

- Environmental
- Social
- Economical
- Stakeholders
- Volunteering

The CSR typology is diverse and varies according to the author's approach. Some authors only worked with one or two of the above categories. However, the three-pillar structure, or

the Triple Bottom Line, first mentioned by John Elington in 1990 (Picha, 2012, p.18), is considered the most universally used concept.

1.2 Triple Bottom Line - 3 CSR Pillars

The principle of the Triple-bottom-line (TBL) or the three pillars of CSR, often also referred to as 3P (profit, people, planet) includes these three areas.

- Economical

- Environmental

- Social

Figure 1.2 illustrates the interconnection of all three pillars. A socially responsible enterprise focuses on all three areas at once, which leads to sustainability.

Figure 1.2 - 3 pillars of CSR

Introducing a three-pillar or other comprehensive CSR concept into management principles can be problematic. First of all, it is necessary to measure it correctly so that businesses can later evaluate how they are performing in different areas. Finding appropriate metrics is not easy. The TBL framework for measuring sustainability, in addition to classical return on investment, profits, equity values, also includes social and environmental metrics precisely

because sustainable growth and development can only be achieved by linking all areas (Hall, 2011, p.6).

1.2.1 Economic Pillar

The economic aspect of Carroll's pyramid (Figure 1.1) included the obligation for the business to be profitable, creating the prerequisite for an enterprise to function and bring value to the company. However, the economic pillar within the triple-bottom-line is broader in this area. Visser (2005, p.37), which adapted the Carroll pyramid for the prospects of emerging Africa, elaborated on the economic responsibility such as investment, job creation and tax payments. Kunz (2012, p.21) and Picha (2012, p.18) further added the following:

- **Avoiding corruption and ethical behavior** - Businesses fight corruption and often also have a so-called ethical code that clearly defines standards of desirable employee behavior in the enterprise.

- **Corporate Governance** - This is so-called corporate governance defined by the OECD as a "company management and control system that specifies the rights and responsibilities between different stakeholders, such as the board of directors, management and stakeholders, and defines the rules and processes for decision making. It determines how to achieve corporate goals. "He also addresses the problem of high professionalization of management, its legal, moral and social responsibility, and the conflict of interests of the business owners and their management. (Bláha and Černek, 2015, p.99)

- **Transparency** - Companies provide information about their operations to the stakeholder groups who are affected by this information

- **Intellectual property protection** - This area is largely regulated by the legislation, but the legal regulation of the countries in which businesses operate may vary.

- **Investor Relations** - Transparent and fair negotiations, striving for a win-win situation.

- **Relations with suppliers** - Equal opportunities for new suppliers, ethical behavior.

- **Customer Relationships** - Businesses provide safe products with no hidden defects and offer guarantees beyond the law.

- **Honest competitive field** - Competitive struggle is again regulated to a certain extent by legislation and supervised by relevant authorities. However, this does not mean that there is no room for business activities beyond the law.

Other elements are the impacts on the national and local economy, for example, through increasing employment or fighting corruption (Makowski, Steinerová and Vexlerová, 2008, p.7). From an economic point of view, the company's contribution can be measured, for example, by the amount paid for taxes (Hall, 2011, p. 6).

1.2.2 Environmental Pillar

The importance of an environmental component has increased steadily over the last 50 years. Just between 1970 and 1990, more than 50,000 environmental laws were infiltrated (Aydin, Morefield, 2008, p.40). There is, moreover, a certain link between the environmental responsibility and the financial performance of the business, above all the related cost. There are many regulations currently in place on this issue. Environmental issues are often addressed mainly at local level, and municipal regulations have a major impact on businesses. According to Kunz (2012, p.24), an enterprise should be aware how they affect the environment in which they operate. This may include air pollution, traffic load, noise, use of resources, or waste management. Moreover, this environment also has a considerable impact on the company itself. Both businesses and people are dependent on nature and its resources.

Most environmental related activities mainly concern manufacturing businesses, large-scale natural resource businesses, or businesses operating in areas that have a major impact on the environment. There is an idea that other businesses, mainly offering services, don't need to be concerned with environmental issues. However, although they do not produce these, they use natural resources and products that come from natural sources or are closely associated with them. This applies, for example, to electricity, water, paper consumption, and so on.

Kunz (2012, p.24) outlines several activities that belong to the environmental sphere. The following may be associated with other sectors then just manufacturing:

- **Investing in eco-friendly technologies** - For example, when purchasing office equipment.

- **Protecting natural resources** - Save energy, water, use recycled paper, handle administration in electronic form.

- **Waste management** - Recycling and waste sorting.

- **Strict adherence to safety principles when handling hazardous substances** - It is necessary to prevent these substances from being disposed in an environmentally-unfriendly way or getting into ordinary waste.

- **Influence on the consumer behavior of employees** within the company and in their own households.

1.2.3   Social Pillar

According to Kunz (2012, p.22), the activities that fit into the social pillar of CSR concern mainly the employees and the working conditions created for them by the company. Studies confirm that employee care, employee policy application, and other aspects that affect employee satisfaction also favor business performance and overall success in the market. As this paper addresses the impact of CSR on recruitment, most detail is devoted to this pillar. We will learn later in the paper that this aspect is the most influential to our problem.

Employees are no longer only hindered as input into the production process but are recognized as important corporate citizens (Rego and Cunha, 2008). The employee's working life is no longer limited to the time he spends in the company within the working hours. Kryger, Esmenn and Thomsen (2011, p. 106) see employees as a partner that makes their business identity. Social pillars also play an important role in organizational culture, which, according to Armstrong (2007, p.258), significantly affects the entire organization.

The following falls under the Social Pillar of CSR

- **Work-life balance -** Employer creates the conditions and space for reconciling the working and personal life of their employees. Beauregard and Henry (2009, p.29) state that companies rely mainly on the positive effects of WLB on the recruitment and retention of employees as well as on the reduction of employees' personal and work life disparities. Kašparová and Kunz (2013, p.77) also emphasize the importance of WLB in increasing staff motivation and workflow efficiency, indirect advertising as a good potential employer, and reducing costs related to absenteeism. Within the WLB, the company allows flexibility at work including free or flexible working hours, shortened employment, or job sharing. In addition, there are opportunities for work from home, extra vacation for family reasons, company kindergartens as well as financial support for families with children or various leisure activities

- **Outplacement** - The company takes care of dismissed workers, helping them not only with re-qualification, but also through consulting centers. In addition, dismissals are generally ethical. For example, when terminating the redundancy relationship, the employee receives recommendations on other positions and learns about the termination of employment in advance.

- **Health and Safety of Workers** - This area is largely governed by legal regulations. Some authors such as Kunz (2012, p.20) include it in an environmental pillar. Within the social pillar, however, the prescribed work aids and procedures may be supplemented, for example, by offering healthier meals, health-promoting activities, doctors' services, exercise, massages, and so on.

- **Corporate Philanthropy and Sponsorship** - Here, it is advisable to point out the differences and interchangeability of these concepts. While corporate philanthropy is a broad concept of corporate donation, volunteering, and self-investment (Business Leader Forum, c2019), corporate sponsorship is a classic case of business relationship.

- **Development of Human Capital** - Continuous education of employees and possible career Growth. This includes continuing education in the field through workshops, lectures, language courses, mentoring and career advancement of employees (Armstrong, 2007, p.461-480). Another activity that can be included in the development of human capital in the social pillar is participation in the education of students or the public in general. Businesses can organize workshops, lectures, take part in teaching at universities, or provide internships to students and fresh graduates. These activities are also associated with the employment of minority and vulnerable groups. Talent management and overall employee training are important tools for employee development that contribute to increasing their commitment and dedication.

- **Equal Opportunities** - Businesses approach all potential employees with equal respect, regardless of gender, age, ethnicity, sexual orientation, nationality or disability (Kunz, 2012, p. 23). According to a 2010 survey of 1,000 managers, company leaders focus on employee care in general, however, they do not consider diversity management to be important (Pedersen, 2010, p.14-15). Workforce diversity can however empower workers, and corporate products can be more easily adaptable to different markets and their specific requirements Kunz (2012, p.23).

- **Employee politics** - fair wages and other rewards and financial and non-financial benefits. These resources are used, inter alia, to motivate employees. Employers want to create such a set of rewards that would contribute to employee satisfaction, loyalty, and attraction of other employees (Armstrong, 2007, 560). Employee benefits and non-financial benefits should also include superstructure components, for example, a sense of success, autonomy, skills development, and a sense of belonging to the company the individual is working for. Employee opportunities that fall within the area of work-life balance, human capital development, health and safety are also considered to be beneficial.

- **Fight against mobbing and sexual harassment** - This issue can have a significant impact on the employer's profile, and beyond that, it can end up with litigation, since the principle of equal treatment for all employees is enshrined in the law (Ombudsman's Office, c2012).

- **Respect for human rights** - Human rights are respected in developed countries by legislation. Even so, in the author's opinion, there is room for further initiative of companies. Many large companies have moved production or, for example, customer centers to developing countries. A socially responsible enterprise or organization respects these rights even in those countries, even if local legislation does not require it. Another example might be to refuse to buy parts or other inputs from companies that do not respect human rights.

- **Evaluating the future consequences of corporate decisions and subsequent risk management.** This includes, for example, the restructuring or relocation of a business or branch and associated redundancies or relocation of staff.

- **Social Monitoring and Reporting -** Publishing CSR Reports and Communicating Socially Responsible Activities.

If we approach CSR as something that the enterprise introduces beyond its obligations (see definition above and introduction to this subchapter), the structure of the social pillar will vary considerably from country to country. The same case also occurs in the environmental and economic pillar, where, according to the author, the difference is not so significant, as the employee is legally protected in the Czech Republic.

1.3   CSR and the stakeholder theory

As the author already mentioned, there are many theories and concepts dealing with social responsibility, what it involves and its implications. Crane et al. (2008) discusses 4 theories dealing with the application of CSR within businesses:

- **Corporate Social Performance**: This is a measure of the overall company's contribution. Financial performance is just one glance of the overall performance of the business. Another aspect is social responsibility.

- **Shareholder value theory**

- **Stakeholder theory**

- **Corporate Citizenship:** As mentioned, this theory speaks of engaging a business in community life - being a good citizen. This theory also works with stakeholder involvement and, according to Andriof and McIntosh (2001), focuses mainly on the ethical and social impacts of the company's business activity.

In this subchapter the author further focuses primarily on stakeholder theory as much of the CSR definition includes the term "stakeholder" and works with this term. At the same time, this concept is very complex and encompasses essentially all areas of business. Picha (2012, p.15) considers stakeholder theory as one of the basic concepts of corporate social responsibility and its application.

Freedman introduced this theory in 1984. The concept defines stakeholder as a "group or individual who is influenced by the achievement of goals or can influence the achievement of the goals of a particular business or organization." Stakeholders are further characterized by three features (Carroll at all, 2008):

- They possess something the company is missing

- By adding this to a business, they also become dependent on its activities.

- They are a player who can threaten the business or be vice versa indispensable.

Although social responsibility is generally a macro-level activity, we monitor its impacts primarily at the micro level (Orlitzky, Schmidt, & Rynes, 2003, p.424), specifically with individual stakeholder groups. Therefore, stakeholder groups are important in shaping CSR policy. Finding key stakeholders, then analyzing their needs and expectations, and identifying the activities that can be achieved by the company will help define its CSR policy and find out how stakeholders can be informed about CSR activities (Picha, 2012, p.15).

Stakeholder groups can be divided using several ways. One of them is the division according to the immediate significance and the influence of these groups on the enterprise, as stated by Clarkson (1995, p. 106). Primary stakeholders are owners, investors, employees, customers, suppliers and the state and we characterize them as those groups without which the business would not be able to survive. Secondary stakeholders are groups that interact with an enterprise but do not have an existential significance for it. An example could be the media.

Each stakeholder group has a different importance for the enterprise, and it is neither possible nor beneficial to try satisfying the interests of all. Donaldson and Preston (cited in Kašparová, 2009, p.2) state that "the priority of the interests and rewards of one stakeholder over the interests and rewards of others is not obvious". However, it is not easy to identify which groups are more important to the business and which are worth focusing on as each stakeholder has something he contributes into the business, but also something he expects from the business in return.

1.3.1 Employees and job seekers

A key interest group within the internal dimension of all enterprises are its employees. This is particularly true for sectors where human capital is the main and irreplaceable input, such as IT, hospitality and other services.

From the point of view of Carroll's three features of stakeholders, the author would characterize employees as follows:

- They have the knowledge and experience that the company needs and at the same time they have an indispensable factor of production - work.

- By giving their time to the business and expecting a reward for it, they are dependent on the business.

- As already mentioned, especially in human capital-dependent organizations, skilled workers are an irreplaceable source. At the same time, the organization relies on the level of work it carries, as it greatly affects the performance of the business.

Like any stakeholder group, employees also have some power and expectation from the company. In addition to the work, knowledge and effort involved in the creation of products, we must also include collective bargaining, publicity and promotion. Employee expectations include employment reliability, fair pay for work, and a healthy and safe environment (Putnová and Seknička 2007, p.113).

All this is not tied only to the current employees that the company wants to keep and motivate for the best possible performance, but also to future employees and their recruiting. Potential job seekers rank among the external stakeholders. However, their potential to become internal stakeholders makes them a special separate category that CSR should focus on.

Chapter 2: Impact of social responsibility on recruitment

Just as HRM is not only concerned with current employees but also with new talent, CSR also affects the recruitment process as well. This relationship was confirmed by a number of empirical studies conducted in the late 20th and early 21st century (Turban and Greening, 1997, Turban and Greening, 2000, Sobczak, Debucquet and Havard, 2006, Kim et al., 2010; Gully et al. et al., 2015, Brammer, He and Mellahi, 2015, IPSOS, 2016, Niedermeier, 2017). There are two important questions underlying this topic and that is whether applicants are aware of the CSR influence and how strong the influence is.

Joo, Moon, and Choi (2016, 1271-1272) state that social responsibility attracts employees as well as customers, and that the fact that the firm deals with social responsibility can be a really important, if not a decisive factor. In particular, young people, called "millennial" or more often generation Y, is very much aware of social responsibility. CSR activities are important to them from the perspective of both the customer and the job seeker (entrepreneur.cz, c2019). Jones, Willness and Madey (2014, 395-401) states that according to their survey, where two-thirds of the respondents preferred a socially responsible enterprise, even 85% of the respondents stated that the decisive factors were just the elements that we would include among socially responsible activities. In addition, organizations are able to hire employees who share the same values which helps them find a better fit and share an established organizational culture.

In the Czech Republic, Polívka (2013), conducted similar research on the students of technical fields in Prague, which examined the importance of CSR when deciding on prospective employers. From the questionnaire survey, which dealt with the importance of individual pillars and activities within CSR, it became clear that although these students did not have a great awareness of CSR issues and could not determine its individual aspects as being socially responsible, CSR will influence their decisions and the interviewees would certainly prefer employers with a positive attitude to this concept.

As part of the comparative questionnaire where students chose from two potential employers, at least half of the respondents chose a socially responsible business at the cost of lower wages.

Another Czech example is the IPSOS annual survey, which focuses on a much wider sample of respondents. The results in individual years differ only slightly. In 2015 (IPSOS, 2016), the survey found that social responsibility of the employer is very important to a quarter of respondents. According to business surveys, the population expects responsible behavior towards the company's employees, protection of the environment and honest communication with customers.

This conclusion is further supported by foreign research, such as the Cherenson group (Pavlík and Bělčík, 2010, p.31), which show that "78% of the interviewed adults would prefer to work in a company with a good reputation rather than a company with a bad reputation, even if this company offered a higher salary, "and a study by the American Association of MBA Students - Net Impact (Kašparová, 2010), in which more than 50% of the respondents supported this claim.

Sohn et al. (2015) conducted a research in the field of logistics. Even here, the respondents were inclined towards a socially responsible business, although this preference was only made when comparing several offers and depending on how CSR information was submitted. However, if the wage offered was significantly lower, the respondents would prefer a better financial evaluation to CSR. At the same time, it all depended on the education and employment of the workers. The more educated candidates inclined towards CSR more. This supports the presumption that highly educated and experienced professionals sought out by local companies would show a significant interest in CSR. At the same time, a large amount of them are representatives of generation Y. According to the Millennial Engagement Study (Cone Communications, c2019), 75% of the group's representatives chose a socially responsible employer even at the cost of a lower wage.

The importance of financial appraisal or career progression still play a major role in the job seekers' decision making. However, with regard to the different pillars of CSR, the social pillar plays a major role, probably because it is directly linked to the employees.

Chapter 3: Pre-Research

This chapter introduces the pre-research necessary to find the importance of this paper. It is divided into two main sections. First section focuses on the companies in Czech Republic and their potential interest in hiring Czech Expatriates. The second section targets the Czech expatriates living in the UK and studies their interest in leaving Britain to seek opportunities to work in the Czech Republic. Each sub-chapter covers the aim and questions asked by the author, the methodology and the findings of the pre-research. Combined, the results of this chapter led to the authors decision to conduct the final research and write this paper.

3.1 The potential of expatriates as possible employees in Czech companies

This sub-chapter introduces the pre-research necessary to find the importance of this paper to Czech companies.

3.1.1 Aim and Pre-Research Questions

The aim of the pre-research was to make sure the topic studied was valid and of use to the companies in Czech Republic. Given that the paper targets the perception of CSR by Czech expatriates in the UK and the impact it has on their decision making about potential employment in the Czech Republic, the author needed to find the interest of Czech employers in hiring Czech expatriates. Furthermore, the author looked for the benefits that hiring of these applicants has in comparison to hiring local applicants.

First of all, the author wanted to find, whether Czech companies would be interested in hiring Czech expatriates. In the framework of the first question, the author focuses on the importance of these applicants and the added benefits they bring to the companies. The author tries to focus on the specifics and create the overall picture through answering three specific questions.

- 1. Would you (your company) be interested in hiring former Czech expatriates, currently living in the UK, seeking managerial positions?
- 2. Would you say there are benefits to hiring applicants with international experience?

- 3. Can you specify what are some of these benefits to your company?

The first specific question focuses purely on the company's interest in the expatriates as potential employees. The second and third specific questions then further investigate the reasoning behind the decision to hire these applicants in a form of added benefits.

To further learn the extent to which these companies are serious about the preference they give to expatriate applicants in comparison to local job seekers, the author formed a second pre-research question, which aimed to find whether the targeted companies would be willing to increase the starting salary of these applicants in comparison to their original offers.

To get the data necessary to answer this question, two specific questions were asked to the respondents.

- 1. Would your company be willing to pay a higher starting salary to these applicants in comparison to local applicants?
- 2. What is the percentage increase you believe would be acceptable in your company?

3.1.2 Pre-Research Limitations

The main limitation of the pre-research is, in the author's opinion, the honesty of the respondents when answering the questions, especially the question in the second section. Furthermore, it can be the willingness of the respondents to invest their time in the questionnaire.

3.1.3 Method of data collection

In order to obtain the data, the author used the quantitative method of research, more precisely an electronic questionnaire survey, which is anonymous and allows to get the answers of those respondents who otherwise would not want to participate.

The use of the questionnaire in electronic form brings several advantages. It is not financially demanding, and its electronic form greatly simplifies the evaluation, as the data is easily exported in output suitable for statistical software. Another advantage is its addressing, as it is possible to share it with those groups of respondents we need for research. Unlike written

or phone inquiries, the respondent can also decide when to complete the questionnaire. Thus, we can expect greater amount of data.

In order to get even more data, the "snowball" method was chosen within which the questionnaire was presented to more respondents based on the recommendations of the previous respondent. The method was chosen primarily because it allows easy dissemination of the questionnaire to the target group, which can otherwise be difficult to cover by other methods (Baltar, Brunet, 2012, p. 58).

The disadvantage of this method is the distortion and the reduced representativeness of the sample, as the respondents are sending the questionnaire mainly to the people they know. It is therefore possible that they move in the same circles and share similar values and opinions (Baltar, Brunet, 2012, p. 58).

The author can expect that the majority of the responses came from companies in the Vysocina region, given the questionnaire was sent to the members of the chamber of commerce.

3.1.4   Designing of the Questionnaire

The questionnaire was designed in response to specific research questions identified above. Most questions in the questionnaire are closed - with one possible answer. In addition, there is one open question, which allows the respondents to further elaborate or give specific examples.

The first part of the questionnaire concerns the first pre-research question "Are Czech companies interested in hiring Czech expatriates?". The second part of the questionnaire focuses on the second pre-research question "Are these companies willing to pay a higher starting salary to the expatriate applicants?" The last part of the questionnaire contains a question that is important for checking whether the respondent fits into the category the research means to address.

The questionnaire was bilingual – in Czech and English language. The full questionnaire, including the results was then translated to English.

3.1.5 Results

From a survey (Appendix A) filled out by 32 managers and HR personnel from internationally operating companies in Czech Republic, mostly Brno and the Vysocina region, the author has learnt that 94% of these companies would be interested in hiring former Czech expatriates, currently living in the UK seeking managerial positions.

Figure 3.1 showing the interest of companies in Czech expatriates living in the UK
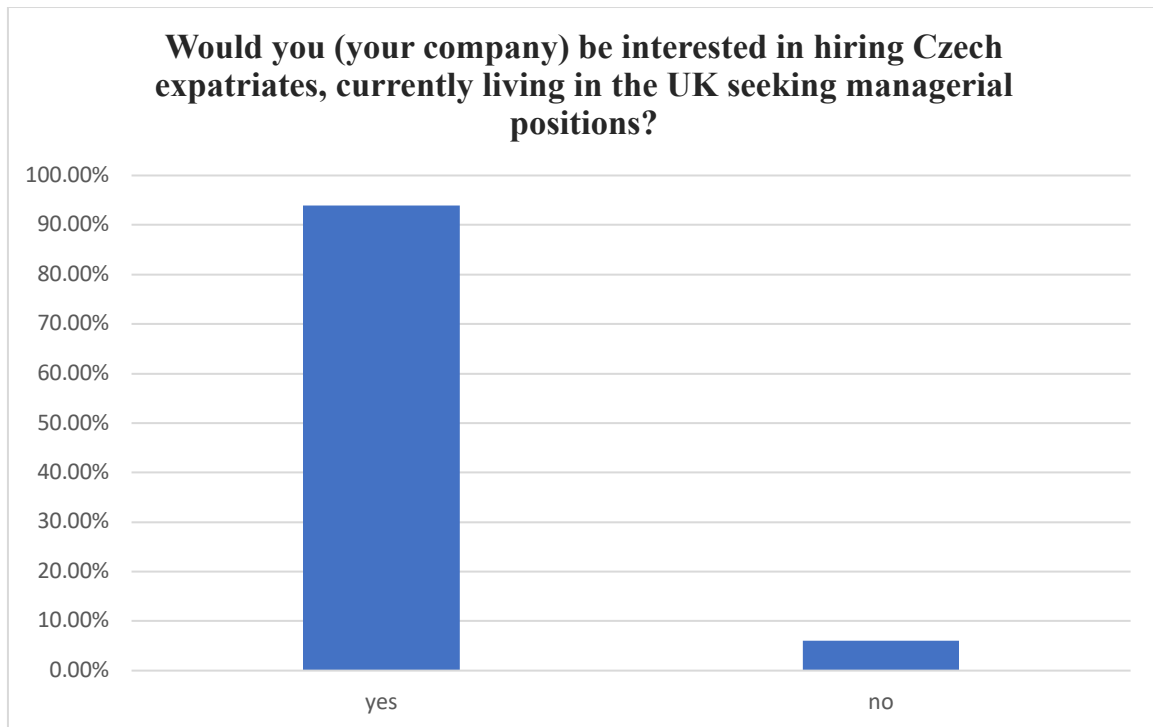
Furthermore, the author was interested in whether the expatriates do stand out to the companies in the pool of other applicants. Therefore, the next set of questions was concerning the benefits these expatriates bring to the companies.

*Figure 3.2 showing the added benefits perceived*
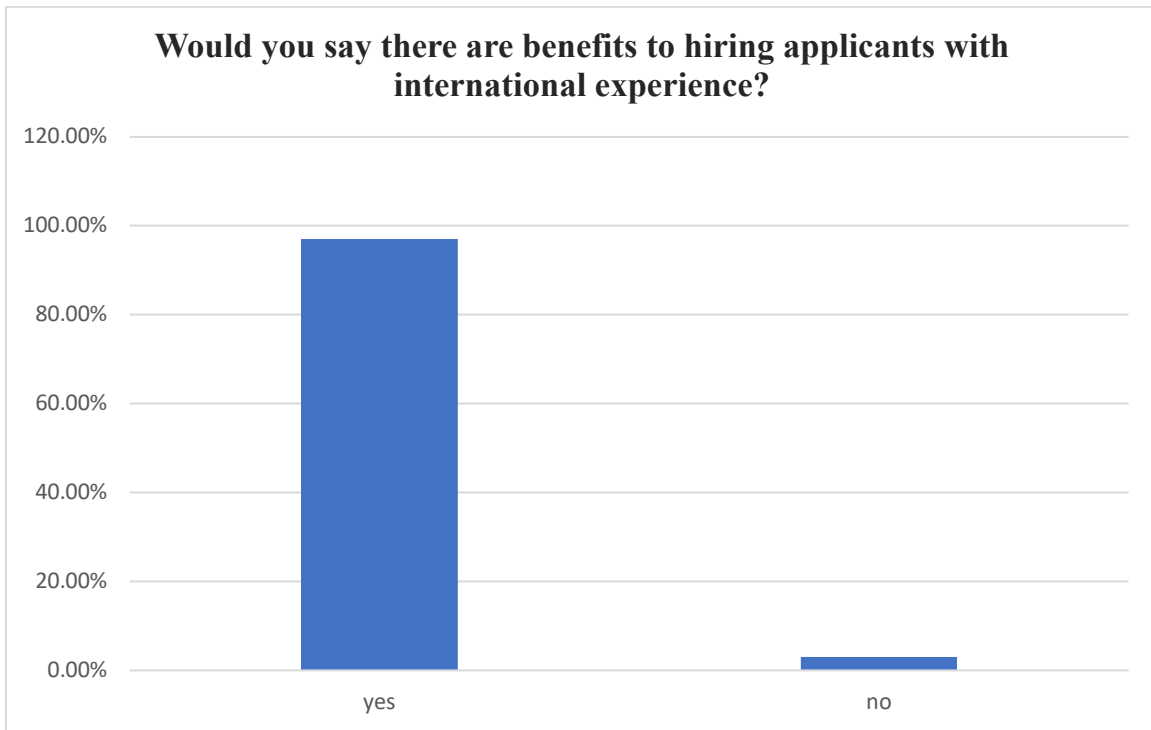
When asked for the benefits of hiring these employees, 97% of respondents said that there are benefits to hiring applicants with international experience.

In a follow up open question the respondents were asked to name some of these benefits. The most common benefits listed by the respondents were fluency in one or more foreign languages at a degree that is not often found by local applicants, experience at international meetings, cultural awareness or ability to work independently.

In the next set of questions, the author wanted to confirm the importance of these benefits to the respondents when put against starting salary. Therefore, respondents were asked whether they would be willing to pay these applicants a higher salary and by how much.

Figure 3.3 showing the willingness to increase the starting salary of the expatriates

Would your company be willing to pay a higher starting salary to these expatriates in comparison to local applicants?
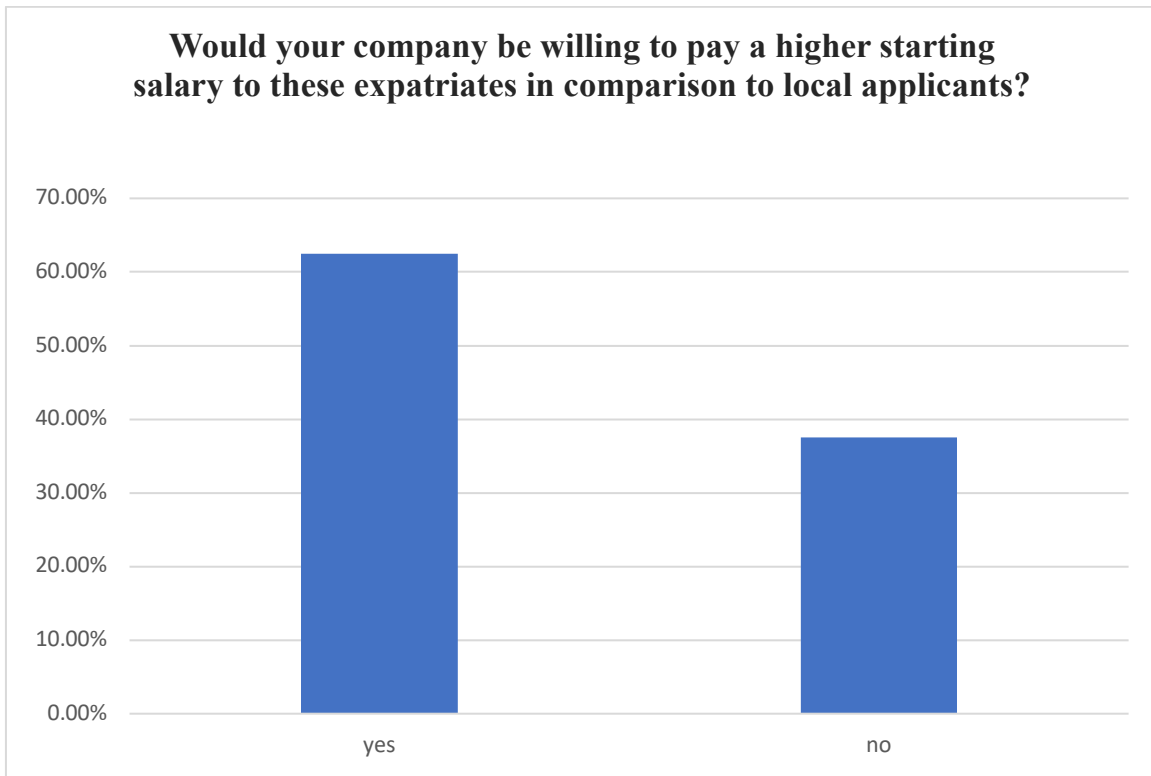
When asked, whether these companies would be willing to pay a higher starting salary to these applicants, 63% said that they would. This data shows to the author, that respondents are serious about their interest in the expatriate applicants.

The next question was only presented to the respondents who said that that they would be willing to pay a higher starting salary. It was asking by how much the company would be willing to increase the starting salary.

Figure 3.4 showing the percentage increase in starting salary of the expatriates

What is the percentage you believe would be acceptable in your company
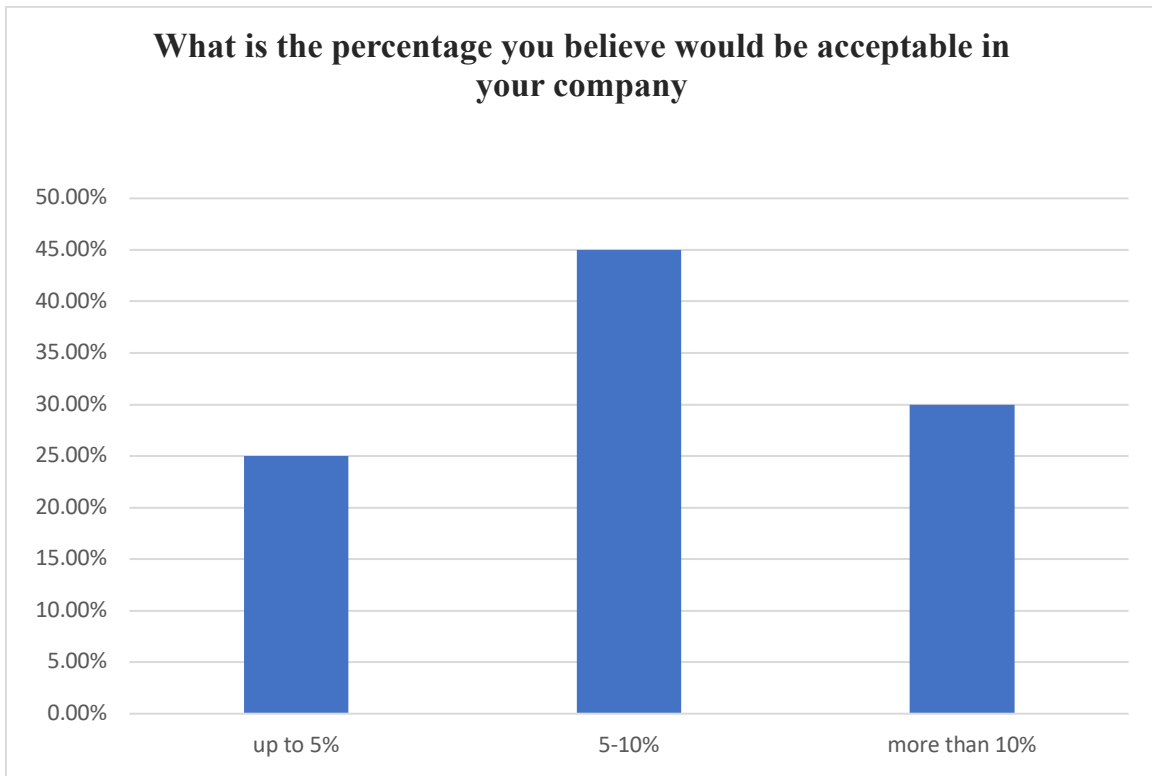
The data showed that 45% of respondents believe that their company would be willing to pay 5-10% extra in the expatriates starting salary. 30% said they would be willing to pay more than 10% extra starting salary to former expatriates in comparison to local applicants.

This survey shows the value former applicants have to international companies when looking for their future managers.

3.2 The willingness of current Czech expatriates living in the UK to seek jobs in the Czech Republic

In a similar fashion, the author wanted to learn, what is the potential of Czech expatriates living in the UK leaving Britain and seeking employment in the Czech Republic. The aim and questions asked by the author, the methodology and the findings of this question are presented below.

3.2.1 Aim and Pre-Research Questions

This section aims to find whether Czech expatriates in the UK would be interested in leaving and seeking jobs in the Czech Republic. In order to answer this, two main questions were asked.

First, the author wanted to find, whether the respondents considered leaving the UK. In the framework of the first question, the author asked two specific questions.

- Are you considering leaving the UK?
- Can you list a specific reason(s)?

While the first specific question looks for the statistical data of how many respondents would leave the country, the second question is looking for specific examples, which could be significant for the paper.

After learning whether respondents are looking to leave the UK, the author's interest was to learn whether Czech Republic was a viable option for the applicants as well as what are the possible reasons for the respondents to not want to return home. Primarily, the author wanted to learn, whether any aspects of CSR would be listed amongst the reasons. Two specific questions were asked.

- Is return to Czech Republic one of the possibilities you are considering?
- What are your main reasons for not considering Czech Republic and local companies as a viable option for your future career?

3.2.2 Pre-Research Limitations

The main limitation of the pre-research is, in the author's opinion, the honesty of the respondents when answering the questions. Furthermore, the questionnaire did not ask for reasons connected to CSR directly, therefore, less viable data on this topic may have been gathered.

3.2.3 Method of data collection

In order to obtain the data, the author again used the quantitative method of research in a form of electronic questionnaire survey for the same reasons listed in section 3.1.

The author can expect that the majority of the responses came from respondents in Midlands and London as the local expatriate websites and social media was used as a primary channel to distribute the questionnaire.

3.2.4 Designing of the Questionnaire

The questionnaire was designed in response to specific research questions identified above. Each question was targeted by one closed question and one open question used for further elaboration.

The first part of the questionnaire concerns the first pre-research question "Are the respondents considering leaving the UK?". The second part of the questionnaire focuses on the second pre-research question "Are these respondents considering return home as one of the viable options?" The last part of the questionnaire contains questions important for checking whether the respondent fits into the category the research means to address and for statistical purposes.

The questionnaire was carried out in English language only. The survey with the closed question results can be seen in appendix B.

3.2.5 Results

From the survey, filled out by 42 Czech Expatriates currently living in the UK, we learn that majority of these respondents is considering leaving Britain.

Figure 3.5 showing the interest of Czech expatriates to leave Britain
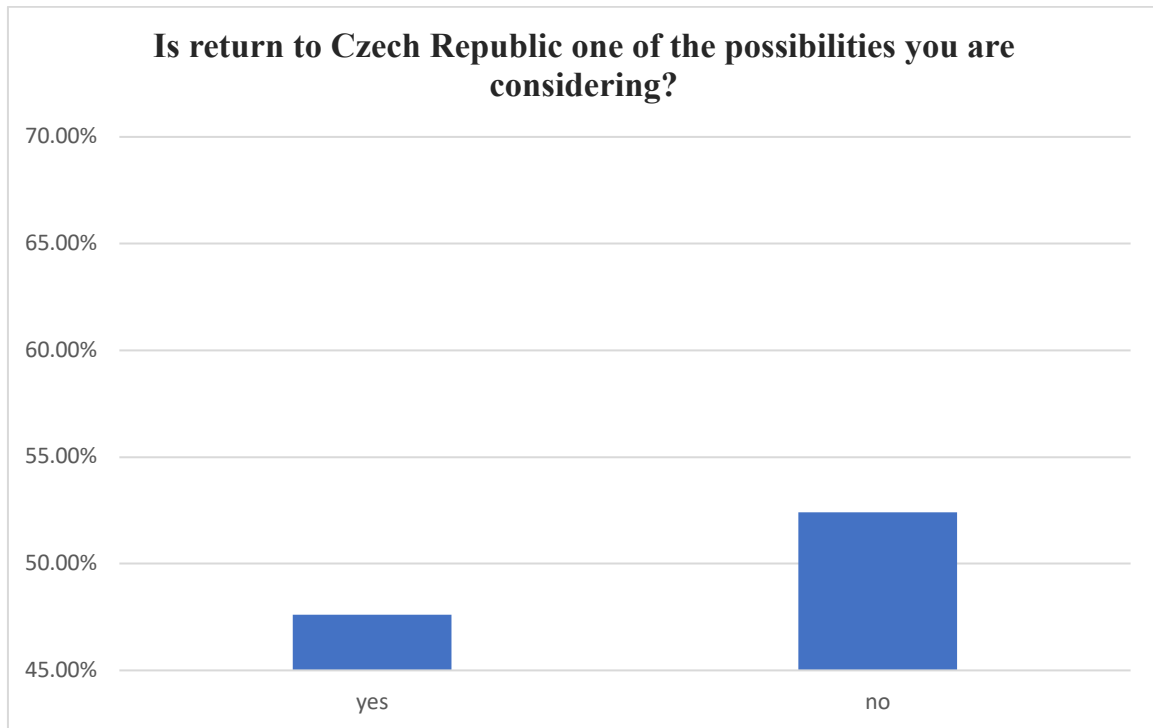

Are you considering leaving the UK?
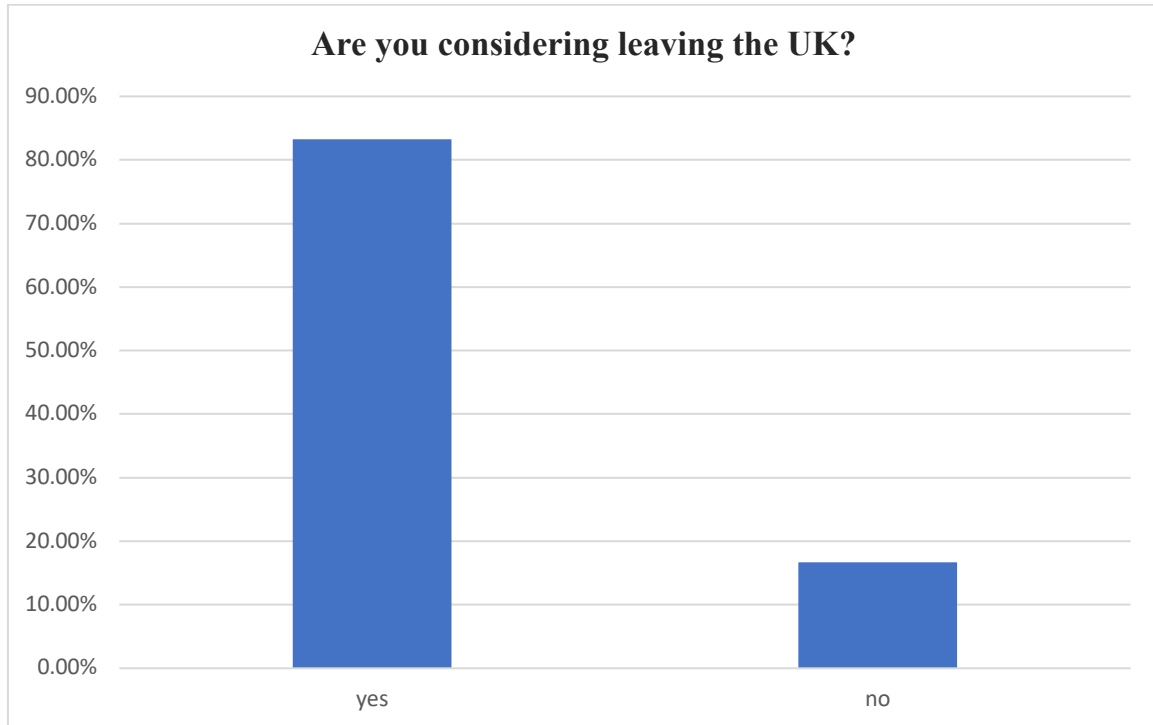
When asked, whether they are considering leaving the UK, 35 out of 42 respondents said yes. Only 17% of all respondents said that they are not currently considering this option.

A follow up question asked for the reasons they have to leave the UK. Majority responded that the current uncertainty regarding Brexit would be their main reason. Second most common reason was to return home and settle down or start a family life there.

In the next question the respondents were asked, whether they would consider returning home. This question was asked to all respondents, regardless of their previous answer.

Only 48% of respondents answered that they are looking at Czech Republic as one of the viable options. One could argue that this number should be higher if this question was only answered by those respondents, who previously answered that they are considering leaving the UK. However, this number is only slightly higher. Out of the 35 respondents, 19 said that they would consider Czech Republic. This is 54%.

A follow up question asked what are the main reasons for not considering Czech Republic and local companies as a viable option for your future career. More than 50% of respondents mentioned one of the above listed aspects of the CSR pillars and the disbelief that Czech companies put a strong emphasis on the work-life balance and continuous opportunities for their employees as one of their main reasons. Other frequent answers include the low pay in comparison to western countries and the lack of challenge and opportunity to grow, which can also be linked back to CSR.

3.3   The conclusion of the pre-research

The results of the first section of the pre-research, focusing on the companies in Czech Republic and their potential interest in hiring Czech Expatriates showed that companies are not only interested in hiring Czech expatriates, but would also be willing to increase their starting salary. The second section, targeting the Czech expatriates living in the UK and their interest in leaving Britain to seek opportunities to work in the Czech Republic, showed that approximately 50% of the respondents would consider Czech Republic as one of the options for future career.

Furthermore, more than 50% of the respondents mentioned CSR as one of the main obstacles from looking for a career in the Czech Republic, which shows the importance of this topic.

Combined, these results show that there is a ground for the research focusing on the impact CSR has on the expatriates when looking for job opportunities in the Czech Republic. It also shows that this research would be beneficial to both parties involved.

Chapter 4: Preparatory stage of research

This chapter is devoted to the preparatory stage of research, i.e. the formulation of the research problem, the research objectives and the research questions, followed by the empirical phase of the research.

As the previous chapter outlines, expatriates offer companies number of desired qualities. Previous chapters also described how decision-making on future employers is influenced by a number of aspects. One of them may be corporate social responsibility or specific activities associated with it. In general, the impact of CSR has been confirmed by extensive research and explained by a number of psychological theories. However, attitudes and opinions of expatriates may differ from other groups of respondents.

4.1 Goals and Research Questions

The aim of the thesis is to **"Identify how CSR activities of organizations influence the decision-making of expatriate potential job seekers."** Based on the breadth of this goal and the lessons learned by studying the subject, the author decided to divide it into two research goals, which were then transferred to research questions. The author is aware that besides the social responsibility, the decision-makers are also affected by a number of other aspects. In this work, however, it focuses specifically on the impact of CSR.

First of all, it is necessary to find out whether potential applicants are aware of CSR, whether they know what this concept involves and what it represents and whether they consider it to be important.

> **RQ1: How do aspirants perceive CSR?**

In the framework of the first research question, the author focuses on the applicants' overall perception of CSR in a more general sense. The author tries to focus on the specifics and create the overall picture through answering four specific questions.

- RQ1.1: What awareness of CSR do the candidates have?

- RQ1.2: Do they consider CSR generally important?

- RQ1.3: Is CSR an important element in their decision-making on future employers?

- RQ1.4: How interested are the participants in knowing more about CSR?

The first specific question focuses purely on the applicants' awareness. The author assumes that not every candidate knows what to imagine when we say CSR, which may affect his attitude towards socially responsible activities or the concept of CSR as a whole. From the point of view of the recommendations for businesses, it is crucial to learn whether to focus on presenting the company as being socially responsible, or whether it is more advantageous to present individual socially responsible activities of the enterprise, given the possible low awareness of CSR. The perception of CSR by the candidates is also conditioned by whether they consider it important for both their potential employer (RQ1.3) and in the general sense (RQ1.2). In addition to the importance of CSR, its perception is also influenced by the channels through which the candidate usually prefers to get information or whether they even want to get some (RQ1.4).

In addition, it is necessary to find out which specific CSR pillars, areas and activities are the most important to the candidates. To follow, the author set a second research question.

RQ2: What impact do individual pillars of CSR have on the decision-making of potential jobseekers?

The second research question therefore asks which activities included in the individual pillars are important to the candidates and how important they are to them. The purpose of this information is to find out which activities are of greatest importance to the job seekers and what businesses should concentrate on. The author assumes that the greater the importance of individual activities, concepts and pillars themselves, the greater the influence they have on decision-makers and the entire recruitment process. Further, the author wants to find out if any of the pillars appear to be more important or less important than others. In particular, the authors of the surveys often put one of these areas (pillars or similar clusters of activities and concepts) before another, see Chapter 2.2 Impact of social responsibility on recruitment. Activities falling within the economic pillar are often not mentioned here, not even by

businesses themselves. Based on this, the author also concretized the second research question through the following four specific research questions:

- RQ2.1: To what extent is the social pillar important in the decision-making process?

- RQ2.2: To what extent is the economical pillar important in the decision-making process?

- RQ2.3: To what extent is the environmental pillar important in the decision-making process?

- RQ2.4: Would the candidate choose a socially responsible company even at the cost of a lower wage?

The first three questions relate to the different pillars of CSR and their activities. The last specific question then relates to the comparison of the importance of CSR activities and concepts with the amount of wage offered. This is not about the importance of specific pillars as such, but about the aggregate impact of concepts (the impact of concepts) that fall on them when comparing more specific job offers.

4.2   Research Limitations

The research is limited to a certain extent by the fact that the author only examines the impact of CSR in the context of the influence of various factors on the recruitment or decision-making of job seekers on their future employers. Research also examines the conflict between the effects of CSR and wages, but other factors such as the employer's technological level, product or prestige are not explored here. The research also does not take into account the personal reasons for choosing a particular employer, such as friends and acquaintances working in the same company, a new team and a team environment. As can be seen from the research conducted in the theoretical part of the thesis, work environment and workplace relationships can also be linked to CSR.

Another limitation which had already been mentioned above is a different view of CSR and what this concept involves. Everyone can therefore imagine something different when they say this. In addition, this concept is quite new in our country, and so it does not even have to be understood by respondents who are interested in activities that fit in CSR.

Another limitation may be the low willingness of respondents to participate in the questionnaire survey and the provision of information that the author derives from his previous experience in past surveys in the same or similar group of respondents.

Lastly, the limitations mentioned in the pre-research section of this paper are true for the research itself as well. The main ones being the honesty of the respondents and the time they are willing to invest. This could potentially lead to respondents answering questions randomly.

The author has tried to minimize these limitations by including open questions, which would force the respondents to give a real answer, as well as by screening the answers to the questionnaire and eliminating all incomplete and visually randomly answered questionnaires, before any statistical tests were conducted.

Chapter 5: Methods of Collection and Evaluation of Data

In order to obtain the data, the author used the quantitative method of research, more precisely an electronic questionnaire survey, which is anonymous and allows to get the answers of those respondents who otherwise would not want to participate. The data obtained was then analyzed and interpreted using statistical methods. Since new data has been collected through research, it is primary research. Secondary research or gathering of knowledge that has already been found about the research area and the research problem has been carried out by the author before the primary research within the theoretical part of the thesis.

5.1   Data Collection and Selection of Respondents

The use of the questionnaire in electronic form brings several advantages. It is not financially demanding, and its electronic form greatly simplifies the evaluation, as the data is easily exported in output suitable for statistical software. Another advantage is its addressing, as it is possible to share it with those groups of respondents we need for research. Unlike written or phone inquiries, the respondent can also decide when to complete the questionnaire. Thus, we can expect greater amount of data.

In order to get even more data, the "snowball" method was chosen within which the questionnaire was presented to more respondents based on the recommendations of the previous respondent. The method was chosen primarily because it allows easy dissemination of the questionnaire to the target group, which can otherwise be difficult to cover by other methods (Baltar, Brunet, 2012, p. 58).

The disadvantage of this method is the distortion and the reduced representativeness of the sample, as the respondents are sending the questionnaire mainly to the people they know. It is therefore possible that they move in the same circles and share similar values and opinions (Baltar, Brunet, 2012, p. 58). For this reason, the questionnaire was placed in several online expatriate groups and also spread through as many other intermediaries as possible. However, a certain degree of sharing of similar values throughout this group is likely to happen.

5.2 Designing of the Questionnaire

The questionnaire was designed in response to specific research questions identified in the preparatory phase of the research. The questionnaire is given in Appendix C. Most questions in the questionnaire are closed - with one possible answer. In addition, there are two open questions with multiple possible answers and a matrix of questions with a rating scale. The open questions are used to refine the answers within the closed ones and will be subsequently re-coded according to each category.

The first part of the questionnaire concerns the first research question "How do aspirants perceive CSR?". The second part of the questionnaire focuses on the second research question "What impact do individual pillars of CSR have on the decision-making of the jobseekers?" The last part of the questionnaire contains questions about socio-demographic data that are important for refining the research results and for checking whether the respondent fits into the category the research means to address.

The questionnaire was carried primarily in English language, however, a version in Czech language was also used. The questionnaire was piloted and partially modified before starting. The final version of the questionnaire, including the results was then translated to English.

5.3 Methods for data evaluation

For processing and analysis of data, the author selected Microsoft Excel (data matrix modification and removal of inappropriate respondents) and SPSS statistical software, especially for their availability and easy handling of outputs. In order to analyze the data and the description of the findings, the author chose indicators of the basic statistical description as well as statistical tests.

Chapter 6: Data Analyses

The data collection took place from 20 February to 30 April 2019. The questionnaire was completed by a total of 298 respondents. Before carrying the analyses, the author cleared the data from the answers that were illogical or visually randomly chosen and incomplete. Furthermore, it was also necessary to exclude those respondents who did not meet the characteristics of the target group. Only those answering yes to the first two questions,

- Are you currently a Czech Expatriate in the UK?

- Do you hold a university degree or have significant work experience in the area of business management?

were viewed as viable candidates. After this process 14 questionnaires had to be excluded from the analyses.

6.1   Structure of the selection file

There were 284 valid questionnaire responses. Of these, 224 (79%) were men and 60 (21%) were women. The average age of respondents is 28 years. Respondents were divided into several groups by age for the purpose of describing the basic population, see Table 6.1. The largest group is represented by the age group 25-29, which corresponds to the average age of all the respondents.

Table 6.1: Classification of respondents by age group

Age Group	Number of Respondents	%
20-24	68	24
25-29	122	43
30-34	70	25
35-39	24	8
40+	0	+

Another significant feature was the number of workers in comparison to students. The majority of respondents, 92%, are working people, working students are 16% and only 8% are students who don't have a job.

Another significant characteristic linked to the number of workers vs. students is what company employs these respondents. While employees of international companies placed in the UK should not be as affected by the uncertainty of Brexit, employees of UK companies and students mention Brexit as their most significant reason why they are considering leaving the UK and possibly returning home. In the questionnaire, the open question was used for this characteristic. Following is the table showing the distribution of students and workers. Because in this question candidates were allowed to choose one or more applicable options, the percentage doesn't add up to the usual 100%.

Table 6.2: Classification of respondents by occupation

Group	Number of Respondents	%
Employed by a British company	183	64
Employed by an international company, placed in the UK	74	26
Student	70	25
Self Employed	3	1

As shown in the table 6.2, majority of the respondents are expats currently employed by British companies. Followed by workers employed by international companies but placed in the UK and students. Lastly only 1% of respondents are self-employed.

6.2 Questions examining CSR perceptions

This subchapter is devoted to the evaluation of the part of the questionnaire dealing with the candidates' perception of CSR. The very first question of the questionnaire surveyed respondents' awareness of CSR. If the respondent did not have any CSR awareness, he jumped to the second part of the questionnaire. For this reason, considerably fewer respondents answered the other questions in this section. Due to the low number of these respondents, some groups according to the socio-demographic characteristics are represented in a disproportionate way, therefore the author analyzes the answers in this part regardless of these variables. The statistics of answers to individual questions are broken down according to the specific research questions they fall into.

6.2.1 Awareness about CSR

This subchapter links to RQ1.1 "What awareness of CSR do the candidates have?". Awareness of CSR was related to the very first question of the questionnaire. The answer (relative frequency of responses) is represented by figure 6.1.

Figure 6.1: Understanding of the concept of CSR
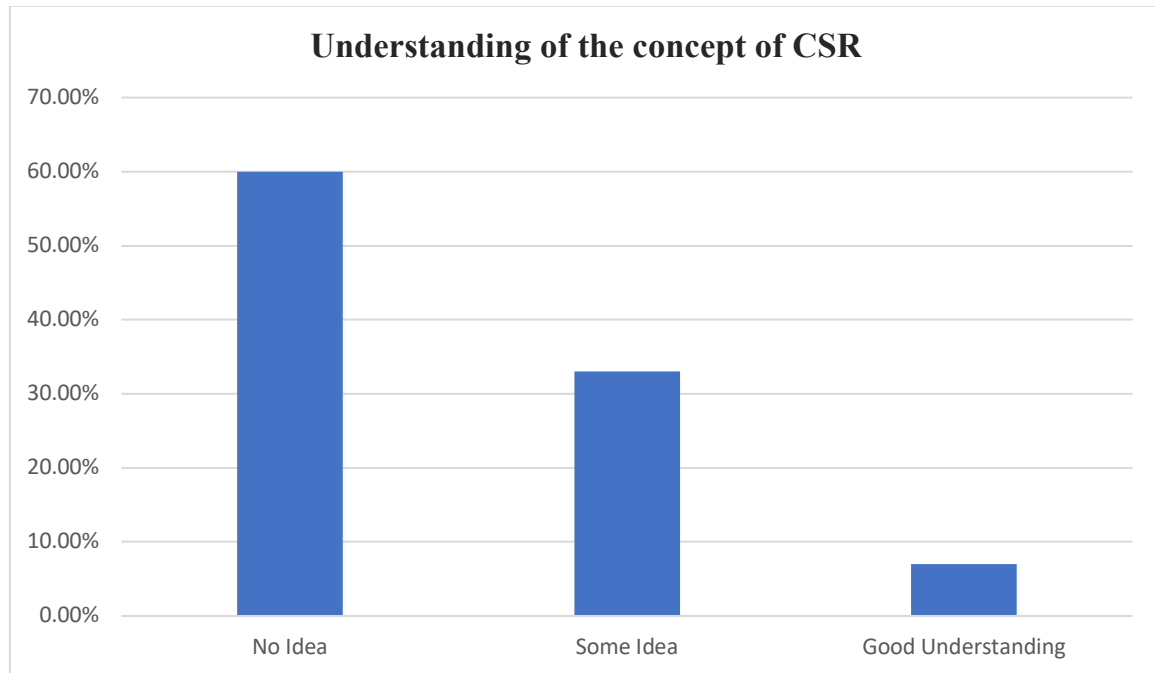
According to figure 6.1, a total of 40% of respondents replied that they had at least an idea about CSR, see the relative cumulative frequency of the second and third columns of the graph. However, 60% of the respondents indicated the answer "I do not know at all", i.e. they have no awareness of the concept of CSR. Respondents who said that they have at least some awareness of what CSR involves then responded to the open question. Using this supplementary open question, the author makes sure that the respondents are not mistaken, and they truly understand the concept of CSR at least in the broadest sense. All of these respondents answered the following question within the definitions presented in the first section.

Overall, awareness of the CSR concept among these respondents is relatively high, which may be due to the fact that they are young and educated people. The following two charts

therefore show the answers to the same question, taking into account the age group of respondents (figure 6.3) or the highest level of education they reached (figure 6.2).

Figure 6.2: Knowledge of CSR based on the level of education
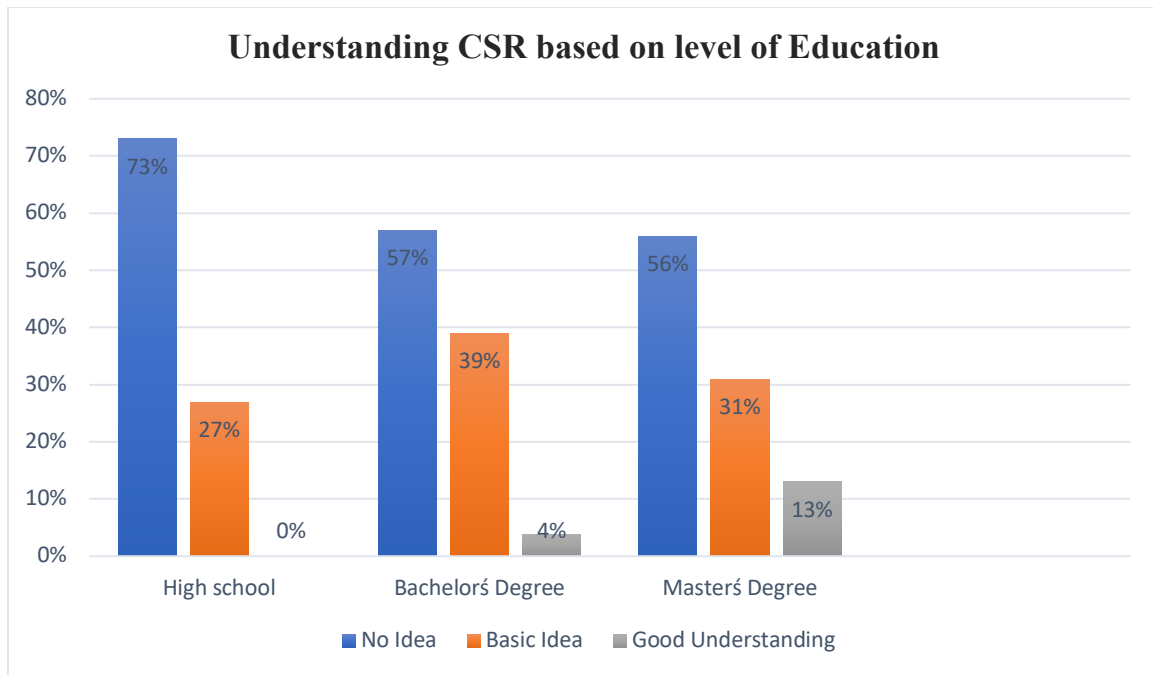
According to figure 6.2, knowledge of the concept of CSR varies based on the level of education. Among the categories "High school" and "Bachelor", the jump is quite significant. The change between degrees of "Bachelor's degree" and "Master's degree" is then negligible in terms of respondents who had at least some idea, however, we can see the difference for those who had a good understanding. Thus, the more educated respondents had higher CSR awareness than those who had reached a lower level of education. Due to the nature of the data, the statistical significance of these differences cannot be verified by statistical tests.

Figure 6.3 (below), which focuses on differences in responses by age group, shows that awareness of CSR increases to some extent with age as well. This distribution indicates that the greatest awareness of CSR falls in the middle two age groups. Within the last age group, which has been set at 35-39 years, however, awareness is again lower. However, it is not possible to say with certainty that this is indeed the case, since this difference can be caused

by a small number of respondents for this group. The statistical significance of these differences again cannot be verified by statistical tests due to the nature of the data.

Figure 6.3: Knowledge of CSR based on age

Understanding CSR based on Age

Age	No Idea	Basic Idea	Good Understanding
20-24	70%	0%	30%
25-29	58%	31%	1%
30-34	51%	40%	9%
35-39	67%	25%	1%
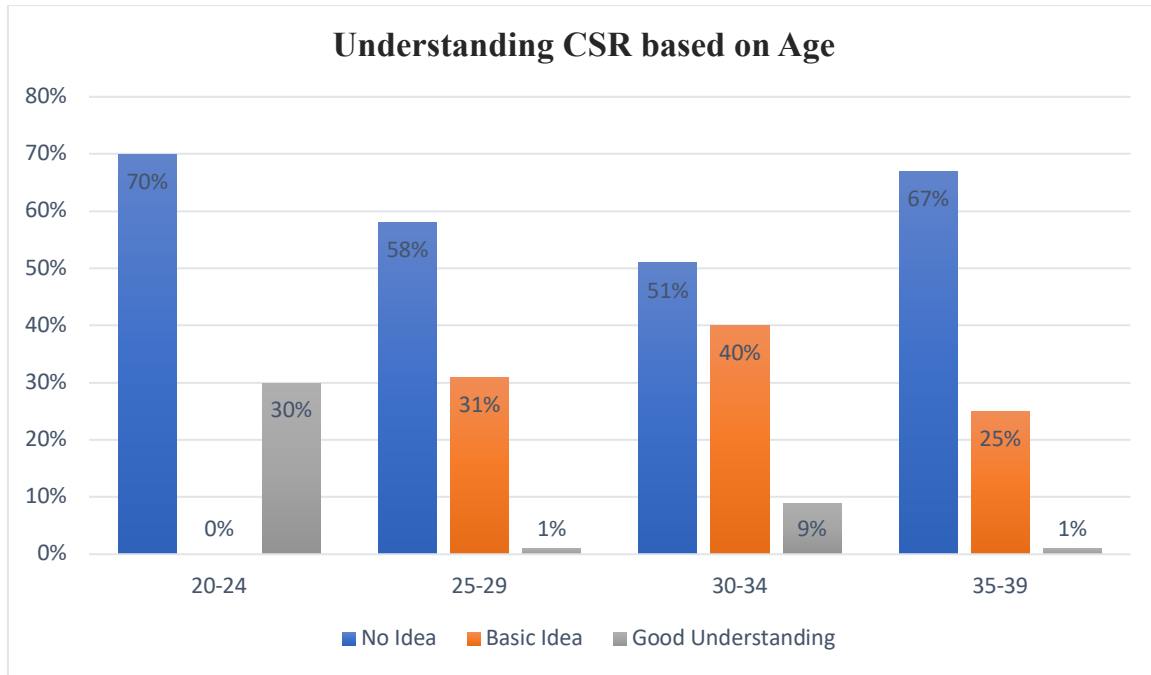
The analysis of CSR awareness among respondents of the Y generation, also known as millennia, and older respondents, is not possible because of the lack of data for the respective categories.

6.2.2 Importance of CSR (in general)

The statistics in this subchapter result from the questionnaire looking to answer RQ1.2 "Do respondents consider CSR generally important?" The first of these questions asked whether respondents generally consider CSR to be important. Only those respondents who have at least an idea of what the CSR concept includes are responding. The relative frequency of responses is shown in Figure 6.4.

Do you think it is important for companies to be socially responsible?
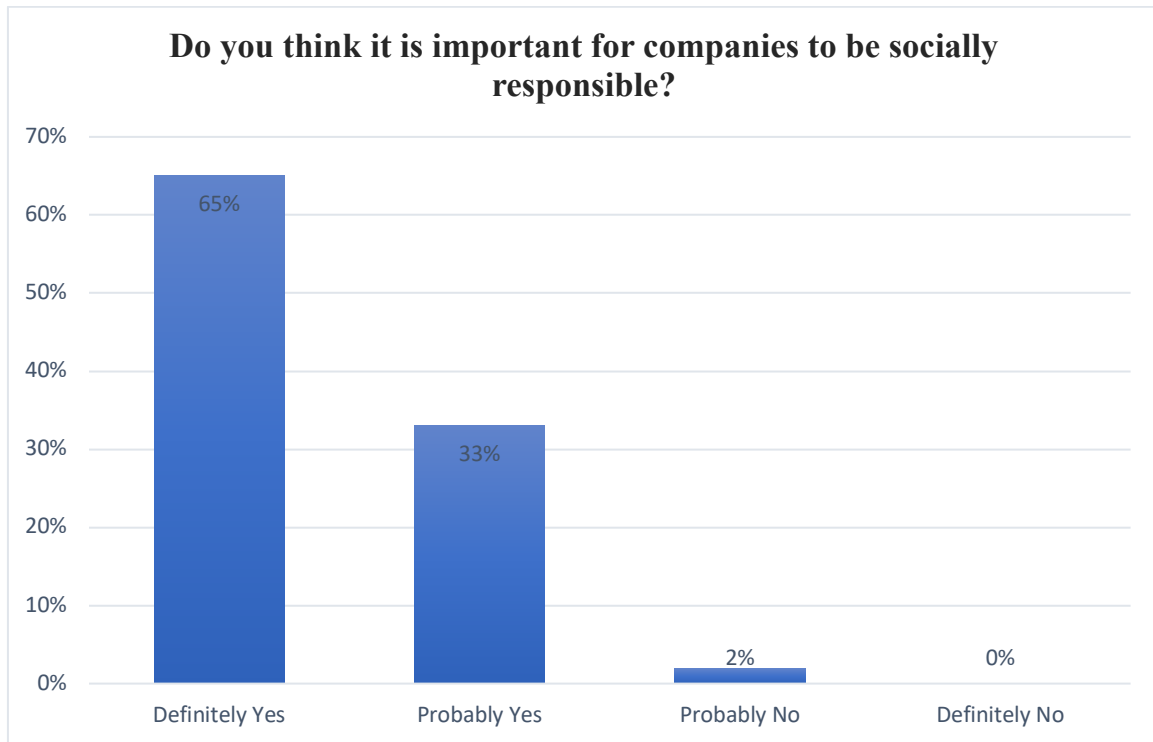
As can be seen from the graph, 98% of respondents generally consider CSR to be important. Only 2% did answered "no" to the question. The answer "definitely no" was not marked by any respondent. Almost all respondents who have some awareness about CSR also consider it important. This is probably related to one another, and it is precisely this awareness that encourages one to take this view.

Another issue concerning the importance of CSR in the general sense was whether respondents take CSR as a matter of course. Respondents' answers are represented by figure 6.5.
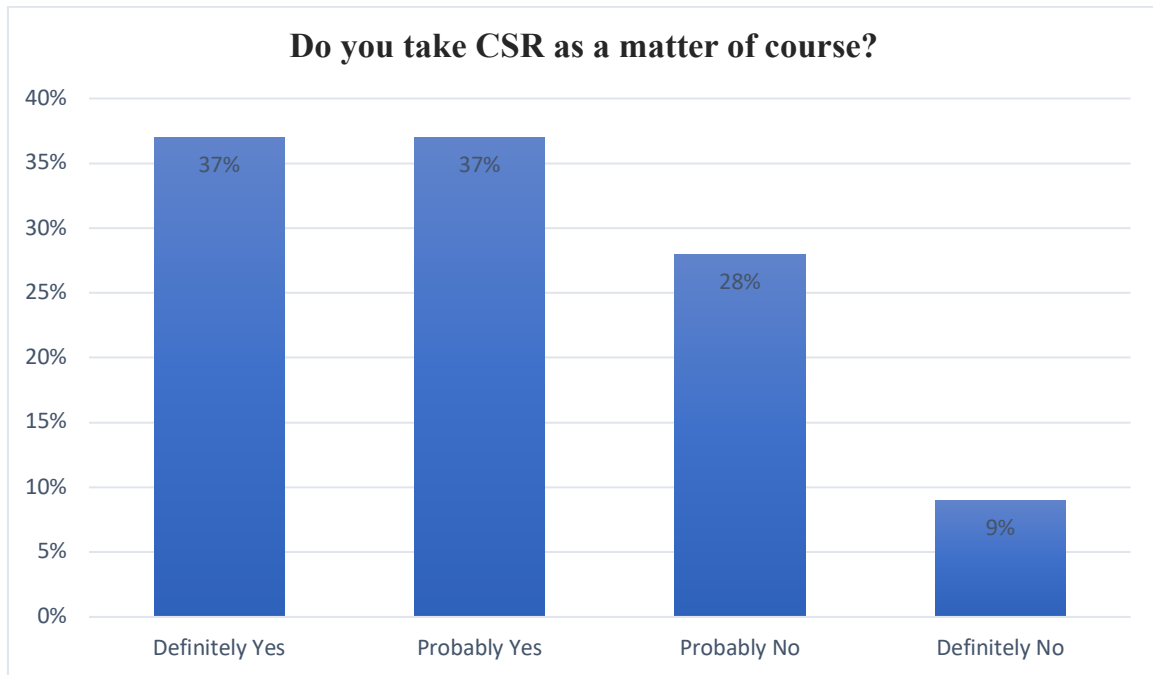
More than 70% of respondents take CSR as a matter of course. Therefore, according to these respondents, socially responsible behavior should be a standard. This again builds on the importance shown in the previous chart

6.2.3 Importance of CSR (in relation to choosing an employer)

This subchapter includes a questionnaire related to RQ1.3 "Is CSR an important element in decision-making on future employers?". Answers to the question of how the CSR of their potential employer is important for respondents is illustrated in Figure 6.6. Almost 60% of respondents have opted for the possibility that CSR is important for them when choosing their employer. However, the most-labeled answer is not the sole assent to this statement, but the "probably yes" response identified by 40% of the respondents. The same question was then answered by all respondents (with or without awareness), within the framework of the assessment of individual CSR activities included in specific pillars.

36% of respondents responded that CSR was not important for them when choosing an employer. However, in the later matrices, when responding to this question for each activity separately, their answers were hardly different from those of the other respondents. This fact was verified by t-tests. Those at the significance level of 0.05 (5%) showed that within all three pillars there is no statistically significant difference in the importance of the activities listed in the matrix in the second part of the questionnaire given the positive or negative answer to this question in the first part of the questionnaire.

This discrepancy may be due to the fact that respondents did not recall all the activities that CSR may include or attempt to avert their importance in responding to such a general question. The fact that some activities are not important to them can outweigh the importance of other activities in their decision-making. In the author's opinion, evaluating specific activities brings more concrete and objective results than these generally asked questions.

6.2.4 Interest in learning more about CSR

This last subsection is interested in RQ1.4 "How interested are the participants in knowing more about CSR?". It investigates whether the respondents are interested in CSR as well as through which channels they draw information on the topic.

First, it was necessary to find out whether the respondents were interested in this issue actively, passively or not at all. Their answers are shown in Figure 6.7.

As shown in this figure, 77% of respondents who have an idea of what social responsibility is, are interested in this area, but they do not actively seek information. 7% of respondents are actively interested in this area and 16% do not have an interest in the matter.

Figure 6.7: Interest in CSR
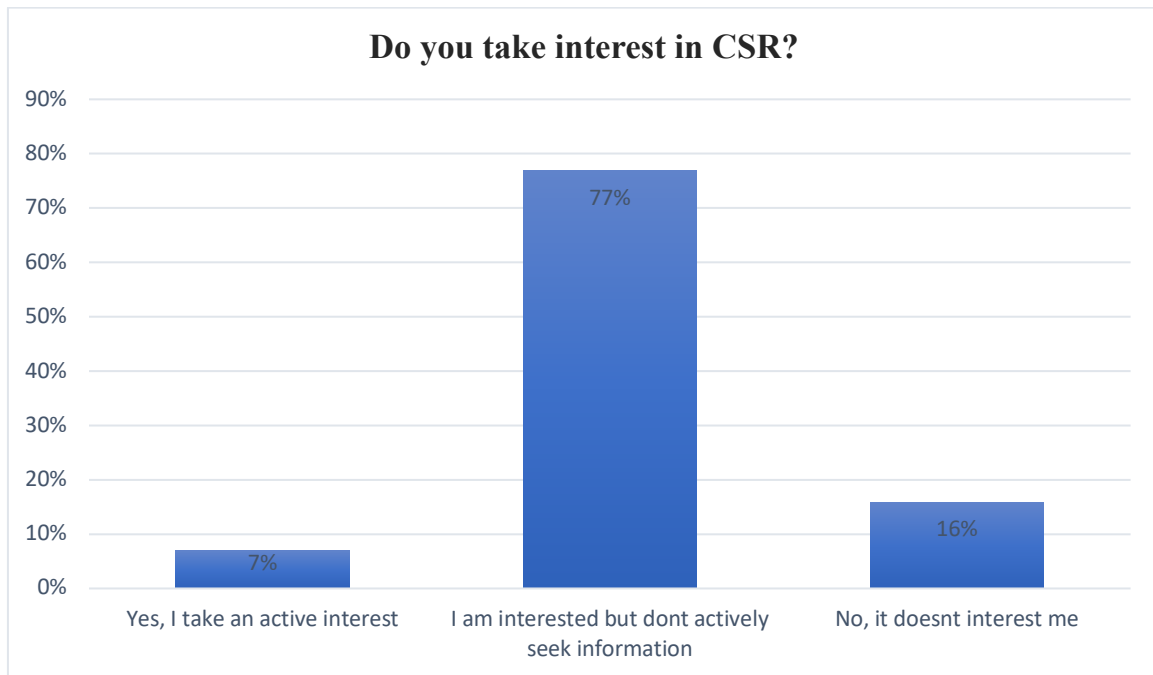
It is clear from Figure 6.7 that more than 80% of respondents who know about CSR take note of this information. This ratio of responses can be expected, as respondents who don't have CSR awareness no longer respond to this question.

If the respondents answered this question positively, they continued to answer questions about the channels and forms of information they use to learn more about this topic. Most common channels were news servers and social media, followed by the company websites.

In addition to preferred channels, the respondents also determined what forms of CSR information were best for them. Again, multiple responses could be selected.

The most preferred form of CSR information was social networking (77%), which corresponds to the popularity of social networks as a communication channel. The second most preferred form of communication in this area was an article (65%) that could be published through internet information servers or in the press. A very popular form of information was also blogpost (46%). The other forms of communication have been identified by a smaller number of respondents and the difference between their popularity is no longer so large. Any of the foregoing forms can therefore be beneficial. Each of them can also be used to, or at least point to, a web site or social networking contribution.

6.2.5 A summary of the analysis of CSR perceptions by potential expatriate job seekers

Previous analyses show that CSR awareness among jobseekers is relatively high, although most of them still do not know what the CSR concept involves. Those who know it then perceive CSR as an important thing that should be a matter of course. This means that CSR activities should be carried out automatically and not just as something extra. This view is supported by majority of the respondents, both on the general level and when deciding on their future employer. In addition, these applicants perceive CSR information rather passively. This means they are interested in this concept but do not actively look for more information.

6.3 Influence of individual pillars of CSR on recruitment

The second part of the questionnaire is focused on the role of socially responsible activities during the selection of future employer, which is the area covered by the second research question. The importance of different activities was scaled from 1 (absolutely unimportant) to 4 (very important). There was a difference in opinion on these activities by two groups -

those who understand the concept and those who don't. The author further analyzed the preferences under the influence of two factors - social responsibility and wages offered.

This subchapter is structured according to specific questions (the importance of activities falling under individual pillars and the importance of CSR in comparison to different gross wage offerings) and the results of statistical tests where the author first dealt with the comparison of the importance of pillars and then the difference of importance according to the respondents' knowledge of the topic.

As these tests relate to more sub-questions at one time, their results are shown separately. The tested statistical hypotheses determine the order of importance of the pillars and also the difference in the perceptions of CSR activities by respondents who have at least an idea and respondents who have no idea about it. To some extent, this knowledge can be deduced from the statistical descriptions used. However, the author considers it necessary to test the validity of the individual claims as well. To enable testing, the author first determined the average values for each pillar on the basis of an evaluation of the importance of individual activities. For the purposes of some statistical tests, the social pillar was then divided into two parts - a workplace area and a field of activity linked to a local community or outside the work environment. The division of the social pillar into these two parts is used, for example, by the Business Leader forum (Steinerová et al., 2008). The division also corresponds to what activities within the social pillar affect the external environment and the internal environment of the enterprise (Putnová, 2004, p.18).

The data obtained from the evaluation matrix, i.e. the absolute and relative frequency of each degree of importance of activities, is shown in Table 6.3. The table also indicates in which CSR pillar the activity or group of activities falls. The most frequent answer, or the most frequently chosen level of importance, is highlighted in the table for each activity. The table shows the answers of all respondents, regardless of whether they have CSR awareness or not.

For greater clarity and the possibility to use data from the table to answer specific research questions, the results shown in the table are also illustrated by graphs according to individual pillars in subchapters dealing with specific questions.

Table 6.3: CSR activities and their importance

Activity Group		1 Absolutely Unimportant		2 Rather Unimportant		3 Rather Important		4 Very Important	
		#	%	#	%	#	%	#	%
S O C I A L **P I L L A R**	Health and safety of employees	32	11.3	64	22.5	102	35.9	86	30.3
	Education and Training	8	2.8	22	7.7	110	38.7	144	50.7
	Work Life Balance	8	2.8	6	2.1	54	19	216	76.1
	Equal Opportunity	126	44.4	86	30.3	44	15.5	14	9.9
	Diversity	32	11.3	48	16.9	92	32.4	112	39.4
	Outplacement	152	53.5	90	41.7	36	12.7	6	2.1
	Support for the local community	10	3.5	28	9.9	140	49.3	106	37.3
	Sponsorship and donations	88	31	108	38	72	25.4	16	5.6
	Volunteering	108	38	102	35	60	21.1	14	4.9
	Employee involvement in decision making	110	38.7	104	36.6	58	20.4	12	4.2
	Respect for human rights	48	16.9	52	18.3	72	25.4	112	39.4

E C O N O M I C	Code of ethics	48	16,9	40	26,8	106	37,3	54	19
	Transparency	10	3,5	32	11,3	138	48,6	104	36,6
	Fair competition	20	7	44	15,5	126	44,4	94	33,1
	Fair treatment of business partners	8	2,8	28	9,9	94	31,3	154	54,2
	Consumer rights protection	18	6,3	40	14,1	116	40,8	110	38,7
	Anti-corruption measures	12	4,2	32	11,3	72	25,4	168	59,2
	Protecting and respecting intellectual property	12	4,2	36	12,7	130	45,8	106	37,3
E N V I R O N M E N T A L	Investment into environmentally friendly equipment	68	23,9	82	28,9	92	32,4	42	14,8
	Natural resource conservation	46	16,2	70	24,6	106	37,3	62	21,8
	Ecological handling of waste	50	17,6	76	26,8	88	31	70	24,6
	Projects and programs related to environment	70	24,6	100	35,2	80	28,2	34	12

6.3.1 The importance of the social pillar

The importance of the social pillar (included in RQ2.1 "To what extent is the social pillar important in the decision-making process?") s determined by the importance of the individual activities, which is depicted in Figure 6.8 showing the relative frequency of responses to individual activities.

Figure 6.8: Importance of activities within the social pillar
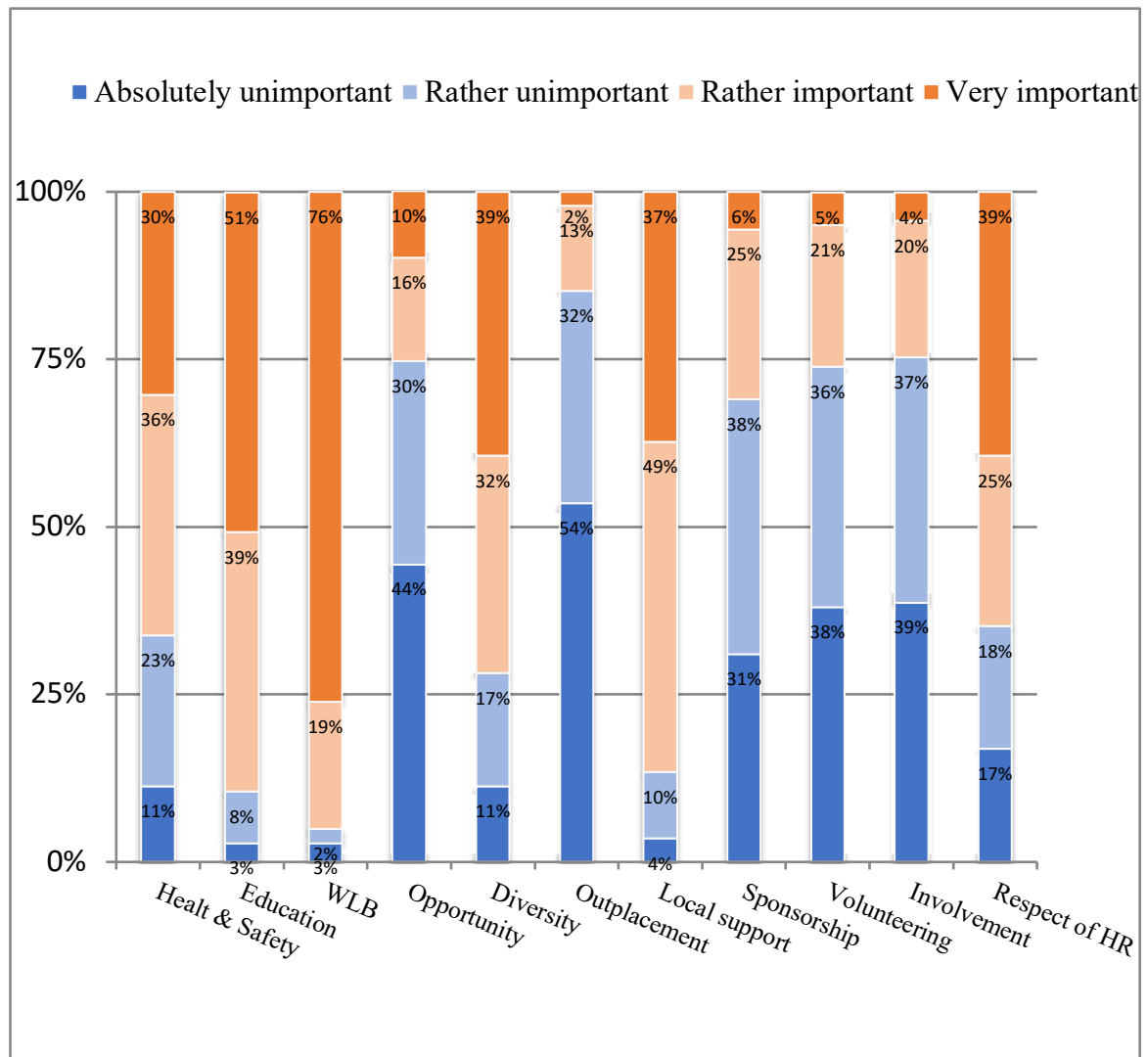
As can be seen in the graph, the importance of the activities shown is quite variable. It shows that one of the most important aspects is the concept of work-life balance, which was very important to 76.1% of respondents and quite important to 19% of the respondents. It is followed by education and development, employee involvement, health and safety, and equal opportunities. All of these concepts are related to the work environment and are therefore focused on employees directly. The opposite extreme in the work environment are outplacement, which 31.7% of respondents consider to be rather unimportant and 53.5% to absolutely unimportant, and diversity with 30.3% rather unimportant, 44.4% absolutely unimportant.

The importance of activities that are more relevant to the community and the external environment of the society also appear to be significantly lower. Support for local community as well as for sponsorship, donation and volunteering predominates with response of negative importance. The change only applies to human rights and child labor. Here, 86.6% of respondents (relative cumulative frequency of the right side of the spectrum) tend to view it as important.

Within the context of diversity and equal opportunities, it is possible to have a different perception based on gender, age, level of education and other aspects. Because of the lack of data to distinguish this perception according to all these indicators, the author focused on these activities only to distinguish the perception of their importance according to the gender of the respondent, see figures 6.9 and 6.10. Different perception of other activities is negligible.

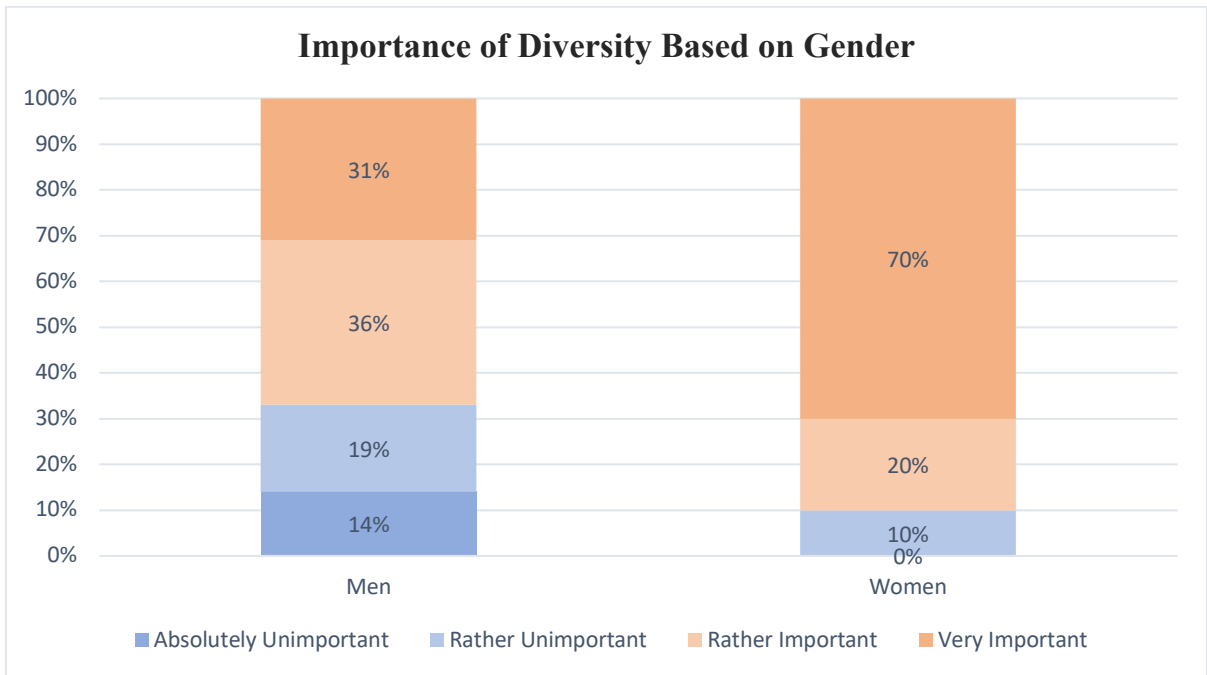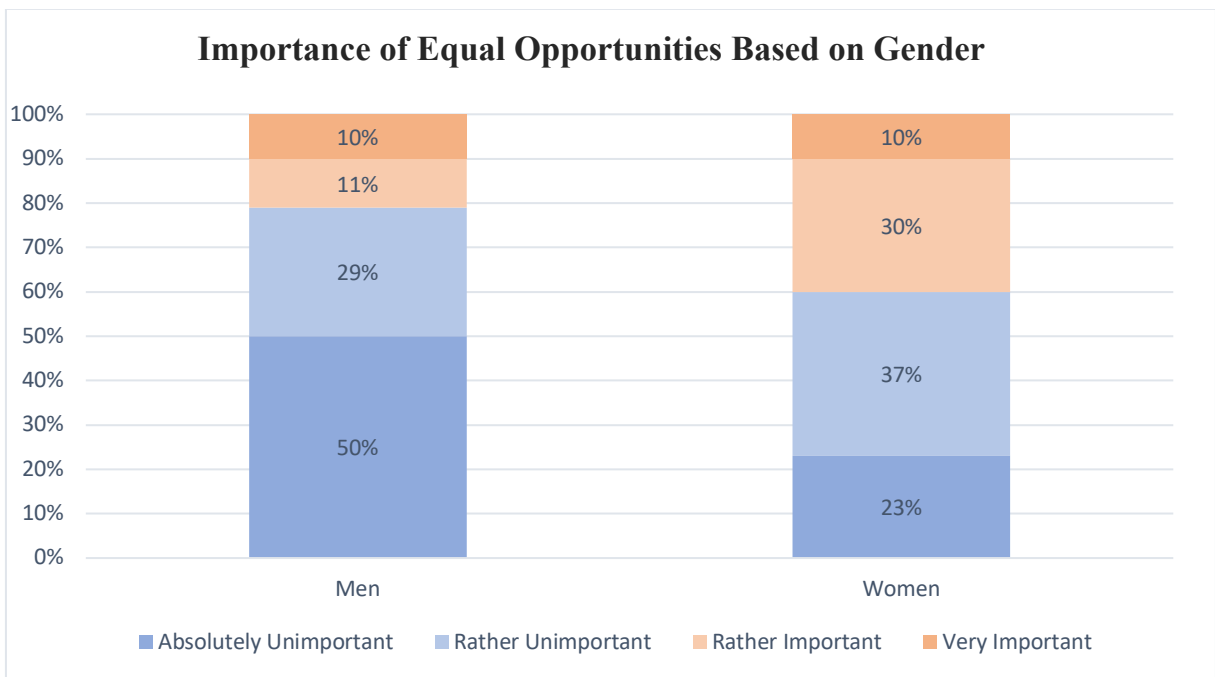*Figure 6.9: Importance of diversity based on gender*

*Figure 6.10: Importance of equal opportunities based on gender*

In terms of diversity (figure 6.9), the difference in opinion between men and women is smaller than that of equal opportunities (figure 6.10). According to the relative cumulative frequencies of the right side of the evaluation spectrum, the importance of diversity for women was 40%, while for men it was only 20%. It is this difference and the fact that women are significantly less represented in sample (21%), which can explain the resulting low importance of diversity shown in figure 6.8. However, with a balanced ratio of men and women in the sample, the resulting importance of diversity would only increase slightly.

On the contrary, in terms of equal opportunities, the difference in perception of this issue between men and women is much more noticeable. It was important for 90% of women and 67% of men. Here, a balanced number of respondents would increase the overall importance of these activities even more than in diversity.

6.3.2 The importance of the economical pillar

The importance of the economic pillar falls under RQ2.2 "To what extent is the economical pillar important in the decision-making process?". As with the social pillar, the importance of individual activities is also shown here by a bar chart (Figure 6.11).

Figure 6.11: Importance of activities within the economical pillar
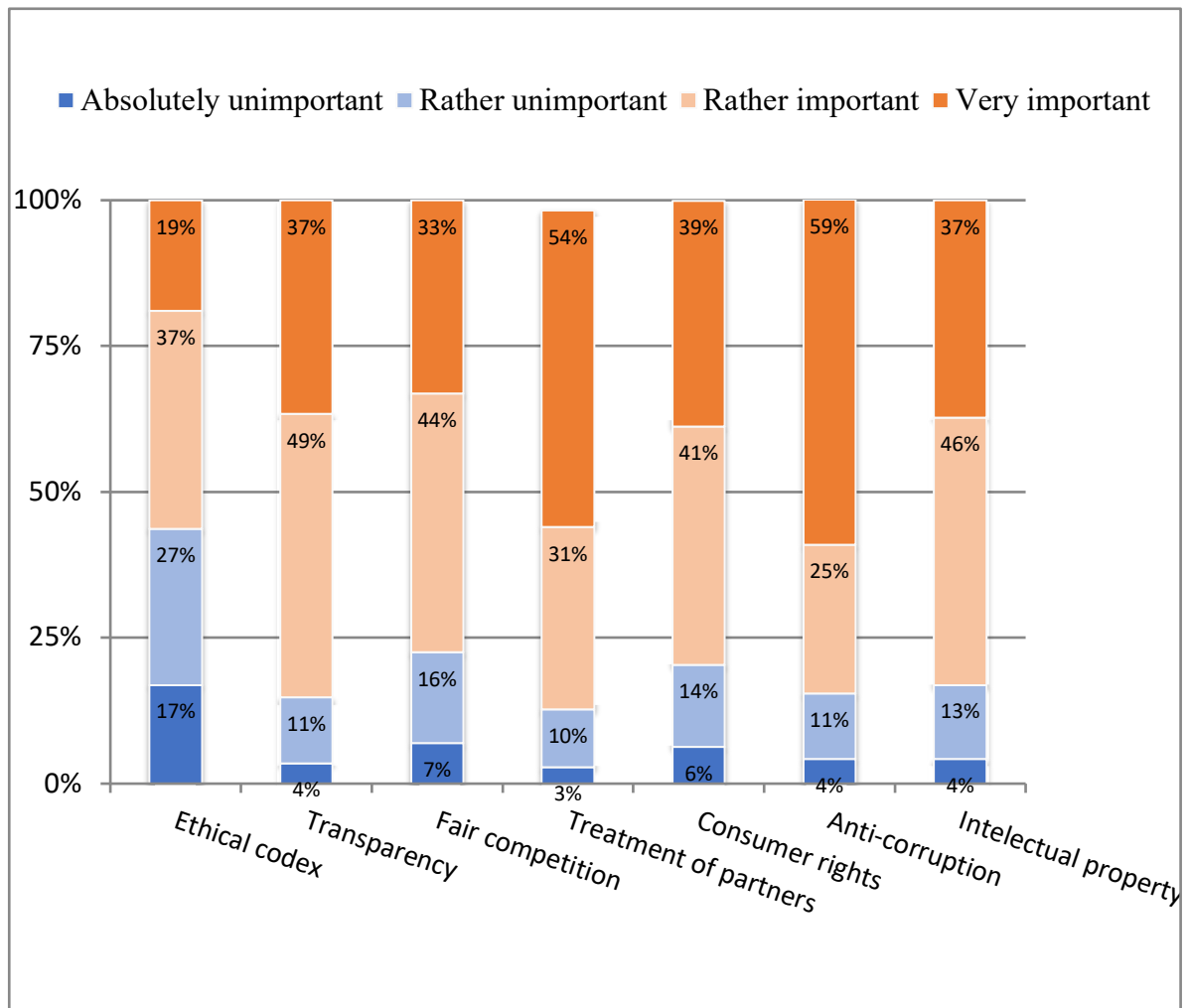
Unlike in the social pillar, the CSR activities are much more balanced here. In addition, more than half of respondents consider these activities to be important. The least important here is the existence of a code of ethics in the company, which was marked by 56.3% of the respondents. Other activities are viewed as important by 77.5% to 85.5% respondents, which

is at least three quarters of respondents, with the highest importance being fair dealing with business partners. Only by looking at the chart, we can see that the impact of the economic pillar within the triple-bottom-line seems to be the most significant.

6.3.3 The importance of the environmental pillar

This subsection discusses answer to RQ2.3 "To what extent is the environmental pillar important in the decision-making process?". The diagram below illustrates the importance of related activities on the same principle as in the previous two cases.

Figure 6.12: Importance of activities within the environmental pillar
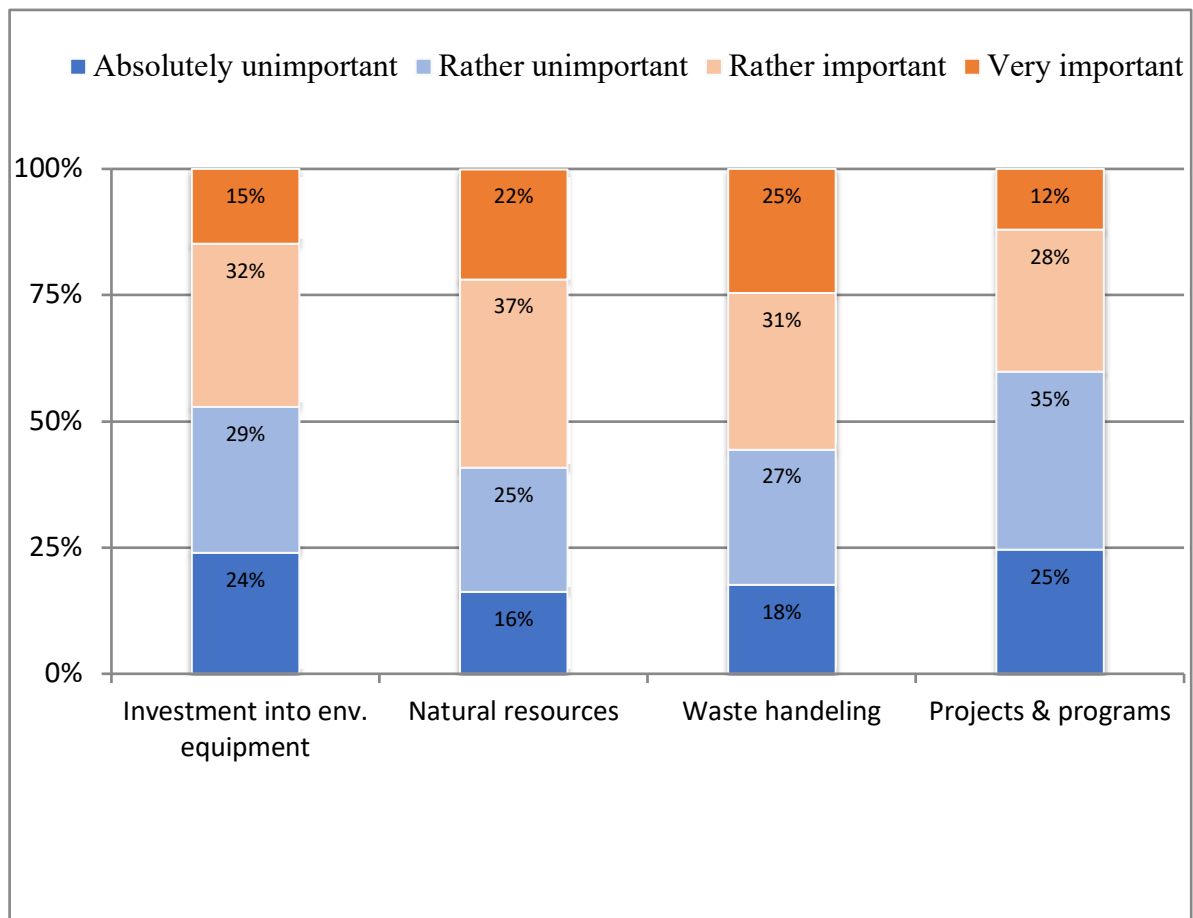
In the case of activities falling within this pillar, the importance to the respondents is the most balanced. The least important were the projects and programs supporting the protection and cultivation of the environment, which was important to 40.2% of the respondents. The most important are the activities related to the protection and care of natural resources, which were identified as important by 59.1% of the respondents. However, due to only slight differences, we cannot lean to any of the extreme opinions. This is why this pillar, in comparison with the other two pillars, seems to be the least important.

6.3.4 The influence of CSR on the applicant's decision at different levels of offered salary

This specific research question (RQ2.4 "Would the candidate choose a socially responsible company even at the cost of a lower wage?") covered 4 questions in the questionnaire, when the author first outlined the characteristics of two companies A and B. One of them (company A) was presented as socially responsible, while company B was not socially responsible. Respondents were then asked to choose for which company they would rather work given the following difference in wage offered:

1. Both companies offer the same wage
2. The wage offered by B is 5% higher than wage offered by A
3. The wage offered by B is 10% higher than wage offered by A
4. The wage offered by B is 20% higher than wage offered by A

Respondents' answers are shown in the following graph. It shows the relative frequency of respondents' answers for all 4 variants of the question. With the increase in B's offer, respondents gradually turned to this option. Despite this, a relatively large proportion of respondents would choose company A.

Figure 6.13: Deciding between higher wage and CSR
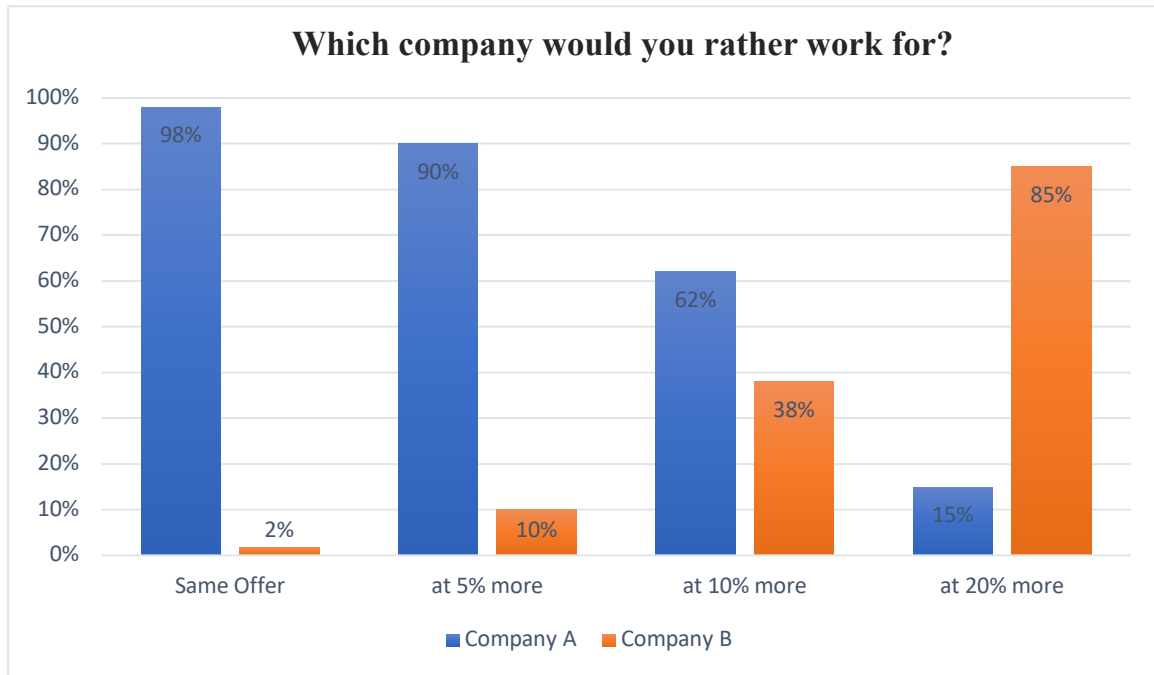
The author is aware of the fact that there are other factors that could influence the decision-making process and that the respondents were provided with incomplete information about the enterprises. However, this is only a very simplified model of a possible real situation where the bidder does not need to have sufficient information, but they decide according to the information that is available.

6.3.5 Summary of the analyses of CSR pillars and concepts and their importance to the potential jobseekers

This summary contains the conclusions drawn from the analyzes of the specific issues related to RQ2 (What impact do individual pillars of CSR have on the decision-making of potential jobseekers?). When analyzing the importance of individual pillars and their associated activities, none of them has proven to be meaningless or having no impact on jobseekers. However, their importance varies.

The economic pillar, according to the results of the analysis, seems to be the most important, and therefore has the greatest impact. This was confirmed by statistical tests. Moreover, its

position does not seem to be affected by the awareness of respondents about CSR - the economic pillar is equally important for respondents who do not know what the CSR concept involves.

The second most important and also the second most influential is the social pillar, which includes the activities associated with the working environment and employee rights. It is followed by the environmental pillar and part of the social pillar dealing with activities outside the company's internal environment. Both the social and environmental pillars have demonstrated a statistically significant difference between the importance for respondents with and without CSR awareness. In the environmental pillar, this difference is the most obvious. Overall CSR has a greater influence over the applicants who have at least an idea of what it involves.

Regarding the impact of CSR on this decision making in various financial offers, respondents were willing to accept a socially responsible business offer at a reduced wage rate of 5%. In 60% of cases, they are also willing to accept a 10% lower wage offer. Good CSR thus has a certain impact on these candidates even when the company is at a disadvantage of offering lower wages.

Chapter 7: Discussion

In this chapter, the author deals in a greater detail with some of the conclusions of the analysis in the context of research already carried out in the research paper. This chapter, similarly to the paper as a whole, is divided into two parts, each of which deals with the findings of one research question. However, some areas are partially interconnected.

7.1 Perception of CSR

The awareness of social responsibility as a whole is not too high. However, this does not mean that CSR as a whole is not an important tool of promoting a business, from a position of an employer, a producer or a good citizen. The individual activities that fall into CSR have proven to be important even among CSR unaware respondents. The fact that this term is known by at least 40% of the respondents cannot be considered a bad result. However, it is mainly young and educated people who can be expected to be interested in these areas according to other research findings.

In general, according to the results of this CSR survey, 98% of the respondents who are aware of this concept considered it to be important. At the same time, 70% of them think that socially responsible behavior should be self-evident. We can see similar results also from more general research conducted, for example, by IPSOS (2016; Niedermeier, 2017). This implies that CSR can not only help the company with the image, branding and reputation of a good employer, but it can also harm the company if it is not portrait as a socially responsible employer.

The fact that these respondents regard the concept of CSR as a normal thing may be because in Czech Republic employees and consumers are to a large extent protected by the laws with which respondents can confuse with socially responsible behavior. However, in the author's opinion, this does not mean that businesses have no room to be responsible beyond these laws.

As far as CSR communication is concerned, news servers and social networks appear to be the best channels. The use of these channels is also best suited to the fact that only 7% of respondents are actively seeking new information regarding CSR. More than three quarters

of respondents are passionate about it - they do not actively seek information. This means that information should be communicated to these respondents by neutral channels that are not directly linked to business and cannot be considered as advertising - for example, information servers that are also believed to be credible. This result is supported by the already mentioned study by Yoon et al. (2006). In addition, Yoon adds that neutral channels of communicated activity look like a sincere commitment to a better society.

7.2 The importance of CSR when choosing the employer

The importance of CSR recruitment activities that has already been shown in previous studies can also be confirmed on the basis of the data presented in the previous chapter focusing on jobseekers amongst the current expatriates. CSR is an important element in an employer's brand, helping aspirants to create a picture of how the given company operates and what environment can be expected.

However, in contrast to the studies mentioned above, which mainly focused on the social pillar activities, the economic pillar stands out from the data analyzed in this research. All activities included in the economic pillar were also evaluated by respondents who have some awareness of CSR as well as those who do not. From this point of view, it can be concluded that these are key areas for those who are not usually interested in CSR.

Of great importance are also the activities included in the social pillar, especially those related to the working environment. Work-based activities are strong signals that indicate to the job seekers how life in the company would look like. The most important of all the activities mentioned in the survey under all three pillars were activities related to work-life balance, which were identified by 95% of the respondents, followed by the area of education and development with 89% of the respondents. In addition, the activities in both of these areas can also benefit the enterprise at a more general level. As stated by Kašparová and Kunz (2013), work-life balance activities also lead to a reduction in the fluctuation, higher motivation and efficiency of the work of current employees.

The areas of the social pillar, which involve more of the out-of-enterprise activities, as well as activities related to the environmental pillar, are significantly less important according to research results. Again, it partially copies the conclusions of other research.

Data analysis also showed that candidates are willing to choose a socially responsible business even at the cost of a reduced wage. This claim has already been made by previous research. A more specific results are depicted by for example, Polívka (2013). According to his research, jobseekers are willing to accept an offer with a 3-6% reduction in wages. However, research has shown that in 62% of cases, applicants would accept a reduction of 10%. A 5% reduction was then acceptable in 90% of cases.

Chapter 8: Recommendations

Based on the knowledge gained from the study of the subject and the data analysis, the author has decided to formulate the following recommendations:

8.1 Use CSR as a tool to make the company more visible as an employer

Presenting socially responsible activities can be used as a tool by which an enterprise can become more visible as an employer and differentiate themselves from the competition.

Communicating how the company behaves towards employees and the environment as well as how it is involved in the community will help potential job seekers gain insight into the company and create an idea of how it operates. This information is most important for businesses that operate mainly on the B2B market and thus are not as well known by the jobseekers from a customer point of view.

8.2 Put more emphasis on the economic pillar of CSR

Companies should put more emphasis on socially responsible activities in the economic pillar. Currently, these businesses, as part of self-promotion as an employer, are still focused mainly on employee benefits and activities related to the work environment or on student support and philanthropy. However, an enterprise may also comment, for example, on current problems with corruption or unethical behavior. In addition, an enterprise should present a variety of audit, business partner and customer awards not only to customers but also to promoting themselves as an employer.

8.3 Focus on the most preferred activities

As shown in the research these activities are:

- Work-life balance

- Education and further development of employees

- Involvement of employees in decision making

8.4   Use proper communication channels

The best channels for communicating CSR activities are news servers, social networks, and business websites. In addition, the news servers have the advantage that articles placed on them do not seem as advertisements and thus have more credibility than what the business itself puts on its site.

Conclusion

The aim of this diploma thesis was to find out how CSR activities of organizations in the Czech Republic influence the decision making of potential job seekers. It focuses specifically on current Czech expatriates in the UK. Based on these findings, the author attempted to formulate recommendations for businesses who are looking to gain new employees and to differentiate themselves from competition in the labor market. The impact of socially responsible activities on the decision-making of jobseekers has been examined on the basis of the importance of these activities as well as on the awareness of the applicants on the topic of CSR as a whole.

To meet this goal, the paper first outlined what the concept of social responsibility includes, how it is defined and what specific activities fall within it. It also dealt with ongoing research on a similar subject, which has shown that social responsibility is indeed one of the factors that influences the decision-making of jobseekers when choosing an employer. The results of these studies have shown that CSR is influencing these candidates not only on their own but also in terms of the employer's brand. Some areas and activities then seemed more important than others. Most of the studies highlighted the CSR social pillar in particular, on the other hand, the environmental pillar was considered unimportant.

Within the practical part of the thesis the author carried out a primary research in a form of questionnaire survey among current Czech expatriates in the UK. The subsequent analysis of research results showed that although most respondents do not know what the term CSR includes, the awareness of CSR among these expats is still relatively high. At the same time, corporate social responsibility is generally considered important. The majority of respondents who are interested in CSR do not actively seek information about socially responsible activities. Therefore, it is advisable to focus on the channels through which these activities can be communicated.

As the most influential pillar, according to research results, was the economical pillar. None of the activities that were included in this research into the economic pillar were generally rated as irrelevant by respondents. This finding is considered by the author to be of interest mainly because the economic pillar has often been neglected in previous research, and many

businesses have only little or no information about it, even though this does not mean they are not active in this field. The economical pillar is followed by activities in the social pillar-work environment, some of which (work-life balance, education and development, employee involvement) even outweigh the importance of economic activity. Less important but still not insignificant are the remaining activities falling within the social pillar outside of the company and those that concern the environmental pillar.

Social responsibility can therefore be considered an important factor for jobseekers in the pool of expatriates, even if they have no awareness of the CSR concept. Communication of CSR activities offers the enterprise an opportunity to differentiate itself from competition and to become visible as an employer and for those who do not know it from the position of the customer. Additionally, tenderers are willing to accept a job offer from a socially responsible enterprise even at a lower wage.

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Appendix

Appendix A

The table below shows results of survey given to 32 managers or HR personnel in companies operating in Czech Republic.

Questions Asked	Answers			
	Yes		No	
Are you a manager in your company or do you work in HR on a position focused on recruitment?	#	%	#	%
	32	0	0	0
Would you (your company) be interested in hiring former Czech expatriates, currently living in the UK seeking managerial positions?	30	2	2	6.25
Would you say there are benefits to hiring applicants with international experience?	31	1	1	3.125
Can you specify what are some of these benefits to your company?	No Statistical Data			
	Yes		No	
Would your company be willing to pay a higher starting salary to these applicants in comparison to local applicants?	#	%	#	%
	20	62.5	12	37.5

	Up to 5%		5-10%		more than 10%	
What is the percentage increase you believe would be acceptable in your company?	#	%	#	%	#	%
	5	25	9	45	6	30

Appendix B

The table below shows results of survey given to 42 Czech Expatriates currently living in the UK.

Questions Asked	Answers			
	Yes		No	
	#	%	#	%
Are you currently a Czech expatriate living in the UK?	42	0	0	0
Do you hold or are you finishing a university degree or have a significant work experience in the area of business management?	42	0	0	0
Are you considering leaving the UK?	35	83.3	7	16.7
Can you list a specific reason(s)?	No Statistical Data			
	Yes		No	
Is return to Czech Republic one of the possibilities you are considering?	#	%	#	%
	20	47.6	22	52.4
What are your main reasons for not considering Czech Republic and local companies as a viable option for your future career?	No Statistical Data			

Appendix C

Below is the complete research questionnaire, which was given to 298 respondents. 284 questionnaire responses were valid and used for the study.

1. **Are you currently a Czech Expatriate in the UK?**
   o Yes   o No

2. **Do you hold a university degree or have significant work experience in the area of business management?**
   o Yes   o No

3. **Do you know what the term "corporate social responsibility" (CSR) means?**
   o Yes, I have a good understanding   o Yes, I have some idea.   o I have no idea.

4. **What would you include under CSR?**

   _____

5. **How would you characterize CSR?**

   _____

6. **Do you think it is important for companies to be socially responsible?**
   o Definitely yes   o Probably yes   o Probably not   o Definitely not

7. **Do you take CSR as a matter of course?**
   o Definitely yes   o Probably yes   o Probably not   o Definitely not

8. **Is CSR an important factor for you when choosing your future employer?**
   o Definitely yes   o Probably yes   o Probably not   o Definitely not

9. **On a scale from 1–4 (1 = absolutely unimportant, 4 = very important), mark how important you find each of the following company activities when choosing who to work for.**

	1 Absolutely Unimportant	2 Rather Unimportant	3 Rather Important	4 Very Important
Health and safety of employees	○	○	○	○
Education and Training	○	○	○	○
Work Life Balance	○	○	○	○
Equal Opportunity	○	○	○	○
Diversity	○	○	○	○
Outplacement	○	○	○	○
Support for the local community	○	○	○	○
Sponsorship and donations	○	○	○	○
Volunteering	○	○	○	○
Employee involvement in decision making	○	○	○	○
Respect for human rights	○	○	○	○
Code of ethics	○	○	○	○
Transparency	○	○	○	○
Fair competition	○	○	○	○
Fair treatment of business partners	○	○	○	○

Consumer rights protection	○	○	○	○
Anti-corruption measures	○	○	○	○
Protecting and respecting intellectual property	○	○	○	○
Investment in environmentally friendly equipment	○	○	○	○
Natural resource conservation	○	○	○	○
Ecological handling of waste	○	○	○	○
Projects and programs related to environment	○	○	○	○

10. Do you take interest in CSR?

- Yes, I take an active interest
- I am interested, but don't actively seek information
- No, it doesn't interest me

11. Through which channels do you usually get information about CSR?

- Company websites
- Career websites or recruitment materials
- Articles on news websites
- Social networks – for example, Facebook, LinkedIn, Twitter (please specify)
- Websites and blogs about social responsibility
- The press
- TV
- Radio
- Other (please specify)

For the next 4 questions, imagine that you are choosing between two job offers. Both companies have the same location, involve the same field, and are offering you the same position.

Company A, however, is also known for its focus on CSR - fair treatment of customers and employees, philanthropy, engaged in student education (courses for students, internships, lectures...), environmental protection, and supports many local projects in the area.

For which company would you work given then following criteria:

12. Both companies offer the same gross salary:

o Company A o Company B

13. The gross salary offered by Company B is about 5% higher than that offered by Company A

o Company A o Company B

14. The gross salary offered by Company B is about 10% higher than that offered by Company A

o Company A o Company B

15. The gross salary offered by Company B is about 20% higher than that offered by Company A

o Company A   o Company B

16. What is the highest level of education you have achieved?

o Secondary School   o High School   o University – Bachelors
o University – Masters   o University – PhD

17. Are you currently employed .. (select 1 or more viable options)

o By a UK company   o By an international company, placed in the UK
o Student   o Self employed

18. Are you:

o Male   o Female

19. How old are you?

_____