Influential Article Review - CSR As a Means to Improve Employer Reputation

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This paper examines corporate social responsibility. We present insights from a highly influential paper. Here are the highlights from this paper: This paper primarily explores the relevance of Corporate Social Responsibility Practices (CSRP) of organizations in attracting university students (prospective employees) in developing countries. The study employed a survey strategy, where questionnaires were administered to 600 final-year undergraduate students at the premier Business School in Ghana out of which 500 were returned. Though results show relatively low level of CSR awareness, the respondents agreed that the elements of an organisation's CSRP, whether economic, social or environmental, played a determining role in their preference for a particular organisation (employer). Also, the disclosure of CSRP by an organisation is relevant in their choice of an employer. The findings suggest the need for organisations to take cognizance of the growing interest of prospective employees in working for organisations that engage in CSR activities and disclosures. Furthermore, educational institutions must be deliberate in developing CSR orientation of students to engage in the systematic processing of CSR related information through Education for Sustainable Development (ESD). For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Corporate social responsibility, Prospective employees, Attraction to an organisation, Ghana

SUMMARY

- Research strategy and method. There are a number of research strategies to employ in any research. According to Yin , any strategy could be applied to any form of research, be it an exploratory, a descriptive or an explanatory study.
- Data collection tool and analysis. The data collection tool was a questionnaire prepared based on extant literature, attempting to synthesize all the factors that were raised. Aspects of the questionnaire were prepared based on the GRI guidelines, which has been described as the most comprehensive guide in the area of CSR disclosures . A questionnaire was used due to its ability to collect data from large and different respondents within a very short time.
- The questionnaire covered four areas: demographic information; awareness and definition of CSR; organizational attraction factors; CSR disclosure and organisational attraction. The questions were

mainly close-ended. Also, some of the questions were coded on the scale of one to seven, with one being the lowest and seven being the highest.

- Presentation and discussion of results. In addressing the objectives of the study, the authors sought to first ensure that the respondents had fair knowledge and understanding of the concept of CSR.
- Awareness and understanding meaning of CSR by students. Studies show that awareness and understanding of the CSR concept may influence organisational attractiveness . So, this study first sought to ascertain the level of CSR awareness among prospective employees, and results showed that majority have heard of CSR and fairly understand it, whereas the remaining 48% had little or no knowledge as shown in Table 1.
- Definition of CSRP from Respondents. Though the above results indicate a satisfactory awareness and understanding of CSR by respondents to enable them to make informed choices, there is the need for a comprehensive study on CSR education, to among other things, investigate the nature, coverage and inclusion of CSR related topics in the curricula of higher educational institutions in Ghana.
- Organisational attractiveness and CSR. From the literature, several factors which are organisational, work environment and personal attributes were identified as influencing the choice of an organisation over others.
- Elements of Organisational Attractiveness. With regards to CSR related factors, the results show low percentages relative to the other factors. For example, CSR related factors such as shared value, ethical standards, and CRP constituted.
- CSR disclosure and Organisational attractiveness. Studies show that CSR disclosures may influence organisational attractiveness . As such, unlike many of the existing studies, this study adopted the elements of CSR disclosure under the GRI guidelines, where 43 CSR items were identified under 6 sub-headings and 3 main headings, namely, economic, environment and social.
- This paper explores the relevance of Corporate Social Responsibility Practices of organisations in attracting university students in a developing country. The emphasis on developing countries has become necessary in recent years due to calls for CSR studies and CSR education in particular in these jurisdictions .
- Firstly, unlike many of the existing studies in this area, this study sought to ascertain the level of CSR awareness among prospective employees. Findings show that the majority of respondents are aware and fairly understand the CSR concept. However, the fact that cumulatively more than 48% of final year students about to graduate with all the curriculum they have been exposed to, still have little or no idea about CSR raises concern about the growing interests and calls for CSR studies based on evidence from developing countries . Indeed, there is the need for a comprehensive study on CSR education and ESD to among other things, investigate the nature, coverage and inclusion of CSR related topics in the curricula of higher educational institutions to provide the basis for CSR studies.
- Secondly, findings show that the factors that lead to organisational attractiveness are those associated with employment benefits , and that is consistent with earlier studies .

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Simpson, S. N. Y., & Aprim, E. K. (2018). Do corporate social responsibility practices of firms attract prospective employees? Perception of university students from a developing country. International Journal of Corporate Social Responsibility, 3(1), 1–11.

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INTRODUCTION

Research on job-related choices has revealed several factors that influence a prospective employee's (including students) decision to work with or not to work with a particular organisation. Such factors include value congruence between the individual and the organisation (Yang & Yu, 2014), the level of Person-Organisational (PO) fit and the nature of employee benefits that each organisation offers (Duda, 2014), recruiter-friendliness (Goltz & Giannantonio, 1995), working conditions and fringe benefits (Teo & Poon, 1994), and many more.

Many of the studies on job-related choices have been location-specific, focusing on countries like Singapore (Teo & Poon, 1994; Yang & Yu, 2014), India (Gokuladas, 2010), the Czech Republic (Duda, 2014) and South Korea; Lee et al., 2013), with mixed findings, which are difficult to generalize (Hong & Kim, 2017). Other studies have also considered how issues like CSR and CSR orientations attract or retain employees (e.g., Turban & Greening, 1997; Turban, et al., 1998; Greening & Turban, 2000; Lee et al., 2013; Duarte, et al., 2014; Barrena- Martinez et al., 2015; Story, et al., 2016; Jones et al., 2016). These developments have resulted in the emergence of a new CSR taxonomy: CSR and Organizational Psychology (Jones, et al., 2017).

There are issues with the above-mentioned studies that are worth noting. First, many of the studies report the perspective of employers, existing employees, and desperate job seekers who may settle for any job (Greening & Turban, 2000; Turban, et al., 1998; Turban & Greening, 1997; Bhattacharya et al., 2008; Lee et al., 2013; Jones et al., 2017; Odumeru, et al., 2014). Also, many questions on organisational attraction, particularly from the perspectives of prospective employees remain unanswered (Gomes & Neves, 2011). Secondly, Evans and Davis (2011) report that the understanding of CSR positively influences the attraction of individuals with a high-value orientation to organisations. However, many of the existing studies only assume that job seekers understand the concept of CSR. Thirdly, the studies have been mostly based on evidence from developed countries and industries such as hospitality, textile and apparel and construction (see also Cooke & He, 2010). This is consistent with findings of the study reported in Tilt (2016) which mentioned the failure of many CSR studies to investigate contextual factors, particularly, in developing countries. There is, therefore, the need for studies based on evidence from developing countries as well as particular industries and sectors that have not been covered (Hong and Kim, 2017). Indeed, Tilt (2016) advocates for studies based in developing countries since such countries constitute the majority of the world's population, with their unique cultural, social, environmental and political issues (United Nations 2013). Tilt (2016) concludes that context is crucial in understanding CSR practices and their implications. In support of this view, Hong and Kim (2017) report that Korean job-seekers are attracted to jobs with US firms than with Chinese firms, but CSR practices have indicated significant implications for application intentions toward Chinese firms, compared to US firms.

In response to the above, this study explores the relevance of corporate social responsibility practices (CSRP) of organisations in attracting prospective employees in a developing country, Ghana. Unlike existing studies, this work uses final year undergraduate business students as prospective employees, rather than job seekers who may be desperately looking for employment and may settle for any job (Odumeru, et al., 2014). It first investigates the level of awareness and understanding of CSR issues (Evans & Davis, 2011) among prospective employees in a developing country, before exploring how CSR practices influence organisational attraction. Specifically, this study attempts to investigate the level of understanding of CSR among prospective employees; to explore the factors that attract prospective employees to an organisatio as well as the relevance of CSR initiatives and disclosures in attracting prospective employees to an organisation.

This study therefore shows the need for organisations to take cognizance of the growing interest of prospective employees in working for organisations that undertake CSR activities and disclosures (e.g., Bhattacharya et al., 2008; Lee et al., 2013; Meister, 2012). It also suggests the need for educational institutions to be deliberate in developing the CSR orientations of students and their personal values through CSR education and Education for Sustainable Development (ESD), to enable students engage in the systematic processing of CSR related information (Lagrell, 2009; Gross and Nakayama, 2010). At the

government level, the study calls for a discussion on the need to formalize some minimum CSRP by organisations within developing countries. This is particularly important, considering the recent launch of a National CSR policy for Ghana (GNA, 2016) where organisations were encouraged to voluntarily undertake CSR activities and report accordingly.

The next section reviews both empirical and theoretical literature on the subject area. This is followed by descriptions and justifications for the research methods and approaches adopted for the study. The penultimate section presents and discusses the results of the analysis of the data collected whilst the final section highlights the key findings of the study and the possible conclusions.

CONCLUSION

This paper explores the relevance of Corporate Social Responsibility Practices (CSRP) of organisations in attracting university students (prospective employees) in a developing country. The emphasis on developing countries has become necessary in recent years due to calls for CSR studies and CSR education in particular in these jurisdictions (Moon & Orlitzky, 2011; Tilt, 2016).

Firstly, unlike many of the existing studies in this area, this study sought to ascertain the level of CSR awareness among prospective employees. Findings show that the majority of respondents are aware and fairly understand the CSR concept. However, the fact that cumulatively more than 48% of final year students about to graduate with all the curriculum they have been exposed to, still have little or no idea about CSR raises concern about the growing interests and calls for CSR studies based on evidence from developing countries (Tilt, 2016). Indeed, there is the need for a comprehensive study on CSR education and ESD to among other things, investigate the nature, coverage and inclusion of CSR related topics in the curricula of higher educational institutions to provide the basis for CSR studies.

Secondly, findings show that the factors that lead to organisational attractiveness are those associated with employment benefits (job security, wages and salary, managerial quality, career prospect, and participation in decision making), and that is consistent with earlier studies (Duda, 2014; Hiltrop, 1999; Saks et al., 1996). In the case of CSR factors, though the results show low percentages relative to the employment benefit factors, the mean scores which are above five (5) indicate that CSR factors also influence prospective employees, thus, largely confirming previous studies (Goltz & Giannantonio, 1995; Turban & Greening 1996; Turban et al., 1998; Jones et al., 2014).

Thirdly, the findings based on the influence of CSR disclosures (based on GRI) on organisational attractiveness confirmed the above findings except that students indicated that the influence of disclosures on social and environmental issues are higher than economic issues. This means that organisations can use CSR disclosures, particularly, the social and environmental issues as adverts in their employment drives.

The findings suggest the need for organisations to begin taking cognizance of the growing interest of prospective employees in working for organisations that engage CSR related activities and disclosures. Moreover, the fairly low levels of awareness and understanding of CSR related issues suggest the need for educational institutions to be deliberate in developing the CSR orientation of students and their personal values. This should be done with the aim of equipping them to engage in the systematic processing of CSR related information for comprehensive decision making. It is necessary for the academic curriculum to be modified or restructured to encourage students' understanding and appreciation of CSRP. Also, as suggested by Fernández-Sánchez, et al., (2014), in the area of accreditation of the undergraduate curriculum, some CSR education is needed to reduce the about 48% of students who stated that they had little and no knowledge about CSR. This will bring about students' perception and attitude that will favour CSRP as well as to enable them to make informed decisions on the organisation to work for. Also, with the growing interest in CSR related factors in attracting talents, there is need to formalize some minimum CSRP by organisations within developing countries. In Ghana, for instance, this can be considered as a part of the recently launched National CSR policy, which focuses on business organisations.

Despite the above, this study suffered some limitations which are commonly associated with the use of a questionnaire. Specifically, there was no room for the open-ended question to solicit respondents' own definition of CSR. Also, the data collection method lacked the characteristic flexibility of interviews to

check misinterpretations by respondents and to seek clarifications. To that end, future studies may adopt a qualitative approach where interviews and focused group discussions will be employed in the data collection. Also, future studies can solicit information on the sources of students' CSR knowledge and how that affects their attraction to organisations. Finally, future studies may explore the relevance of gender and social-cultural factors in organisational attraction.

APPENDIX

TABLE 1
AWARENESS CSR

Heard of CSR	Response Rate
Yes, I have heard and fairly understand it.	52%
Yes, I have heard of it and understand a little.	30.4%
No, never heard of it.	10%
Yes, I have heard of it but don't understand it.	7.6%

TABLE 2
DEFINITION OF CSRP FROM RESPONDENTS

Definition of CSRP	Frequency	Percent
Ethical conduct in activities	228	54.4
Complying with existing regulations	172	34.4
Annual reports, sustainability reports	169	33.8
Transparency in operations	197	39.4
Making profits	117	23.4
Environmentally friendly activities	289	57.8
Commitment to employees	185	37.0
Commitment to the public, communities, and overall society	309	61.8

TABLE 3
ELEMENTS OF ORGANISATIONAL ATTRACTIVENESS

FACTORS	RANKS								
	1	2	3	4	5	6	7	Mean	SD
	Fq(%)	Fq(%)	Fq(%)	Fq(%)	Fq(%)	Fq(%)	Fq(%)		
Common Sense of Direction	22(4.4)	5 (1.0)	11(2.2)	31(6.2)	89(17.8)	115(23)	227(45.4)	5.83	1.52
Shared Values	15(3.0)	5(1.0)	9(1.8)	33(6.6)	90(18.0)	129(25.8)	219(43.8)	5.88	1.39
Similar Ethical Standards	20(4.0)	7(1.4)	17(3.4)	32(6.4)	75(15)	138(27.6)	211(42.2)	5.79	1.52
Friendliness of the recruiter	37(7.4)	8(1.6)	24(4.8)	44(8.8)	83(16.6)	92(18.4)	212(42.4)	5.5	1.80
Pay (wages and salary)	11(2.2)	4(0.8)	8(1.6)	10(2.0)	58(11.6)	91(18.2)	318(63.6)	6.29	1.25
Managerial Quality and relationships	8(1.6)	5(1.0)	2(0.4)	13(2.6)	82(16.4)	134(26.8)	256(51.2)	6.16	1.16
Long term career prospects	13(2.6)	7(1.4)	6(1.2)	17(3.4)	73(14.6)	121(24.2)	263(52.6)	6.09	1.34
Level of responsibility given at work	13(2.6)	2(0.4)	6(1.2)	34(6.8)	97(19.4)	127(25.4)	221(44.2)	5.93	1.31
Authority given to work	17(3.4)	3(0.6)	7(1.4)	26(5.2)	92(18.4)	141(28.2)	214(42.8)	5.9	1.37
Involvement in decision making	13(2.6)	4(0.8)	6(1.2)	27(5.4)	81(16.2)	126(25.2)	243(48.6)	6.02	1.32
Marketability	20(4.0)	6(1.2)	10(2.0)	52(10.4)	100(20.0)	122(24.4)	190(38.0)	5.66	1.50
Job Security	7(1.4)	3(0.6)	6(1.2)	15(3.0)	48(9.6)	117(23.4)	304(60.8)	6.32	1.13
The level of CSRP disclosures, policies	36(7.2)	9(1.8)	14(2.8)	43(8.6)	118(23.6)	116(23.2)	164(32.8)	5.4	1.70

Fq = frequency

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

La investigación sobre las opciones relacionadas con el trabajo ha revelado varios factores que influyen en la decisión de un posible empleado (incluidos los estudiantes) de trabajar con o no trabajar con una organización en particular. Tales factores incluyen la congruencia de valor entre el individuo y la organización (Yang & Yu, 2014), el nivel de ajuste persona-organizativa (PO) y la naturaleza de los beneficios de los empleados que ofrece cada organización (Duda, 2014), la amabilidad del reclutador (Goltz & Giannantonio, 1995), las condiciones de trabajo y los beneficios marginales (Teo & Poon, 1994), y muchos más.

Muchos de los estudios sobre opciones relacionadas con el empleo han sido específicos de la ubicación, centrándose en países como Singapur (Teo & Poon, 1994; Yang & Yu, 2014), India (Gokuladas, 2010), República Checa (Duda, 2014) y Corea del Sur; Lee et al., 2013), con hallazgos mixtos, que son difíciles de generalizar (Hong & Kim, 2017). Otros estudios también han considerado cómo cuestiones como las orientaciones de RSC y RSC atraen o retienen a los empleados (por ejemplo, Turban & Greening, 1997; Turban, et al., 1998; Greening & Turban, 2000; Lee et al., 2013; Duarte, et al., 2014; Barrena- Martinez et al., 2015; Story, et al., 2016; Jones et al., 2016). Estos desarrollos han dado lugar al surgimiento de una nueva taxonomía de RSC: RSC y Psicología Organizacional (Jones, et al., 2017).

Hay problemas con los estudios antes mencionados que vale la pena señalar. En primer lugar, muchos de los estudios informan de la perspectiva de los empleadores, los empleados existentes y los solicitantes de empleo desesperados que pueden conformarse con cualquier trabajo (Greening & Turban, 2000; Turban, et al., 1998; Turban & Greening, 1997; Bhattacharya et al., 2008; Lee et al., 2013; Jones et al., 2017; Odumeru, et al., 2014). Además, muchas preguntas sobre la atracción organizacional, particularmente desde

las perspectivas de los posibles empleados siguen sin respuesta (Gomes & Neves, 2011). En segundo lugar, Evans y Davis (2011) informan que la comprensión de la RSE influye positivamente en la atracción de individuos con una orientación de alto valor hacia las organizaciones. Sin embargo, muchos de los estudios existentes sólo asumen que los solicitantes de empleo entienden el concepto de RSE. En tercer lugar, los estudios se han basado principalmente en evidencia de países desarrollados e industrias como la hostelería, la textil y la confección y la construcción (véase también Cooke & He, 2010). Esto es coherente con los resultados del estudio reportado en Tilt (2016) que mencionó el fracaso de muchos estudios de RSC para investigar factores contextuales, en particular, en los países en desarrollo. Por lo tanto, existe la necesidad de estudios basados en pruebas de países en desarrollo, así como de industrias y sectores particulares que no se han cubierto (Hong y Kim, 2017). De hecho, Tilt (2016) aboga por estudios basados en países en desarrollo, ya que esos países constituyen la mayoría de la población mundial, con sus cuestiones culturales, sociales, ambientales y políticas únicas (Naciones Unidas 2013). Tilt (2016) concluye que el contexto es crucial para comprender las prácticas de RSC y sus implicaciones. En apoyo de esta opinión, Hong y Kim (2017) informan de que los solicitantes de empleo coreanos se sienten atraídos por los empleos con empresas estadounidenses que con las empresas chinas, pero las prácticas de RSC han indicado implicaciones significativas para las intenciones de aplicación hacia las empresas chinas, en comparación con las empresas estadounidenses.

En respuesta a lo anterior, este estudio explora la pertinencia de las prácticas de responsabilidad social corporativa (CSRP) de las organizaciones para atraer a los posibles empleados en un país en desarrollo, Ghana. A diferencia de los estudios existentes, este trabajo utiliza a los estudiantes de negocios de pregrado de último año como empleados potenciales, en lugar de los buscadores de empleo que pueden estar buscando desesperadamente empleo y pueden conformarse con cualquier trabajo (Odumeru, et al., 2014). Primero investiga el nivel de concienciación y comprensión de las cuestiones de RSC (Evans & Davis, 2011) entre los posibles empleados de un país en desarrollo, antes de explorar cómo las prácticas de RSC influyen en la atracción organizacional. Específicamente, este estudio intenta investigar el nivel de comprensión de la RSE entre los posibles empleados; explorar los factores que atraen a los posibles empleados a una organización, así como la relevancia de las iniciativas de RSC y las divulgaciones para atraer a los posibles empleados a una organización.

Por lo tanto, este estudio muestra la necesidad de que las organizaciones tomen conocimiento del creciente interés de los posibles empleados en trabajar para organizaciones que realizan actividades de RSC y divulgaciones (por ejemplo, Bhattacharya et al., 2008; Lee et al., 2013; Meister, 2012). También sugiere la necesidad de que las instituciones educativas sean deliberadas en el desarrollo de las orientaciones de RSC de los estudiantes y sus valores personales a través de la educación en RSC y la educación para el desarrollo sostenible (ESD), para permitir a los estudiantes participar en el procesamiento sistemático de la información relacionada con la RSC (Lagrell, 2009; Gross y Nakayama, 2010). A nivel gubernamental, el estudio pide un debate sobre la necesidad de formalizar algunas PSC mínimas por parte de las organizaciones de los países en desarrollo. Esto es particularmente importante, teniendo en cuenta la reciente puesta en marcha de una política nacional de RSC para Ghana (GNA, 2016) en la que se alentó a las organizaciones a emprender voluntariamente actividades de RSC e informar en consecuencia.

En la siguiente sección se revisa la literatura empírica y teórica sobre el área temática. Esto es seguido por descripciones y justificaciones para los métodos de investigación y enfoques adoptados para el estudio. La penúltima sección presenta y analiza los resultados del análisis de los datos recopilados, mientras que la sección final destaca las principales conclusiones del estudio y las posibles conclusiones.

CONCLUSIÓN

Este documento explora la relevancia de las Prácticas de Responsabilidad Social Corporativa (CSRP) de las organizaciones para atraer a estudiantes universitarios (empleados potenciales) en un país en desarrollo. El énfasis en los países en desarrollo se ha hecho necesario en los últimos años debido a los llamamientos a los estudios de RSC y a la educación en RSE en particular en estas jurisdicciones (Moon & Orlitzky, 2011; Tilt, 2016).

En primer lugar, a diferencia de muchos de los estudios existentes en este ámbito, este estudio trató de determinar el nivel de concienciación sobre la RSE entre los posibles empleados. Los hallazgos muestran que la mayoría de los encuestados son conscientes y entienden bastante el concepto de RSC. Sin embargo, el hecho de que, en conjunto, más del 48% de los estudiantes de último año a punto de graduarse con todo el plan de estudios al que han estado expuestos, todavía tengan poca o ninguna idea sobre la RSC suscita preocupación por los crecientes intereses y pide estudios de RSC basados en evidencia de países en desarrollo (Tilt, 2016). De hecho, existe la necesidad de un estudio exhaustivo sobre la educación en RSE y la ESD para, entre otras cosas, investigar la naturaleza, la cobertura y la inclusión de temas relacionados con la RSE en los planes de estudio de las instituciones de educación superior para proporcionar la base para los estudios de RSC.

En segundo lugar, los hallazgos muestran que los factores que conducen al atractivo organizacional son los asociados con los beneficios laborales (seguridad laboral, salarios y salarios, calidad gerencial, perspectiva de carrera y participación en la toma de decisiones), y eso es consistente con estudios anteriores (Duda, 2014; Hiltrop, 1999; Saks et al., 1996). En el caso de los factores de RSC, aunque los resultados muestran porcentajes bajos en relación con los factores de prestaciones laborales, las puntuaciones medias que están por encima de cinco (5) indican que los factores de RSC también influyen en los empleados potenciales, confirmando en gran medida estudios anteriores (Goltz & Giannantonio, 1995; Turban & Greening 1996; Turban et al., 1998; Jones et al., 2014).

En tercer lugar, los hallazgos basados en la influencia de las revelaciones de RSE (basadas en GRI) en el atractivo organizacional confirmaron los hallazgos anteriores, excepto que los estudiantes indicaron que la influencia de las divulgaciones en cuestiones sociales y ambientales es mayor que las cuestiones económicas. Esto significa que las organizaciones pueden utilizar las divulgaciones de RSC, en particular, las cuestiones sociales y medioambientales como anuncios en sus campañas de empleo.

Los resultados sugieren la necesidad de que las organizaciones comiencen a tomar conciencia del creciente interés de los posibles empleados en trabajar para organizaciones que involucran actividades y divulgaciones relacionadas con la RSE. Además, los niveles bastante bajos de conciencia y comprensión de las cuestiones relacionadas con la RSE sugieren la necesidad de que las instituciones educativas sean deliberadas en el desarrollo de la orientación a la RSC de los estudiantes y sus valores personales. Esto debe hacerse con el fin de equiparlos para que participen en el procesamiento sistemático de la información relacionada con la RSE para la toma de decisiones integrales. Es necesario que el currículo académico sea modificado o reestructurado para alentar la comprensión y apreciación de los estudiantes de la CSRP. Además, como sugiere Fernández-Sánchez, et al., (2014), en el área de acreditación del currículo de pregrado, se necesita cierta educación de RSC para reducir el 48% de los estudiantes que declararon que tenían poco y ningún conocimiento sobre RSC. Esto dará lugar a la percepción y la actitud de los estudiantes que favorecerán a la CSRP, así como a permitirles tomar decisiones informadas sobre la organización para la que trabajar. Además, con el creciente interés en los factores relacionados con la RSE en la atracción de talentos, es necesario formalizar algunas PSC mínimas por parte de las organizaciones de los países en desarrollo. En Ghana, por ejemplo, esto puede considerarse como parte de la política nacional de RSE, recientemente lanzada, que se centra en las organizaciones empresariales.

A pesar de lo anterior, este estudio sufrió algunas limitaciones que se asocian comúnmente con el uso de un cuestionario. Concretamente, no había lugar para que la pregunta abierta solicitara a los encuestados la propia definición de RSE. Además, el método de recopilación de datos carecía de la flexibilidad característica de las entrevistas para comprobar las interpretaciones erróneas de los encuestados y solicitar aclaraciones. A tal fin, los estudios futuros pueden adoptar un enfoque cualitativo en el que se emplearán entrevistas y debates grupales focalizados en la recopilación de datos. Además, estudios futuros pueden solicitar información sobre las fuentes de conocimiento de RSC de los estudiantes y cómo eso afecta su atracción a las organizaciones. Por último, estudios futuros pueden explorar la relevancia de los factores de género y social-culturales en la atracción organizativa.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

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INTRODUCTION

La recherche sur les choix liés à l'emploi a révélé plusieurs facteurs qui influencent la décision d'un employé éventuel (y compris les étudiants) de travailler avec ou de ne pas travailler avec une organisation particulière. Ces facteurs comprennent la congruence de valeur entre l'individu et l'organisation (Yang & Yu, 2014), le niveau d'ajustement de la personne-organisation (PO) et la nature des avantages sociaux que chaque organisation offre (Duda, 2014), la convivialité des recruteurs (Goltz et Giannantonio, 1995), les conditions de travail et les avantages sociaux (Teo & Poon, 1994), et bien plus encore.

Bon nombre des études sur les choix liés à l'emploi ont été spécifiques à l'emplacement, en se concentrant sur des pays comme Singapour (Teo & Poon, 1994; Yang & Yu, 2014), l'Inde (Gokuladas, 2010), la République tchèque (Duda, 2014) et la Corée du Sud; Lee et coll., 2013), avec des résultats mitigés, qui sont difficiles à généraliser (Hong et Kim, 2017). D'autres études ont également examiné la façon dont des questions comme les orientations en matière de RSE et de RSE attirent ou retiennent des employés (p. Ex., Turban et Greening, 1997; Turban, et coll., 1998; Greening & Turban, 2000; Lee et coll., 2013; Duarte, et coll., 2014; Barrena- Martinez et coll., 2015; Story, et coll., 2016; Jones et coll., 2016). Ces développements ont entraîné l'émergence d'une nouvelle taxonomie RSE : RSE et psychologie organisationnelle (Jones, et al., 2017).

Il y a des problèmes avec les études susmentionnées qui méritent d'être notés. Tout d'abord, bon nombre des études font état de la perspective des employeurs, des employés existants et des demandeurs d'emploi désespérés qui peuvent se contenter de n'importe quel emploi (Greening & Turban, 2000; Turban, et coll., 1998; Turban & Greening, 1997; Bhattacharya et coll., 2008; Lee et coll., 2013; Jones et coll., 2017; Odumeru, et coll., 2014). En outre, de nombreuses questions sur l'attraction organisationnelle, en particulier du point de vue des employés potentiels restent sans réponse (Gomes & Neves, 2011). Deuxièmement, Evans et Davis (2011) rapportent que la compréhension de la RSE influence positivement l'attrait des individus ayant une orientation de grande valeur pour les organisations. Cependant, bon nombre des études existantes ne font que supposer que les demandeurs d'emploi comprennent le concept de RSE. Troisièmement, les études ont été principalement fondées sur des données provenant de pays et d'industries développés tels que l'hôtellerie, le textile et l'habillement et la construction (voir aussi Cooke & He, 2010). Cela est conforme aux conclusions de l'étude publiée dans Tilt (2016) qui mentionnait l'échec de nombreuses études sur la RSE à étudier des facteurs contextuels, en particulier dans les pays en développement. Il y a donc la nécessité d'études fondées sur des données provenant de pays en développement ainsi que d'industries et de secteurs particuliers qui n'ont pas été couverts (Hong et Kim, 2017). En effet, Tilt (2016) préconise des études basées dans les pays en développement puisque ces pays constituent la majorité de la population mondiale, avec leurs questions culturelles, sociales, environnementales et politiques uniques (Nations Unies 2013). Tilt (2016) conclut que le contexte est crucial pour comprendre les pratiques de RSE et leurs implications. À l'appui de ce point de vue, Hong et Kim (2017) rapportent que les demandeurs d'emploi coréens sont attirés par des emplois dans des entreprises américaines plutôt qu'avec des entreprises chinoises, mais les pratiques de RSE ont indiqué des implications importantes pour les intentions d'application envers les entreprises chinoises, par rapport aux entreprises américaines.

En réponse à ce qui précède, cette étude explore la pertinence des pratiques de responsabilité sociale des entreprises (CSRP) des organisations pour attirer des employés potentiels dans un pays en développement, le Ghana. Contrairement aux études existantes, ce travail utilise des étudiants en commerce de dernière année de premier cycle comme employés potentiels, plutôt que des demandeurs d'emploi qui peuvent être désespérément à la recherche d'un emploi et peuvent se contenter de n'importe quel emploi (Odumeru, et al., 2014). Il étudie d'abord le niveau de sensibilisation et de compréhension des questions de RSE (Evans & Davis, 2011) parmi les employés potentiels d'un pays en développement, avant d'explorer comment les pratiques de RSE influencent l'attrait organisationnel. Plus précisément, cette étude tente d'étudier le niveau de compréhension de la RSE chez les employés éventuels; d'explorer les facteurs qui attirent les employés potentiels à une organisation, ainsi que la pertinence des initiatives et des révélations en matière de RSE pour attirer des employés potentiels dans une organisation.

Cette étude montre donc la nécessité pour les organisations de prendre conscience de l'intérêt croissant des employés potentiels à travailler pour des organisations qui entreprennent des activités et des divulgations en matière de RSE (p. Ex., Bhattacharya et al., 2008; Lee et coll., 2013; Meister, 2012). Il suggère également que les établissements d'enseignement doivent être délibérément engagés dans le développement des orientations en matière de RSE des étudiants et de leurs valeurs personnelles par le biais de l'éducation en matière de RSE et de l'éducation au développement durable (DSE), afin de permettre aux étudiants de s'engager dans le traitement systématique de l'information relative à la RSE (Lagrell, 2009; Gross et Nakayama, 2010). Au niveau gouvernemental, l'étude appelle à une discussion sur la nécessité d'officialiser une partie du CSRP minimum par les organisations des pays en développement. Cela est particulièrement important, compte tenu du lancement récent d'une politique nationale de RSE pour le Ghana (GNA, 2016) où les organisations ont été encouragées à entreprendre volontairement des activités de RSE et à rendre compte en conséquence.

La section suivante passe en revue la littérature empirique et théorique sur le sujet. Elle est suivie de descriptions et de justifications pour les méthodes et approches de recherche adoptées pour l'étude. L'avant-dernière section présente et discute des résultats de l'analyse des données recueillies tandis que la section finale met en évidence les principales conclusions de l'étude et les conclusions possibles.

CONCLUSION

Ce document explore la pertinence des pratiques de responsabilité sociale des entreprises (CSRP) des organisations pour attirer les étudiants universitaires (employés potentiels) dans un pays en développement. L'accent mis sur les pays en développement est devenu nécessaire ces dernières années en raison des appels en faveur d'études sur la RSE et d'une formation en RSE, en particulier dans ces juridictions (Moon & Orlitzky, 2011; Tilt, 2016).

Premièrement, contrairement à bon nombre des études existantes dans ce domaine, cette étude visait à déterminer le niveau de sensibilisation à la RSE chez les employés potentiels. Les résultats montrent que la majorité des répondants sont au courant et comprennent équitablement le concept de RSE. Toutefois, le fait que plus de 48 % des étudiants de dernière année sur le point d'obtenir leur diplôme avec tous les programmes d'études auxquels ils ont été exposés n'ont toujours que peu ou pas d'idées sur la RSE suscitent des inquiétudes quant aux intérêts croissants et demande des études sur la RSE fondées sur des données probantes provenant des pays en développement (Tilt, 2016). En effet, il est nécessaire d'une étude approfondie sur l'enseignement de la RSE et la DSE afin, entre autres, d'étudier la nature, la couverture et l'inclusion de sujets liés à la RSE dans les programmes d'enseignement supérieur afin de servir de base aux études sur la RSE.

Deuxièmement, les résultats montrent que les facteurs qui conduisent à l'attractivité organisationnelle sont ceux associés aux prestations d'emploi (sécurité d'emploi, salaires et salaires, qualité de gestion, perspective de carrière et participation à la prise de décision), et cela est conforme aux études antérieures (Duda, 2014; Hiltrop, 1999; Saks et coll., 1996). Dans le cas des facteurs de RSE, bien que les résultats montrent de faibles pourcentages par rapport aux facteurs de prestations d'emploi, les scores moyens qui sont supérieurs à cinq (5) indiquent que les facteurs de RSE influencent également les employés potentiels,

confirmant ainsi largement les études antérieures (Goltz et Giannantonio, 1995; Turban & Greening 1996; Turban et coll., 1998; Jones et coll., 2014).

Troisièmement, les constatations fondées sur l'influence des divulgations de RSE (fondées sur le GRI) sur l'attractivité organisationnelle ont confirmé les constatations ci-dessus, sauf que les étudiants ont indiqué que l'influence des divulgations sur les questions sociales et environnementales est plus élevée que les questions économiques. Cela signifie que les organisations peuvent utiliser les informations sur la RSE, en particulier les questions sociales et environnementales comme publicités dans leurs campagnes d'emploi.

Les résultats suggèrent la nécessité pour les organisations de commencer à prendre conscience de l'intérêt croissant des employés potentiels à travailler pour des organisations qui engagent des activités liées à la RSE et des divulgations. De plus, les niveaux assez faibles de sensibilisation et de compréhension des questions liées à la RSE suggèrent la nécessité pour les établissements d'enseignement d'être délibérés dans le développement de l'orientation en matière de RSE des étudiants et de leurs valeurs personnelles. Cela devrait être fait dans le but de les équiper pour qu'ils s'engagent dans le traitement systématique des informations relatives à la RSE pour une prise de décision globale. Il est nécessaire que le programme scolaire soit modifié ou restructuré afin d'encourager la compréhension et l'appréciation des élèves à l'égard du CSRP. En outre, comme l'ont suggéré Fernández-Sánchez, et coll., (2014), dans le domaine de l'accréditation du programme d'études de premier cycle, une certaine formation en RSE est nécessaire pour réduire les quelque 48 % d'étudiants qui ont déclaré qu'ils avaient peu ou pas de connaissances sur la RSE. Cela suscitera la perception et l'attitude des élèves qui favoriseront le CSRP et leur permettront de prendre des décisions éclairées sur l'organisation pour laquelle travailler. En outre, compte donné l'intérêt croissant pour les facteurs liés à la RSE pour attirer les talents, il est nécessaire d'officialiser un certain minimum de CSRP par les organisations des pays en développement. Au Ghana, par exemple, cela peut être considéré comme faisant partie de la politique nationale de RSE récemment lancée, qui se concentre sur les organisations d'entreprises.

Malgré ce qui précède, cette étude a souffert de certaines limitations qui sont généralement associées à l'utilisation d'un questionnaire. Plus précisément, il n'y avait pas de place pour la question ouverte pour solliciter la définition de la RSE par les répondants. De plus, la méthode de collecte de données n'avait pas la souplesse caractéristique des entrevues pour vérifier les interprétations erronées des répondants et pour obtenir des éclaircissements. À cette fin, les études futures peuvent adopter une approche qualitative où des entrevues et des discussions de groupe ciblées seront utilisées dans la collecte de données. En outre, les études futures peuvent solliciter des informations sur les sources des connaissances des étudiants en RSE et comment cela affecte leur attirance pour les organisations. Enfin, les études futures pourraient explorer la pertinence des facteurs de genre et de culture sociale dans l'attraction organisationnelle.

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Untersuchungen zu berufsbezogenen Entscheidungen haben mehrere Faktoren aufgedeckt, die die Entscheidung eines potenziellen Mitarbeiters (einschließlich Studenten) beeinflussen, mit einer bestimmten

Organisation zu arbeiten oder nicht zu arbeiten. Zu diesen Faktoren gehören die Wertkongruenz zwischen dem Einzelnen und der Organisation (Yang & Yu, 2014), die Höhe der personellen Organisations- (PO)-Anpassung und die Art der Von-Person-Leistungen, die jede Organisation bietet (Duda, 2014), Recruiter-Freundlichkeit (Goltz & Giannantonio, 1995), Arbeitsbedingungen und Nebenleistungen (Teo & Poon, 1994) und viele mehr.

Viele der Studien über arbeitsplatzbezogene Entscheidungen waren standortspezifisch und konzentrierten sich auf Länder wie Singapur (Teo & Poon, 1994; Yang & Yu, 2014), Indien (Gokuladas, 2010), Tschechien (Duda, 2014) und Südkorea; Lee et al., 2013), mit gemischten Befunden, die schwer zu verallgemeinern sind (Hong & Kim, 2017). In anderen Studien wurde auch untersucht, wie Themen wie CSR- und CSR-Orientierungen Arbeitnehmer anziehen oder binden (z. B. Turban & Greening, 1997; Turban, et al., 1998; Greening & Turban, 2000; Lee et al., 2013; Duarte, et al., 2014; Barrena- Martinez et al., 2015; Story, et al., 2016; Jones et al., 2016). Diese Entwicklungen haben zur Entstehung einer neuen CSR-Taxonomie geführt: CSR und Organisationspsychologie (Jones, et al., 2017).

Es gibt Probleme mit den oben genannten Studien, die erwähnenswert sind. Erstens berichten viele der Studien über die Perspektive von Arbeitgebern, bestehenden Arbeitnehmern und verzweifelten Arbeitsuchenden, die sich mit einem Arbeitsplatz zufrieden geben können (Greening & Turban, 2000; Turban, et al., 1998; Turban & Greening, 1997; Bhattacharya et al., 2008; Lee et al., 2013; Jones et al., 2017; Odumeru, et al., 2014). Auch viele Fragen zur organisatorischen Anziehungskraft, insbesondere aus Sicht angehender Mitarbeiter, bleiben unbeantwortet (Gomes & Neves, 2011). Zweitens berichten Evans und Davis (2011), dass das Verständnis von CSR die Anziehungskraft von Personen mit einer hochwertigen Ausrichtung auf Organisationen positiv beeinflusst. Viele der bestehenden Studien gehen jedoch nur davon aus, dass Arbeitssuchende das Konzept der CSR verstehen. Drittens stützten sich die Studien hauptsächlich auf Erkenntnisse aus Industrieländern und Branchen wie Gastgewerbe, Textil, Bekleidung und Baugewerbe (siehe auch Cooke & He, 2010). Dies steht im Einklang mit den Ergebnissen der in Tilt (2016) veröffentlichten Studie, in der das Versäumnis vieler CSR-Studien erwähnt wurde, Kontextfaktoren, insbesondere in Entwicklungsländern, zu untersuchen. Es besteht daher die Notwendigkeit von Studien, die auf Erkenntnissen aus Entwicklungsländern sowie bestimmten Branchen und Sektoren basieren, die nicht abgedeckt wurden (Hong und Kim, 2017). Tatsächlich setzt sich Tilt (2016) für Studien in Entwicklungsländern ein, da diese Länder mit ihren einzigartigen kulturellen, sozialen, ökologischen und politischen Fragen die Mehrheit der Weltbevölkerung bilden (Vereinte Nationen 2013). Tilt (2016) kommt zu dem Schluss, dass der Kontext für das Verständnis von CSR-Praktiken und deren Auswirkungen von entscheidender Bedeutung ist. Zur Untermauern dieser Ansicht berichten Hong und Kim (2017), dass koreanische Arbeitssuchende von Jobs bei US-Firmen angezogen werden als bei chinesischen Firmen, aber CSR-Praktiken haben erhebliche Auswirkungen auf die Bewerbungsabsichten gegenüber chinesischen Firmen im Vergleich zu US-Firmen gezeigt.

Als Reaktion darauf untersucht diese Studie die Relevanz von Praktiken der sozialen Verantwortung von Unternehmen (csrp) von Organisationen bei der Gewinnung potenzieller Mitarbeiter in einem Entwicklungsland, Ghana. Im Gegensatz zu bestehenden Studien werden in dieser Arbeit Betriebswirte im letzten Studienjahr als angehende Mitarbeiter und nicht als Arbeitssuchende verwendet, die verzweifelt nach einer Beschäftigung suchen und sich mit jedem Arbeitsplatz zufrieden geben können (Odumeru, et al., 2014). Es untersucht zunächst den Grad des Bewusstseins und Verständnisses von CSR-Themen (Evans & Davis, 2011) unter potenziellen Mitarbeitern in einem Entwicklungsland, bevor untersucht wird, wie CSR-Praktiken die organisatorische Attraktivität beeinflussen. In dieser Studie wird insbesondere versucht, das Verständnis von CSR unter potenziellen Arbeitnehmern zu untersuchen; die Faktoren zu untersuchen, die potenzielle Mitarbeiter für eine Organisation gewinnen, sowie die Relevanz von CSR-Initiativen und -Offenlegungen für die Gewinnung von potenziellen Mitarbeitern für eine Organisation.

Diese Studie zeigt daher, dass Organisationen das wachsende Interesse angehender Arbeitnehmer an der Arbeit für Organisationen, die CSR-Tätigkeiten und -Offenlegungen durchführen, in Kenntnis setzen müssen (z. B. Bhattacharya et al., 2008; Lee et al., 2013; Meister, 2012). Er weist ferner darauf hin, dass Bildungseinrichtungen bei der Entwicklung der CSR-Orientierungen der Studierenden und ihrer persönlichen Werte durch CSR-Bildung und Bildung für nachhaltige Entwicklung (ESD) bewusst sein

müssen, um es den Studierenden zu ermöglichen, sich an der systematischen Verarbeitung von CSR-bezogenen Informationen zu beteiligen (Lagrell, 2009; Gross und Nakayama, 2010). Auf Regierungsebene fordert die Studie eine Diskussion über die Notwendigkeit, ein Mindest-CSRP-Programm von Organisationen in Entwicklungsländern zu formalisieren. Dies ist besonders wichtig, wenn man bedenkt, dass kürzlich eine nationale CSR-Politik für Ghana (GNA, 2016) ins Leben gerufen wurde, bei der Organisationen ermutigt wurden, freiwillig CSR-Aktivitäten durchzuführen und entsprechend Bericht zu erstatten.

Im nächsten Abschnitt werden sowohl empirische als auch theoretische Literatur zum Thema behandelt. Es folgen Beschreibungen und Begründungen der Für die Studie angewandten Forschungsmethoden und -ansätze. Der vorletzte Abschnitt stellt die Ergebnisse der Analyse der gesammelten Daten vor und diskutiert sie, während der letzte Abschnitt die wichtigsten Ergebnisse der Studie und die möglichen Schlussfolgerungen hervorhebt.

SCHLUSSFOLGERUNG

In diesem Beitrag wird die Relevanz von Corporate Social Responsibility Practices (CSRP) von Organisationen bei der Gewinnung von Universitätsstudenten (angehende Mitarbeiter) in einem Entwicklungsland untersucht. Die Betonung der Entwicklungsländer ist in den letzten Jahren aufgrund von Aufrufen zu CSR-Studien und CSR-Ausbildung insbesondere in diesen Rechtsordnungen notwendig geworden (Moon & Orlitzky, 2011; Tilt, 2016).

Erstens zielte diese Studie im Gegensatz zu vielen der bestehenden Studien in diesem Bereich darauf ab, das csr-Bewusstsein bei potenziellen Arbeitnehmern zu ermitteln. Die Ergebnisse zeigen, dass die Mehrheit der Befragten das CSR-Konzept kennt und fair versteht. Die Tatsache jedoch, dass insgesamt mehr als 48 % der Studenten des letzten Studienjahres, die kurz vor ihrem Abschluss stehen, mit allen Lehrplänen, denen sie ausgesetzt waren, immer noch wenig oder gar keine Ahnung von CSR haben, gibt Anlass zur Sorge über die wachsenden Interessen und fordert CSR-Studien auf der Grundlage von Erkenntnissen aus Entwicklungsländern (Tilt, 2016). In der Tat ist eine umfassende Studie über CSR-Bildung und ESD erforderlich, um unter anderem die Art, den Umfang und die Einbeziehung von CSR-bezogenen Themen in die Lehrpläne der Hochschuleinrichtungen zu untersuchen, um die Grundlage für CSR-Studien zu schaffen.

Zweitens zeigen die Ergebnisse, dass die Faktoren, die zu organisatorischer Attraktivität führen, diejenigen sind, die mit Beschäftigungsleistungen verbunden sind (Arbeitsplatzsicherheit, Löhne und Gehälter, Führungsqualität, Karriereaussicht und Beteiligung an Entscheidungsprozessen), und dies steht im Einklang mit früheren Studien (Duda, 2014; Hiltrop, 1999; Saks et al., 1996). Bei DEN CSR-Faktoren zeigen die Ergebnisse zwar niedrige Prozentsätze im Verhältnis zu den Beschäftigungsleistungsfaktoren, doch deuten die Mittelwerte über fünf (5) darauf hin, dass CSR-Faktoren auch potenzielle Arbeitnehmer beeinflussen und somit weitgehend frühere Studien bestätigen (Goltz & Giannantonio, 1995; Turban & Greening 1996; Turban et al., 1998; Jones et al., 2014).

Drittens bestätigten die Feststellungen, die auf dem Einfluss von CSR-Angaben (auf der Grundlage von GRI) auf die organisatorische Attraktivität beruhten, die oben genannten Feststellungen, mit der Ausnahme, dass die Studierenden darauf hinwiesen, dass der Einfluss von Angaben auf soziale und ökologische Fragen höher ist als wirtschaftliche Fragen. Dies bedeutet, dass Organisationen CSR-Offenlegungen, insbesondere soziale und ökologische Fragen, als Werbung in ihren Beschäftigungskampagnen nutzen können.

Die Ergebnisse deuten darauf hin, dass Organisationen beginnen müssen, sich des wachsenden Interesses potenzieller Arbeitnehmer bewusst zu werden, für Organisationen zu arbeiten, die CSR-bezogene Aktivitäten und Offenlegungen durchführen. Darüber hinaus deuten die relativ geringen Kenntnisse und das Verständnis für CSR-bezogene Fragen darauf hin, dass Bildungseinrichtungen bei der Entwicklung der CSR-Orientierung der Studierenden und ihrer persönlichen Werte bewusst sein müssen. Dies sollte mit dem Ziel geschehen, sie in die Lage zu versetzen, sich an der systematischen Verarbeitung von CSR-bezogenen Informationen für eine umfassende Entscheidungsfindung zu beteiligen. Es ist notwendig, dass der akademische Lehrplan geändert oder umstrukturiert wird, um das Verständnis und die

Wertschätzung der CSRP durch die Schüler zu fördern. Auch, wie von Fernéndez-Sénchez, et al., (2014) vorgeschlagen, im Bereich der Akkreditierung des Bachelor-Curriculums, ist einige CSR-Ausbildung erforderlich, um die etwa 48% der Studenten zu reduzieren, die erklärten, dass sie wenig und keine Kenntnisse über CSR hatten. Dies wird die Wahrnehmung und Einstellung der Studierenden bewirken, die csrp begünstigen und es ihnen ermöglichen, fundierte Entscheidungen über die Organisation zu treffen, für die sie arbeiten sollen. Angesichts des wachsenden Interesses an CSR-bezogenen Faktoren bei der Gewinnung von Talenten ist es auch notwendig, ein Mindest-CSRP von Organisationen in Entwicklungsländern zu formalisieren. In Ghana beispielsweise kann dies als Teil der kürzlich eingeführten nationalen CSR-Politik betrachtet werden, die sich auf Wirtschaftsorganisationen konzentriert.

Trotz des Vorstehenden hatte diese Studie einige Einschränkungen, die häufig mit der Verwendung eines Fragebogens verbunden sind. Insbesondere war für die offene Frage kein Raum, um die Frageder zur eigenen Definition von CSR anzufordern. Außerdem fehlte es der Datenerhebungsmethode an der charakteristischen Flexibilität von Interviews, um Fehlinterpretationen der Befragten zu überprüfen und Umklärungen zu erbitten. Zu diesem Zweck können künftige Studien einen qualitativen Ansatz verfolgen, bei dem Interviews und gezielte Gruppendiskussionen in die Datenerhebung einfließen. Zukünftige Studien können auch Informationen über die Quellen des CSR-Wissens der Studierenden einholen und darüber, wie sich dies auf ihre Anziehungskraft auf Organisationen auswirkt. Schließlich könnten künftige Studien die Relevanz von geschlechtsspezifischen und sozialkulturellen Faktoren für die organisatorische Anziehungskraft untersuchen.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsacule os autores originais responsáveis por estes erros.

INTRODUÇÃO

A investigação sobre escolhas relacionadas com o emprego revelou vários fatores que influenciam a decisão de um potencial funcionário (incluindo estudantes) de trabalhar com ou não trabalhar com uma determinada organização. Tais fatores incluem congruência de valor entre o indivíduo e a organização (Yang & Yu, 2014), o nível de adequação pessoa-organização (PO) e a natureza dos benefícios dos colaboradores que cada organização oferece (Duda, 2014), recrutadora-simpatia (Goltz & Giannantonio, 1995), condições de trabalho e benefícios à margem (Teo & Poon, 1994), e muitos outros benefícios.

Muitos dos estudos sobre escolhas relacionadas com o emprego têm sido específicos da localização, centrando-se em países como Singapura (Teo & Poon, 1994; Yang & Yu, 2014), Índia (Gokuladas, 2010), República Checa (Duda, 2014) e Coreia do Sul; Lee et al., 2013), com descobertas mistas, que são difíceis de generalizar (Hong & Kim, 2017). Outros estudos também consideraram como questões como as orientações da RSE e da RSE atraem ou retêm empregados (por exemplo, Turban & Greening, 1997; Turbante, et al., 1998; Greening & Turban, 2000; Lee et al., 2013; Duarte, et al., 2014; Barrena- Martinez et al., 2015; História, et al., 2016; Jones et al., 2016). Estes desenvolvimentos resultaram no surgimento de uma nova taxonomia da RSE: RSE e Psicologia Organizacional (Jones, et al., 2017).

Há questões com os estudos acima mencionados que merecem ser notantes. Em primeiro lugar, muitos dos estudos relatam a perspetiva dos empregadores, dos trabalhadores existentes e dos desesperados candidatos a emprego que podem contentar-se com qualquer emprego (Greening & Turban, 2000; Turbante,

et al., 1998; Turban & Greening, 1997; Bhattacharya et al., 2008; Lee et al., 2013; Jones et al., 2017; Odumeru, et al., 2014). Além disso, muitas questões sobre atração organizacional, nomeadamente do ponto de vista dos potenciais colaboradores permanecem sem resposta (Gomes & Neves, 2011). Em segundo lugar, Evans e Davis (2011) referem que a compreensão da RSE influencia positivamente a atração de indivíduos com uma orientação de alto valor para as organizações. No entanto, muitos dos estudos existentes apenas assumem que os candidatos a emprego entendem o conceito de RSE. Em terceiro lugar, os estudos basearam-se principalmente em evidências de países desenvolvidos e indústrias como a hotelaria, têxtil e vestuário e construção (ver também Cooke & He, 2010). Isto é consistente com as conclusões do estudo relatado na Tilt (2016) que mencionou o fracasso de muitos estudos de RSE para investigar fatores contextuais, particularmente, nos países em desenvolvimento. Há, portanto, a necessidade de estudos baseados em evidências de países em desenvolvimento, bem como em indústrias e sectores específicos que não foram abrangidos (Hong e Kim, 2017). Com efeito, a Tilt (2016) defende estudos baseados em países em desenvolvimento, uma vez que estes países constituem a maioria da população mundial, com as suas questões culturais, sociais, ambientais e políticas únicas (Nações Unidas 2013). A Tilt (2016) conclui que o contexto é crucial para compreender as práticas da RSE e as suas implicações. Em apoio a esta opinião, Hong e Kim (2017) referem que os candidatos a emprego coreanos são atraídos por empregos com empresas norte-americanas do que com empresas chinesas, mas as práticas da RSE indicaram implicações significativas nas intenções de candidatura às empresas chinesas, em comparação com as empresas norte-americanas.

Em resposta ao que precede, este estudo explora a relevância das práticas de responsabilidade social corporativa (CSRP) das organizações na atração de potenciais colaboradores num país em desenvolvimento, o Gana. Ao contrário dos estudos existentes, este trabalho utiliza estudantes de negócios do último ano como potenciais colaboradores, em vez de candidatos a emprego que podem estar desesperadamente à procura de emprego e podem contentar-se com qualquer emprego (Odumeru, et al., 2014). Primeiro investiga o nível de consciencialização e compreensão das questões da RSE (Evans & Davis, 2011) entre potenciais colaboradores num país em desenvolvimento, antes de explorar como as práticas de RSE influenciam a atração organizacional. Especificamente, este estudo tenta investigar o nível de compreensão da RSE entre os potenciais colaboradores; explorar os fatores que atraem potenciais colaboradores a um organisatio, bem como a relevância das iniciativas e divulgações da RSE na atração de potenciais colaboradores para uma organização.

Por conseguinte, este estudo demonstra a necessidade de as organizações tomarem conhecimento do interesse crescente dos potenciais colaboradores em trabalharem para organizações que exempresas de RSE e divulgações (por exemplo, Bhattacharya et al., 2008; Lee et al., 2013; Meister, 2012). Sugere igualmente a necessidade de os estabelecimentos de ensino serem deliberados no desenvolvimento das orientações da RSE dos alunos e dos seus valores pessoais através da educação e educação para o desenvolvimento sustentável da RSE (ESD), a fim de permitir aos estudantes participarem no processamento sistemático de informação relacionada com a RSE (Lagrell, 2009); Gross e Nakayama, 2010). A nível governamental, o estudo apela a um debate sobre a necessidade de formalizar algum CSRP mínimo por parte das organizações dos países em desenvolvimento. Isto é particularmente importante, tendo em conta o recente lançamento de uma política nacional de RSE para o Gana (GNA, 2016), em que as organizações foram encorajadas a empreender voluntariamente atividades de RSE e a reportar em conformidade.

A secção seguinte analisa literatura empírica e teórica sobre a área do assunto. Seguem-se descrições e justificações para os métodos de investigação e abordagens adotadas para o estudo. A penúltima secção apresenta e discute os resultados da análise dos dados recolhidos, enquanto a secção final destaca as principais conclusões do estudo e as possíveis conclusões.

CONCLUSÃO

Este trabalho explora a relevância das Práticas de Responsabilidade Social Corporativa (CSRP) das organizações na atração de estudantes universitários (potenciais colaboradores) num país em desenvolvimento. A ênfase nos países em desenvolvimento tornou-se necessária nos últimos anos devido

aos apelos aos estudos de RSE e à educação da RSE, em especial nestas jurisdições (Moon & Orlitzky, 2011; Inclinação, 2016).

Em primeiro lugar, ao contrário de muitos dos estudos existentes nesta área, este estudo procurou apurar o nível de sensibilização da RSE entre os potenciais colaboradores. Os resultados mostram que a maioria dos inquiridos está consciente e compreende de forma justa o conceito de RSE. No entanto, o facto de, cumulativamente, mais de 48% dos alunos do último ano se terem formado com todo o currículo a que foram expostos, ainda não ter uma ideia sobre a RSE suscita preocupação sobre os crescentes interesses e apelos a estudos de RSE com base em evidências de países em desenvolvimento (Tilt, 2016). Com efeito, é necessário um estudo exaustivo sobre a educação da RSE e a ESD, entre outras coisas, investigar a natureza, a cobertura e a inclusão de temas relacionados com a RSE nos currículos das instituições de ensino superior, a contar com a base para os estudos de RSE.

Em segundo lugar, os resultados mostram que os fatores que conduzem à atratividade organizacional são os associados aos benefícios do emprego (segurança no emprego, salários e salários, qualidade de gestão, perspetiva de carreira e participação na tomada de decisões), o que é consistente com estudos anteriores (Duda, 2014; Hiltrop, 1999; Saks et al., 1996). No caso dos fatores de RSE, embora os resultados mostrem percentagens baixas em relação aos fatores de benefícios de emprego, as notas médias acima de cinco (5) indicam que os fatores de RSE também influenciam os potenciais colaboradores, confirmando assim estudos anteriores (Goltz & Giannantonio, 1995; Turban & Greening 1996; Turban et al., 1998; Jones et al., 2014).

Em terceiro lugar, as conclusões baseadas na influência das divulgações da RSE (baseadas no GRI) sobre a atratividade organizacional confirmaram as conclusões acima referidas, exceto que os estudantes indicaram que a influência das divulgações sobre questões sociais e ambientais é superior às questões económicas. Isto significa que as organizações podem utilizar as divulgações da RSE, em particular, as questões sociais e ambientais como anúncios nos seus empregos.

As conclusões sugerem a necessidade de as organizações começarem a conhecer o interesse crescente dos potenciais colaboradores em trabalharem para organizações que envolvam atividades e divulgações relacionadas com a RSE. Além disso, os níveis relativamente baixos de sensibilização e compreensão das questões relacionadas com a RSE sugerem a necessidade de as instituições de ensino serem deliberadas no desenvolvimento da orientação da RSE dos alunos e dos seus valores pessoais. Isto deve ser feito com o objetivo de os equipar para se envolverem no tratamento sistemático das informações relacionadas com a RSE para uma tomada de decisões abrangentes. É necessário que o currículo académico seja modificado ou reestruturado para incentivar a compreensão e apreciação dos alunos da CSRP. Além disso, como sugerido por Fernández-Sánchez, et al., (2014), na área da acreditação do currículo de licenciatura, é necessário alguma educação para a RSE para reduzir os cerca de 48% dos alunos que afirmaram ter pouco e nenhum conhecimento sobre a RSE. Isto trará a perceção e a atitude dos estudantes que favorecerão a CSRP, bem como para lhes permitir tomar decisões informadas sobre a organização para trabalhar. Além disso, com o crescente interesse em fatores relacionados com a RSE na atração de talentos, é necessário formalizar alguns CSRP mínimos por parte das organizações dos países em desenvolvimento. No Gana, por exemplo, isto pode ser considerado como parte da política nacional de RSE recentemente lançada, que se centra nas organizações empresariais.

Apesar do que precede, este estudo sofreu algumas limitações que estão geralmente associadas à utilização de um questionário. Concretamente, não havia espaço para a questão em aberto solicitar a definição de RSE dos inquiridos. Além disso, o método de recolha de dados carecia da flexibilidade característica das entrevistas para verificar as interpretações erradas dos inquiridos e procurar esclarecimentos. Para tal, os estudos futuros poderão adotar uma abordagem qualitativa em que as entrevistas e as discussões em grupo focadas serão utilizadas na recolha de dados. Além disso, estudos futuros podem solicitar informações sobre as fontes de conhecimentos de RSE dos alunos e como isso afeta a sua atração para as organizações. Finalmente, estudos futuros podem explorar a relevância dos fatores de género e social-cultura na atração organizacional.