



CSR preferences of German and Russian students

- a cross-cultural comparison -

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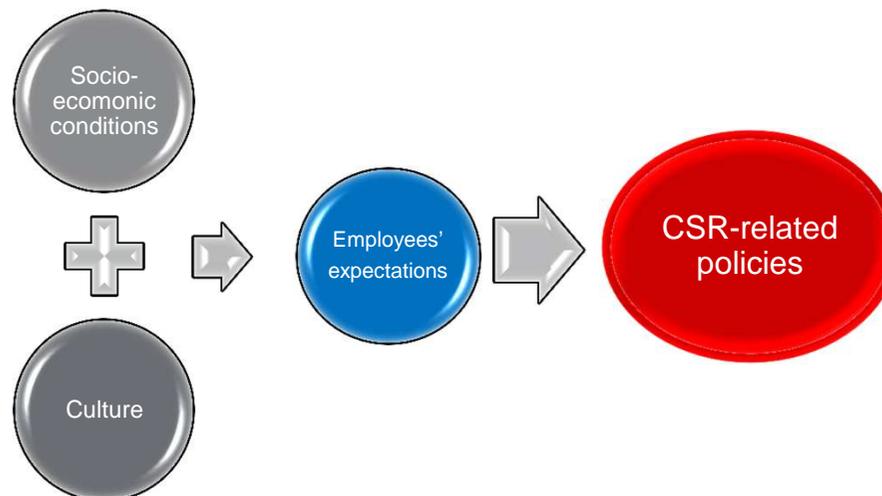
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St. Petersburg, February 2017

Background

- Different theories suggest positive effects of CSR for potential and actual employees, e.g.
 - Social Identity Theory
 - Person-Organization-Fit Theory
 - Signaling theory
- Empirical studies underline theoretical insights
 - E.g. Turban & Greening (1997), Albinger & Freeman (2002), Kim & Park (2011), Lin et al. (2012)
- But:
 - Empirical work is focused on Western Europe and U.S.
 - Few studies address socio-economic situation and cultural differences



CSR in Germany

- Traditionally high ecological concerns
 - Ecological aspects important for buying decision
 - Achieve efficiencies, reduce environmental impact and develop more sustainable policies and practices throughout the value chain
- CSR gained importance in recent years
 - Increasing expectations of German citizens
 - Demographic problems → high importance of employer attractiveness → CSR (esp. Diversity concepts, work-life balance, health policy) as element of employer branding
 - Governance scandals → assurance of ethical behavior, sound risk management, personal accountability at board level and transparency
- High regulatory density
 - Transfer practices to other countries
 - Avoid ecological and social dumping
- High importance of SME's
 - National strategy on CSR focuses on supporting SME's to integrate CSR in strategy and structures

CSR in Russia

- Relatively new idea (discussed since mid 1990s)
- Low but rising awareness of importance of CSR among the population
- At the same time, skeptical attitude in both business and labour market
- Lack of developed regulatory foundation and systematic mechanisms
 - Backed by Constitution and Social Charter of Russian Business (2004, 2007)
- Lack of strategic planning in Russian business culture; short termism hinders development of stable CSR practices
- Pragmatic approach to CSR
 - Viewed as a mechanism to gain new markets
 - Obligation rather than a company's initiative
- Employee related CSR second priority
 - Strong Leadership combined with low CSR awareness
 - Influence of recent economic and social factors (unstable economic and social situation)

Research questions

- Which general and CSR related attributes are important for future employees and why?
- Are there significant differences between CSR expectations in Germany and Russia?
- Can these differences be explained
 - By individual values of respondents?
 - By selected cultural variables?
 - By selected socio-economic variables?

Research Design

1. Analysis of CSR expectations and values of graduates

Sample:

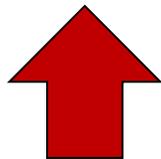
- 185 Russian graduates, 577 German graduates
- Russia: 26 % male, 74 % female; Germany: 52 % male, 48 % female
- Average Age: 21,9 in Russia, 25,1 in Germany
- 43 % of Germans and 85% of Russians with < 2 years job experience

Questions regarding

- Importance of CSR & workplace criteria
- Relative importance of different aspects of CSR
- Values and attitudes

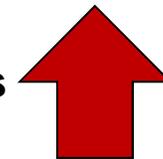
Methods

- Conjoint analysis
- Schwartz Value survey



2. Influence of socio economic conditions and cultural values

- First step: Simple mapping
- Second step/outlook: Regression analysis



Socio Economic
Conditions

Culture
Values

Operationalization of CSR

Fields of CSR proposed by the EU

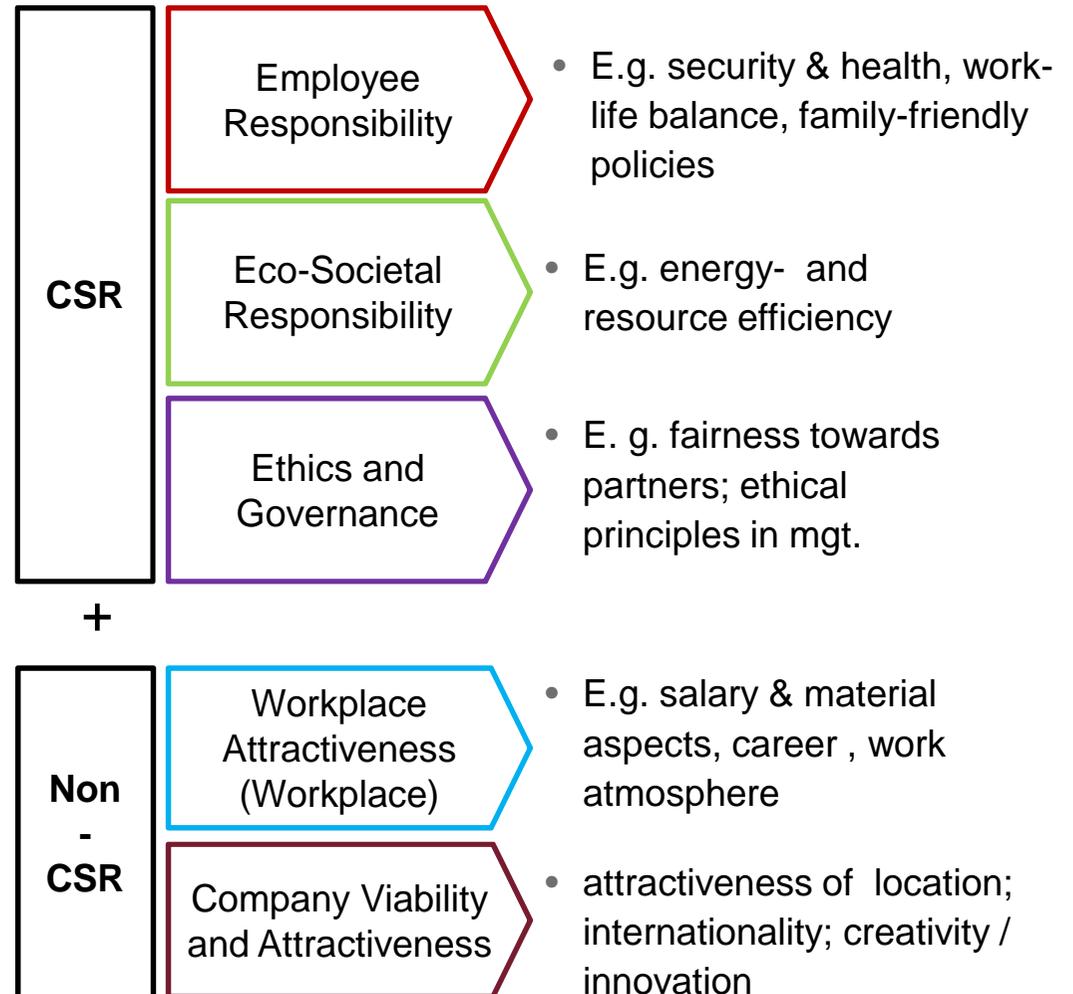


Core subjects in ISO 26000 framework



•Source: http://www.iso.org/iso/discovering_iso_26000.pdf

CSR and other dimensions in the research project



First results - summary

- There are significant differences in the relevance of different employer attributes between German and Russian students
 - Russian with higher utilities for company reputation, attractiveness of industry/products, salary & material wealth and career opportunities
 - Germans with higher preference for internationality, independence & ownership and task variety
- Employee related responsibility seems to be somewhat important
 - Germany show higher utilities for most attributes in this dimension
- Eco-societal responsibility and ethics and governance does not play a major role for employer choice – both in Russia and in Germany
 - However, Russians show slightly higher utilities for social engagement and ethical principles
- If CSR is important, it is rather because of social image/reputation in Russia and because of value fit in Germany
- Value orientations (Schwartz) differ in both countries
 - Germans agree more with universalism and benevolence values
 - Russian agree more with achievement and power values
- Differences between employer related preferences can only partly explained by values
 - Socio-economic variables' need to be analysed

Implications

- Employers will only position themselves as responsible – and behave accordingly – if their stakeholders put pressure on them to do so
- (Future) employees until know seem seems to be particularly interested in CSR
- Universities should make students more aware of the importance of CSR – and could train companies how to implement the concept