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Summary of the PhD dissertation

SOCIAL RESPONSIBILITY OF BUSINESS IN SELECTED ASPECTS OF THE ORGANIZATION AND MANAGING HUMAN RESOURCES (sociological study)

In the literature on the subject, the assumption was made that the idea of social responsibility, as one of the pillars of business management ethics, was a response to the changing business environment. There was a conviction in societies that the economic interest does not coincide with the social interest. In order to change the perception of the world of business, it should convince that it is an inseparable part of the society – which can be and is being done by changing the ways of thinking and pro-social activities. Companies should constantly take action to prove that they are useful for the whole society, to build a stronger economy and the position of societies.

Described in the dissertation, the Corporate Social Responsibility / CSR strategy covers the entire company policy, both external and internal. The definition of business responsibility has been changing for many years. Modern companies take actions for the benefit of society and the environment, as it brings them financial benefits. The author of this work, through the use of triangulation method, combining the techniques of the questionnaire, standardized interviews and content analysis, wanted to learn how the concept of corporate social responsibility affects selected areas of human resource management. The work is an attempt to combine topics in the field of sociology of the organization, sociology of the economy, business ethics and economic practice.

The dissertation has been divided into three parts: theoretical, methodological and empirical. The work begins by discussing the origin of the CSR concept. In the chapter "Corporate social responsibility as one of the basic issues of business ethics", the author attempted to discuss ethical issues in running a business, dividing them and discussing classical theoretical concepts in which CSR can be found.

The next chapter is a description of the current approach of the economic world towards responsible business management. This chapter also includes information on one of the ways of communicating CSR activities, i.e. developing reports on non-financial data.

The third chapter describes one of the two title issues of the dissertation - the area of human resources management. The author tried to emphasize the role that employees play in each organization, and how strategic the build of responsible relations with this particular group of

stakeholders is. Due to the fact that human resources management is a broad range, the author decided to analyze three selected areas: recruitment, employment and remuneration conditions as well as employee training and development.

In the second part of the work, methodological assumptions of the author's research are described. The author decided to conduct several studies, starting from the analysis of content published by selected companies on websites, through the analysis of the content of social reports of independent companies or their parent entities to capture the perspective of employees to understand socially responsible activities undertaken by companies. The collected empirical material has been analyzed and described in the empirical part of the work.

Undertaking socially responsible activities towards employees is a telling example of the response to the ongoing demographic changes, digitization, globalization and change of social values concerning people's professional aspirations. Entrepreneurs are increasingly taking new initiatives in the field of CSR, but also improve existing processes. The area of human resource management is currently undergoing profound changes which is proven by the analysis of the empirical material carried out by the author. The analysis of the content published by selected enterprises in Podkarpackie and the analysis of non-financial reports showed a wide range of socially responsible activities towards employees. Confirmation of changes not only in the awareness of employees, but also employers and states, is the implementation of the obligation to report (by specific enterprises) non-financial information.

In the era of 4.0 industry development, automation and digitization of many areas of the economy, the concepts of human resource management are becoming strongly oriented to all projects related to the selection of valuable employees, improvement and training, creating career paths, defining development programs, all activities maximizing the utilization of employees' potential. In this approach to human resource management, the concept of corporate social responsibility becomes particularly important. Facing employees perceived as a group of company's stakeholders (similarly to shareholders or clients) the CSR strategy should include the standards for building relationships. Human resource management is designed to implement the company's personnel function while the implementation of the social responsibility strategy of an employer towards an employee emphasizes the importance of their mutual influence on one another and mutual satisfaction with cooperation.

The conducted research allows to state that organizations undertake and will undertake more and more activities socially responsible towards employees. This is dictated (as confirmed in the research) by the willingness to build an employer brand, increase employees' satisfaction from the workplace, increase their motivation and also create a positive image both in the local

community and among employees. The author assumes that enterprises in Podkarpackie are at the beginning of the road towards the "mature" implementation of the CSR strategy.

The demographic changes taking place in the entire population have a huge impact on the labour market. Enterprises must prepare for new challenges dictated by the processes of globalization and changes in the labour market. Hence, the key role will be activities aimed at personalizing development programs, succession planning and initiatives supporting the preservation of knowledge and experience.

Like any CSR strategy, it is also subject to stages of evolution. The author, after analyzing the empirical material, expresses the conviction that the perception of CSR by the majority of the surveyed companies can be described as "mature" due to the places occupied by them in the ranking of companies that are strategic for Podkarpackie. During the conducted analyzes, the correlation of the position of enterprises was observed in the ranking of strategic Podkarpackie companies and the number of CSR activities undertaken. Correlation, the existence of which the author observed, requires additional research, confirming the CSR activities published by the companies on the websites using other research techniques. Nevertheless, the research carried out induces the assumption that the implementation of CSR strategies both in the internal (of which selected elements were the subject of the study described in this dissertation) and external dimension is positively correlated with the growth of the market position of companies.