

**MASTER'S THESIS**

**CAN CORPORATE SOCIAL RESPONSIBILITY BE  
RECRUITED?**

An insight to future employees' values and perceptions on attractive  
employers.

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## ABSTRACT

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<p><b>Abstract</b></p> <p>Many businesses acknowledge that they want to achieve the best possible employees in order to succeed in the markets in the near future. This study takes a stance on who these employees, the future talents, are and what do they value, especially from the Corporate Social Responsibility (CSR) point of view. Thus future employees' values and their aspirations towards attractive employers are observed in this qualitative, theme-interview based study conducted to Master's level students of University of Jyväskylä, School of Business and Economics. The results show that there are five (5) different classes of future employees, which are Environmental Idealists, Equality Enhancers, Corporate Money-Makers, Aware Sceptics and Safety Seekers, whose values and demands regarding their future employers vary from class to another. The study gives thus both theoretical and practical implications on how these values and demands can be adjusted to corporate recruitment and CSR strategies and, consequently, how the organisations can tempt the best, future talents to their organisations. To summarise, the organisations should assure the value congruence between the prospective employee and the organisation in order to gain multiple benefits from competitive advantage to employee commitment and motivation as well as to build solid, trustworthy and successful CSR programmes that involve employees from all levels of the organisation in order to create, maintain and execute the goals set. Due to the quite evident generational shift happening in the workplaces in the near future, employers should take the values, needs and demands of their future employees with serious regard in order to both attract them to work for them but increasingly also because CSR is a relevant tool to assure the continuity of business actions also in the years to come.</p>	
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# 1 INTRODUCTION

## 1.1 Topic discussion and background

It has become popular by companies to communicate that they want the “best” employees in order to manage Corporate Social Responsibility (CSR) in their organisations, and to support their performance. Furthermore, companies are more and more advised to systematically guarantee that their attractiveness is superior when it comes to scarce resources, that is, best young and new talents, the people of the generation that is undoubtedly scarcer than any generation before (Tienari & Piekkari, 2011). How do these best talents gravitate to these particular organisations, then? Turban and Greening (1996) argue that positive CSR reputation might create appealing attention from future employees and thus create attachment towards the organisation at issue. Particularly, working environments underlining CSR may also create a more productive and positive attitudes towards the organisation, as well as to avoid absenteeism (Sims & Keon, 1997). More broadly, it is suggested that future employees will favour companies that support sustainability (Personnel Today, 2007).

To select the “right” employees and to increase the importance of CSR in the organisations, the companies should, consequently, engage in emphasising the recruitment processes and value alignment of the prospective employees. Companies willing to enhance their CSR efforts should ensure their selected employees to understand what CSR is about, their need for action as well as to incorporate the promoted values into organisational strategies (Personnel Today, 2007). Hence, this is important as “sustainability initiatives are closely related to employees and how they do their jobs (Schramm, 2011: p. 88). Reinforcing this, Tunwall and Stutzman (2011) indicate that sustainability of the employees is crucial to support long-term success of the organisations. Schramm (2011: p. 88) highlights that “employees are crucial to any sustainability initiative”. Furthermore, employees are prominent stakeholders in organisations’ network, and the organisations should act on accordingly.

This means that as stakeholders the current employees, as well as the future ones, have great power and legitimacy by which they can greatly influence their organisation (Greenwood, 2007). Inarguably, "people want to work for companies that are responsible citizens in their communities." (Lee, Park & Lee, 2012: p. 1).

According to Scramm (2008) managers should have the ability to lead people towards environmental and social well-being targets in their companies. Nevertheless of these indisputable results of many researchers there are still inconsistencies between the knowledge and the strategies of managers to acquire such talents as well as how the future employees perceive CSR and with what extent that is a requirement for an application. Furthermore, there seems to be a large anxiety towards managers readiness to lead any environmental and societal matters, and their lack of current knowledge regarding the issues (Scramm, 2008), which might lead to poor CSR culture in the workplaces. It has to be kept in mind that a great deal of responsibility falls to the managers and thus how ethical employees they recruit and how the level of their ethicality will correspond to the organisations'. Hence they must also bear the consequences followed by their choices. (Sims & Keon, 1997). To recruit "right" employees in order to enhance the CSR is also crucial for managers, when considering the costs of recruiting a "wrong" person with different ethical value settings that of the organisation (Sims & Keon, 1997).

## **1.2 Motivation for the research**

Nevertheless there has been a lot of debate about whether the organisations CSR image and actions have a positive outcome when considering employees' perceptions towards their employer, there is still unfortunately little effort put in researching this particular area (Bauman & Skitka, 2012). Due to this the topic of my research is important and interesting to the whole business society. Additionally, there is a large amount of misconception and suspicion towards the new generation, the future employees, entering the business environment, especially as the current managers might have different value settings and customs with regard to management in general, let alone the CSR issues (Tienari & Piekkari, 2011). It seems that due to these misconceptions of the future employees there is a room for new data and research with regard to this revolutionary behaviour.

More elaborately, data seems to be lacking regarding the indication on what are the values that future employees manifest and how companies could use this as a benefit to advance CSR in their organisations since, seemingly, CSR is greatly accelerating in importance in the business scene. In addition, there seems to be some level of contradiction in the companies signals to acquire the "best" talents however less is mentioned on how these plans are to be executed hence what shall be the role of recruiting the right people; merely the

organisations inform how they train the people towards CSR, for instance. The study gives therefore a possibility to present something new and fairly limitedly researched results to the scholarly society and give an insight on the direction the business field is moving about in the near future.

### 1.3 Research aim

According to Eriksson and Kovalainen (2008) research problem(s) is/are the driving force of the whole research project and dictates methodological choices as well as the theoretical framework. In contrast, Hirsjärvi and Hurme (2001) mention that the research task can be identified and / or modified also later on during the research process.

In my research the process shall follow the principles of Hirsjärvi and Hurme (2001). As the approach chosen for my study is a qualitative design, to be explained more in the methodological section, it is only natural that the research tasks live with the whole research project and thus give more freedom to analyse the data. This approach can be applied as, following the qualitative design, the analysis will also be inductive; that is based on the collected data (e.g. Eskola & Suoranta, 2008; Creswell, 2009). Relying on this, after the actual research process and data collection, the research task(s) can be modified into such form that they can be meaningful for the end results.

However, in order to begin with the research process, some meaningful tasks according to the interest of the topic should be formulated as they form the base for the methodological part and assure the informative data collection according to the interest (Eriksson & Kovalainen, 2008). In addition, or by exception of this, the research methods can also be linked to underlying theories and literature (Eriksson & Kovalainen, 2008). In my research, the idea was to formulate a conclusion on in what kind of companies the future employees want to work for and what kind of values they implicit, and thus the research process begun on the basis of the literature, or the key concepts.

As it turned out to be, my research tasks eventually formulated into the final form in the very end of the research process and preliminary tasks prevailed in the meanwhile. However, in order to clarify the attitudes towards CSR and future workplaces the aim of my research, and consequently the research tasks, in its final form is such,

- a) *How do the future employees, the students of University of Jyväskylä School of Business and Economics, reflect their values and attitudes towards Corporate Social Responsibility to their idealistic future employer?*

A sub-task for the main task is identified as such

*a1) What do they appreciate in an employer and for what kind of employer they want to work for?*

## **1.4 Outline and organisation of the study**

The idea is, therefore, to examine the future employees' values reflecting them through the University of Jyväskylä School of Business Economics Master's level students. What the end results revealed is that the future talents manifest five different classes of employees with different value backgrounds that are *Environmental Idealists, Equality Enhancers, Corporate Money-Makers, Aware Sceptics and Safety Seekers*. All of these classes represent different values and ideologies with regard to their ideal, future employer, nevertheless there were also many unifying factors in the value settings of the examinees mostly relating to their generational cohesion, that is people from same age group i.e. generation.

How the study will proceed in organisation wise is; first, introduce the literature behind the key concepts that are Corporate Social Responsibility (CSR), recruitment and HR-issues, values and, the main, the future employees and their values; second, present and give background knowledge on the methodological choices as well as the research implementation phase; third, present the results of the research; fourth, follow on to discuss the results in the light of theoretical and managerial contributions; fifth, give recommendations to further research, acknowledge the limitations and reliability; and finally, summarise the whole research to a short conclusions-part.

## 2 LITERATURE

### 2.1 Corporate Social Responsibility

Corporate Social Responsibility (CSR) refers to the organisation's ability to commit and meet the requirements considering long-term economical, societal and environmental well-being in business practises, policies and resources (Du, Bhattacharya & Sen, 2011). Aguinis (2011) explains CSR as fulfilling stakeholder expectations but also committing to triple bottom line of economic, social and environmental outcomes. Furthermore, "-- businesses must consider the needs and desires of society at large and do more than simply maximize profit." (Bauman & Skitka, 2012: p. 65). Aaltonen and Junkkari (1999) remind that the rather old-fashioned outlook of the market economy as a force outreached by human influence is gone and companies must consider the business beyond the stakeholders. The market economy, and its constant ability to create money and wealth, is in fact human invented, and thus highly applicable to change, if we as a society seek so. The best way to make change in current business practises is to engage in open discussion and transparent exchange of opinions, for which corporate responsibility and ethical decision-making might have strong effect on (Aaltonen & Junkkari, 1999).

CSR efforts raise a question whether the businesses can "do the right thing" but also "do well by doing good" (Albinger & Freeman, 2000: p. 243). "Thus, it can be stated that CSR encompasses voluntary organisational commitment to further the well-being of its employees and society at large, and discretion in doing business." (Buciuniene & Kazlauskaite, 2012: p. 7). Du et al (2011) also emphasise that CSR is not only a means to show ethical business responsibility towards the society and the environment, but also a strategic tool to achieve the set objectives while at the same time contributing to the society.

However, currently there are many organisations with profit-driven attitudes that see CSR rather as a voluntary practise than an obligation, as well as a cost rather than an opportunity. In many cases CSR is only a good public relations tool than a strategic component. In addition very seldom the

employees' role in CSR is fully recognised (Scramm, 2008.) Ellis and Lynch (2010) point out that CSR should be observed more broadly than just as a mere cost or brand extension: at its best CSR is an investment that assures the continuity of business actions today, but especially tomorrow. On the contrary, Bertels and Peloza (2008) suggest that CSR is the least recognized but fastest growing tool for public image management. Furthermore, there are evidence to show that a strong positive correlation between corporate responsibility and financial outcomes and/or profitability exist. In fact, there are no studies shown CSR to diminish companies' financial profitability (Aaltonen & Junkkari, 1999). Aaltonen and Junkkari (1999) also point out various other aspects that companies can achieve by ethical actions and corporate responsibility that are,

- Increased work morale in the working community.
- Increased customer satisfaction.
- Smaller risks and sanctions.
- Levelled working culture and atmosphere.
- Less absenteeism and stress among the workers.
- Increased profitability, effectiveness and quality.
- Societal appreciation.
- Less conflicts between the personnel.
- Longer and more productive employee contracts.

In contrast, non-ethical corporate behaviour can lead to following handicaps

- Corporate image and credibility will suffer.
- Employee motivation decreases.
- Existing customers disappear and new ones are hard to find.
- R&D and innovation will suffer as time is wasted to cover and fix malpractices.
- Bad information flow and, thus worse working atmosphere.
- Increasing absenteeism in the workplace.
- Constantly changing employee turnover and thus increased costs.
- Investors mistrust rises.
- Less control and more internal misbehaviour. (Aaltonen & Junkkari, 1999).

The truth is, however, that organisations' CSR practises depend on relevantly considered stakeholders (Lindgreen, Swaen & Johnston, 2009). As the societal and environmental awareness rise and continue to be in constant fluctuation of change, organisations must adapt to these evolving issues and actively try to satisfy the needs of their stakeholders (Bertels & Peloza, 2008). In the context of this study from all the stakeholders employees are considered to be one of the most important and thus, recruitment plays an important role in supporting and committing towards CSR, and act as necessary criterion for implementation of such systems (Buciuniene & Kazlauskaite, 2012). The more

Human Resource Management (HRM) systems are developed, the more it can complement CSR systems as well. Judged by this, organisations engaged in CSR practises should, in turn, have also better HRM practises, boosted employee commitment and better organisational performance, as well as sustained corporate reputation (Buciuniene & Kazlauskaite, 2012). Not only that, there are several researchers who point out growing evidence show that CSR is increasingly important remedy to both attract and commit the best employees in the job markets (Bauman & Skitka, 2012; Bhattacharya, Sen & Korschun, 2008; Turban & Greening, 1997; Albinger & Freeman, 2000). Bauman and Skitka (2012) emphasise that the perceived corporate morality increased by the CSR efforts might clarify the employee's needs for security, self-esteem, belongingness and meaningful existence, and thus create stronger commitment and emotional bond towards the company. Hence CSR can be the one activity that fulfils the prospective employees' needs for security and safety by addressing the fear of exploitation and hence increasing trustworthiness in the company (Bauman & Skitka, 2012). Not only that, "CSR activities which provide positive distinctiveness and enhance the firm's reputation should help the firm to attract and retain talent." (Bauman & Skitka, 2012: p. 76).

Considering the future of CSR in the organisations, it should not be considered as a charity, as it has been classified up to this day, but rather "-- mutually beneficial relationship between organizations, their employees and developing communities." (Ellis & Lynch, 2010: p. 14). In addition, as many other researchers also Barkay (2012) recognises the benefits of CSR in the organisations: socially responsible business behaviour can boost not only image, employee loyalty, consumer trust as well as investors' faith, but also reduce risks such as reputational shames, legal suites as well as commercial scandals (Barkay, 2012). Moreover, CSR increases positive aspiration towards the companies as they become more caring and benevolent in the eyes of their employees (Vlachos et al, 2013).

## **2.2 Recruitment and Human Resources**

It cannot be denied that success of the companies' lie in the capability to attract, motivate and commit top talent as their employees (Bhattacharya et al, 2008; McLaren, 2008). Many companies have recognised, though, that these talents will run out, and thus competition can be harsh (Bhattacharya et al, 2008). De Coonman (2012) argues that in a competitive labour market organisational attraction is the best way to ensure the possibility to attract the best employees. Without effective recruitment policies this is difficult to sustain (De Coonman, 2012).

Increasingly, ethicality has become a source of competitive advantage in organisational recruitment processes (Vaahtio, 2005). What is more, increased media and interest group attention towards socially responsible, and especially

irresponsible actions, align also the job seekers to search and ask for more corporate responsibility data (Albinger & Freeman, 2000). Thus the progress can be seen as twofold; not only the organisations but the job seekers are increasingly involved in socially responsible activities which are then converted into the recruitment processes. Tienari and Piekkari (2011) identify the new role of HRM and recruitment; it should be treated as the 'higher guardian' of the corporate values. In the eyes of future employees this mean speaking up for values such as openness, transparency, fairness and sustainable development.

Recruitment processes usually start from the need of a person to perform a job (Vaahtio, 2005) and by identifying people that would fit well into hiring organisation (Ahmad & Schroeder, 2002). More than that, recruitment should be seen as a means to resource acquisition (Vaahtio, 2005), especially when considering high costs of recruitment activities (Ahmad & Schroeder, 2002). Barney (1991) indicates that resource-based view of the employees has rapidly gained importance and popularity. Through resource-based view organisations can gain competitive advantage by embracing unique resources to an extent that they are difficult for rivals to imitate (Barney, 1991) and thus recruitment as a human resource tool can become a crucial part of company's overall strategy (Werbel & DeMarie, 2005).

Recruitment should, in business strategies, be seen as a huge opportunity. The potential employees have tremendous resources and the success of the company will ultimately depend on whether these resources can be utilised or implemented in the organisational strategy (Vaahtio, 2005). In addition, through recruitment, culture of the organisation will regenerate and evolve. Consequently, recruitment offers possibilities to evolve corporate values through new employees (Vaahtio, 2005). This point is especially important to those organisations engaging in any CSR activities thus trying to create a unanimous organisation of corporate responsibility. Vaahtio (2005) continues that recruitment of the 'right' employees can set the whole culture of the company to be renewed, again reinforcing CSR efforts of any company.

What is often failed to understand however by many hiring organisations that not the 'hard' values, that are technical skills, for instance, but the 'soft' values that refer to behavioural skills and that are the skills that can sustain any strategic improvements, such as CSR systems, which should be highlighted within the organisation (Ahmad & Schroeder, 2002). Interestingly, many recruiting organisations neglect the fact that the 'hard' values are often trainable and took in quickly, but developing or aligning the 'soft' skills is often long and frustrating process, or, in many cases, even impossible. Without the acknowledgement of these 'soft' skills any strategic improvements, such as CSR programmes, will fail (Ahmad & Schroeder, 2002). Moreover, Solnet, Kralj and Kadanpully (2012) say that too often the recruiters concentrate on future employees current skills and knowledge whereas the correct method would be to formulate a larger picture of the whole personality with their beliefs and values in it. "Hiring is always important, but we believe that to effectively manage Gen Y, it is more important than ever before." (Solnet et al, 2012: p. 45).



Orlitzky and Swanson (2006) argue that by selecting and recruiting employees with certain value and moral codes allows the organisation to develop better HRM as well as CSR systems. De Coonman (2012) points out that giving careful thought to sending appropriate messages to prospective employees play a significant role not only in financial terms but also in sense of attracting employees targeted. Additionally, "the implementation of CSR policies and practices is also highly dependent on employee reciprocation and collaboration, which emphasises the critical role of HRM" (Buciuniene & Kazlauskaite, 2012: p. 8). In Tienari and Piekkari's (2011) work they stress that in the modern society, with the new generation in the job markets, individuals become etched; the core strategy should be to recruit those people that share the same stories and values of the organisation. Ellis and Lynch (2010), on their behalf, argue that businesses cannot become sustainable or continue functioning, for that matter, unless they rely on achieving employees (and other stakeholders) who are, in their core, sustainable. Businesses must portray appropriate values in their recruitment strategies and give realistic job and company descriptions in order to gain advantage to receive the best talents as well as to filter out incongruent people, and moreover, to boost better organisation-fit and possibly even more consistent tenures (De Coonman, 2012). De Coonman (2012) continues that for businesses recruiting people with better organisation-fit perspective, there are possibilities to increase the chance of hiring the best talents in the first place, but also end up receiving well-performing, committed and satisfied employees, whose adjustment to the organisation is quick and painless, and who are more likely to stay longer in the organisation compared to those whose organisation-fit is smaller. Each organisation is, however, as attractive to the prospective employees as their own values demand. They will seek employers whose traits fit well to their own values. (De Coonman, 2012). Furthermore, Tienari and Piekkari (2011) suggest that also compensation should arise from the performance according to the values.

In Buciuniene's and Kazlauskaite's study (2012), it is observed that organisations with well-developed recruitment systems and HRM practises, thus a strategic and continually evaluated HRM programme, have, in return, also better CSR policies when compared to rivals. In addition, the results of their work show that the strategic recruitment and selection as well as CSR policies impact also positively to organisational and financial performance (Buciuniene & Kazlauskaite, 2012). Barkay (2012) concludes that CSR is increasingly portrayed and implemented, a ready-made tool, for the service of HR departments, for instance, thus it is an important strategy to achieve organisational sustainability.

## 2.3 Values and future employees

### 2.3.1 Values

Generally, values are defined as guiding principles that vary in importance, and more specifically, are desirable goals in people's lives (e.g. Rokeach, 1973; Schwartz, 1997; Schwartz & Bardi, 2011; Wang & Juslin, 2012). Additionally, values tend to shape and effect on perceptions, attitudes, and behaviour (e.g., Rokeach, 1973; Schwartz, 1992). Aaltonen and Junkkari (1999) implicit that values are things people hold dear to them, and by guiding everyday choices values create certain predictability to people's behaviour. Aaltonen and Junkkari (1999) continue that values are like convictions which justify which goals are worth pursuing for, and, consequently, more valuable than others. Aaltonen, Heiskanen and Innanen (2003) contribute that values are images of people's personalities and by portraying inner logics and models they form a safety net to lean on in difficult situations. According to Schwartz (1996) values portray what people hold important in general and what is worth paying attention to in a world around us. Cohen (2009) who analyses Schwartz's (1996) work says: "People then define the situation – and choose a course of action in response – in light of their values and the weight they give to each one." (Cohen, 2009: p. 334). Consequently, when values have been assimilated they act as conscious or subconscious criteria for decisions through which the actions can be rationalised (Rokeach, 1969). Rokeach (1969) also reminds that values can contradict each other in specific situations. Solving the inner paradoxes of values takes inner prioritisation through which practises can become meaningful and important (Rokeach, 1969).

People, however, differ greatly in what is important for them as a value, thus something that is valuable to another, might be meaningless to another. Moreover, people might value same aspects but differ in value hierarchies, thus how high they rank the specific value. (Bardi, Hofmann-Towfigh, Lee Soutar, 2009; Rokeach, 1969). What separates value from another is the type of motivational goal they encompass (Cohen, 2009). Cohen (2009: p. 334) continues: "-- values, in the form of conscious goals, represent three universal requirements of human existence: biological needs, requisites of coordinated social interaction, and demands of group functioning." These requirements are portrayed by people cognitively as each value is communicated (Cohen, 2009). Thus, it seems that values moderate human attitudes and behaviour as well as act as higher guiding principles in human actions (e.g. Rokeach, 1973; Schwartz, 1992; Wang & Juslin, 2012). Values, however, are not only endogenous; rather they need to be cultivated and good values have to be reinforced (Aaltonen & Junkkari, 1999).

When we observe values in terms of CSR, Buciuniene and Kazlauskaite (2012) argue that all the organisation's efforts towards fully engaged CSR system are heavily dependent on the organisational values. In addition,

Bauman and Skitka (2012: p. 77) identify: "CSR should affect organizational identification because it can influence the amount of value similarity or dissimilarity people perceive between themselves and the organization." However, nicely worded value statements on a paper do not have any significant meaning without any visible actions behind these words. Bauman and Skitka (2012: p. 77) continue: "Activities that demonstrate commitment to specific values, such as philanthropic support for particular causes, environmental stewardship, and efforts to promote diversity within the company, are likely to have the greatest impact on employees who share those values." Moreover, "-- employees perceive the organization's involvement with a CSR project as a promotional tool with the aim of achieving higher business performance goals." (Vlachos et al, 2013: p. 5). Employees perceive CSR benefitting the organisation in addition to social cause and thus perceive the company as making good, not only money. (Vlachos et al, 2013).

According to Orlitzky and Swanson (2006) there are two types of organisations when it comes to values; 'value neglect' and 'value attunement' where relevance of social and ethical criterion in decision making is either neglected ('value neglect') or embraced ('value attunement'). 'Value neglect' organisations restrain their employees' value awareness and corporate ethics, thus poor CSR performance, whereas 'value attunement' organisations promote the relevance of values and stakeholder concerns and thus achieve higher level of social performance and likely more engaged CSR practises. Consequently, it is the utmost importance to recruit and select, as well as to train and motivate, employees "who demonstrate the key values necessary to achieve a competitive advantage" (Werbel & DeMarie, 2005: p. 253). Especially, Ahmad and Schroeder (2002) argue that employees whose intrinsic values correspond to the values of the organisation are more motivated to work, and thus positive performance can be expected. Prospective employees, however, mainly make decisions according to their own personal values (Albinger & Freeman, 2000; Sims & Keon, 1997), and thus the correspondence between the values of the organisation and the employee becomes crucially important.

Value congruence between the employee and the employer highlights belongingness, and hence commitment. In addition, similar value settings between these two parties give the company advantage of distinctiveness and more pleasant reputation. However, irrespectively, employees see the value congruence and belongingness more important compared to reputation and how the CSR increases it (Bauman & Skitka, 2012). To sum it up, value similarity is more important compared to corporate image, and actions behind the values create sense of belongingness and hence motivation, as well as performance and commitment of the current and prospective employees.

When prospective employees are considered, or any employees, for that matter, it has to be born in mind that based on values, we are all different: " – (A) an individual's evaluation of CSR actions is influenced by values which influence the extent of an individual's perceived CSR and is influenced by societal activities and norms or standards." (Wang & Juslin, 2012: p. 61). This

means that for a person who values most the financial progression, environmental goals can be seen only compromising to economic goals, for instance. On the other hand, a person valuing nature above other social factors, any environmental malpractice is an evident threat to their value (Stern and Dietz 1994; Wang & Juslin, 2012). However, as Zhang and Gowan (2011) explicit, even though a job applicants would value economic goals, they might not be attracted to companies with low ethical and legal performance, nonetheless monetary welfare would be granted by job offering companies, since the companies' performance may give alarming signals what it would be to work for them. This is only fortified by Piha and Poussa (2012) who found, in their research, that out that 62 % of the students (future employees) would not want to work for a company whose values contradict them own. "That is, applicants' choice of employers mirrors their own ethical frameworks." (Zhang & Gowan, 2011: p. 359).

### **2.3.2 Future employees – the new generation. Who are they and what do they value?**

The crucial question is, however, that *who* are the future employees that are referred in my study and what do *they* value? How do these characteristics and values promote for CSR systems in the organisations? When it comes to future employees, what is interesting is that the changes in the business environment and the cherished values are evident. Rodrigo and Arenas (2007) admit that there is still only a little effort put in understanding the differences among employees when it comes to CSR, but rather companies expect these arising groups' thoughts, expectations, views, values and attitudes to be homogenous. A Chief executive officer of the Human Resource Professionals Association (HRPA) in Ontario, William Greenhalgh, imply in McLaren's (2008) work that for future employees CSR is a fundamental criterion to choose where to work. In contrast, Tienari and Piekkari (2011) describe the rise of the new and fearless, ground-breaking generation, the generation Z. This means a business environment with faster, more unpredictable and impatient people in it (Tienari & Piekkari, 2011).

Tapscot (2010) identifies eight characteristics that describe the new generation, the future employees, best:

1. They want freedom in all activities in life.
2. They love unique and tailor-made solutions.
3. They question.
4. They want honesty, integrity and transparency from companies and employers.
5. They want entertainment and playfulness in all aspects of life.
6. They trust in networks and collaboration
7. Everything must be fast.
8. They are innovators.

Abaffy and Rubin (2012), on the other hand, emphasise that future employees' priorities sustainability, high ethical standards and possibilities for career fulfilment. Moreover, in Abaffy and Rubin's (2011) study William W. Badger, professor at Arizona State University in Tempe, pinpoints that future employees possess a greatly different value systems and ways of communicating. In addition, future employees care for their freedom and demand for less rules in the organisations; "The good boss gives high degrees of freedom." (Abaffy & Rubin, 2011: p. 24). Additionally, future employees keep away from routines, especially in responsibility issues. Any memories of tediousness in otherwise important perceived tasks will diminish the positive feelings towards the work (Rodrigo & Arenas, 2007).

Tapscot (2010) argues that the new generation entering the job markets is beyond ground-breaking and challenging; they care about matters important to them and they gain influence like no generation so far. They will shake up current practises towards more convenient, practical and ethical goals. The change in values will also force management towards more change proactive measures. "Therefore, what the organization does to both employees and external stakeholders is likely to affect employees' work attitudes." (Vlachos et al, 2013: p. 4). McLaren (2008) reminds that engaging your young employees is the key to succeed in CSR. Moreover, William Greenhalgh, chief executive officer of the (HRPA) in Ontario in McLaren's (2008) work emphasise that CSR is becoming fundamental factor in determining where to work, for younger employees.

Similarly, with the demand of CSR future employees stipulate more possibilities for learning and development when compared to previous generations (Solnet et al, 2012). In addition, as the future employees are, as the literature shows, fast, reactive and freedom-seeking people and thus get bored easily. Due to this, employer who can offer perks such as sabbaticals, tuition reimbursements or other growth and development possibilities, will be more tempting for future employees. (Solnet et al, 2012). Solnet et al (2012) continue that it is important to be creative when planning a recognition schemes for future employees: "the more innovative and offthe-wall the idea, the more likely it is to motivate them." (Solnet et al, 2012: p. 47). However, they should be "recruited, trained, managed and promoted differently with respect for who they are. Further, different incentives will be needed to retain them." (Abaffy & Rubin, 2011: p. 24).

Future employees' concerns in work mainly lie in the structures (hierarchies), fairness and support given by superiors (Monroe, 2010). Flexibility of work can also manifest itself as in different work-arrangements, or opportunities to engage in CSR initiatives such as volunteering for a cause wanted. Hence, cash is not the king anymore, when it comes to future employees (Solnet et al, 2012). Fulfilment in work can stem from emotional or physical health and well-being, for instance (Monroe, 2010). Future employees are not, in addition to everything else, afraid to engage in business with people

from diverse backgrounds (Monroe, 2010). They have much more sensitive touch towards different ages, races, sexes, or ethnicity, and thus can be said to possess more indulgence compared to previous generations (Monroe, 2010).

When it comes to values in general, the future employees neglect corporate, hierarchical structures, slow information flow, and favour equality and transparency of all actions. The future employees have higher expectations of companies' social outcomes rather than just shareholders' needs (Tienari & Piekkari, 2011). Not only these, future employees value also justice and honesty (Tienari & Piekkari, 2011) which, to sum it up, can be crystallised into one theme; corporative integrity (Tapscott, 2011). Quoting Mr. Greenhalgh in McLaren's (2008) work tells us that in their organisation majority of employees are young and thus "(T) they are looking at what employers are doing for all stakeholders, not just shareholders and clients. That includes the local community, employees and the environment." (McLaren, 2008: p. 11). In Abaffy and Rubin's (2011) work it is acknowledged that future employees bring high ethical standards to the business scene. They also believe that long-term success of any company lies in treating stakeholders fairly and with respect (Abaffy & Rubin, 2011). Monroe (2010) adds that future employees emphasise interesting work but also contributing to the society through their work, thus be able to be passionate about work but also reflecting their social consciousness. Being a good citizen as an organisation means that one's future employee can be proud to work for such a company (Rodrigo & Arenas, 2007). As the print of each people's own contribution to the society is smaller compared to organisational level, the future employees want to see and feel CSR through the organisations they work for, and consequently the impact to the society is much larger compared to individual efforts (Rodrigo & Arenas, 2007).

Furthermore, the future employees want to be assured that their values correspond with their employer (Piha & Poussa, 2012; Tienari & Piekkari, 2011; Tapscott; 2011). Schwartz and Bardi (1997) have suggested that behaviour, phenomenon especially amongst younger people, show that people can adjust their values to fit the opportunities in their environment (see also Bardi et al, 2009). In addition, future employees place great emphasis on co-worker relationships and value alignment with their employers (Solnet et al, 2012). Congruence of values is important for future employees since it seems that organisational identification grows alongside the congruence. As the values are aligned, "employees see their social vision reflected in the fundamental values declared and practiced by the organization." (Rodrigo & Arenas, 2007: p. 271).

Nevertheless the turnover of the new generation between the jobs is large, commitment to a certain company can be achieved through value correspondence between the employers and the employee (Tekniikka & Talous, 2009) and by offering meaningful tasks through which the future employees experience significance, interest and challenge (Tienari & Piekkari, 2011). The significance and meaningfulness of work are also important: it can be anything from the societal impacts to personal effects, however the job needs to mean something in order to be interesting for the future employees (Piha & Poussa,

2012; Tienari & Piekkari, 2011; Tapscott, 2011), and in order to create commitment towards the organisation and towards the job itself (Tienari & Piekkari, 2011). As an example, meaningfulness can be addressed by contributing to meaningful matters. For instance, Piha and Poussa (2012) present that 60% of the future employees regard environmental wellbeing as one of the most important issues that can be advanced through work.

In the jungle of these demands and wishes the main challenge of the organisations is to sustain their reputation in order to receive the best talents (Piha & Poussa, 2012). In contrast, the extensive social networks the future employees possess can be used to spread both good and bad information in faster pace than ever, and thus malpractices and dishonesty might become expensive for the companies at the expense of the best talents they want to require (Piha & Poussa, 2012). Bauman and Skitka (2012) point out that CSR might be the tool for sustaining the reputation in the eyes of prospective employees because it creates less opportunistic image, and make them feel safe and secure about the job itself and as an employer. Furthermore, “prospective and new employees may be especially likely to look toward CSR as a means to satisfy their need for security and safety because these individuals have little personal experience to guide their expectations about how the company will treat them.” (Bauman & Skitka, 2012: p. 70).

## 2.4 Summarising key literature

Corporate Social Responsibility (CSR) refers to organisation’s ability to meet the requirements of the triple bottom line (Du et al, 2011) and the needs of the stakeholders (Aguinis, 2011) as well as to commit to do greater good for the society rather than just maximising the profits for shareholders (Bauman & Skitka, 2012). CSR, if taken as a serious investment rather than observed only as a cost, can truly and only assure the continuity of business actions now and in the future (Ellis and Lynch, 2010). Moreover, CSR can boost financial performance (Aaltonen & Junkkari, 1999).

Many scholars such as Albinger and Freeman (2000) have raised the question of businesses “doing the right” thing by CSR efforts, but also to “do well by doing good”. In order to do good and to do well any organisation needs talented resources; people, job seekers, thus prospective employees. It is widely acknowledged that CSR is increasingly important tool to both attract and commit the best employees in the job markets (Bauman & Skitka, 2012; Bhattacharya et al, 2008; Turban & Greening, 1996; Albinger & Freeman, 2000).

The success of a company can be related to the company’s ability to attract, select and maintain the level of talent in their organisation. Unfortunately these talents will run out and hence the companies should pay careful consideration to their recruitment processes. (Bhattacharya et al, 2008). In any recruiting process it should be carefully considered whether the job

seeker fits into the hiring organisation (Ahmad & Schroeder, 2002) by values and by personality. Ellis and Lynch (2010), on their behalf, argue that businesses cannot become sustainable or continue functioning, for that matter, unless they rely on achieving employees (and other stakeholders) who are, in their core, sustainable. Moreover, the businesses recruiting people with better organisation-fit perspective can increase their chances of hiring the best talents in the first place but also ending up receiving the well-performing, committed and satisfied employees (De Coonman, 2012).

It is recognised that too often the recruiters concentrate on current skills and knowledge whereas the correct method would be to formulate a larger picture on the whole personality with beliefs and values in it, especially when considering the future employees (Solnet et al 2012). Regarding socially responsible organisations, that are organisations with CSR programmes, the value alignment between the organisation and the prospective employee becomes increasingly important (e.g. Piha & Poussa, 2012; Tienari & Piekkari, 2011; Tapscott; 2011). The “soft”, behavioural, skills should be looked for in a prospective employee when recruiting (Ahmad & Schroeder, 2002) in order to instil solid CSR system to the organisation. Furthermore, recruitment and selection of employees with values similar to organisation a better HRM and CSR system can be created (Orlitzky and Swanson, 2006; Buciuuniene & Kazlauskaite, 2012). Through strategic recruiting processes the organisation is able to build reciprocity and commitment towards mutual goals among its employees or even help the organisation to shift its values towards the desired ones (Vaahtio, 2005), especially in CSR.

Values that are referred in this study are generally defined as important guiding principles in people’s lives (e.g. Rokeach, 1973; Schwartz, 1997; Schwartz & Bardi, 2011; Wang & Juslin, 2012) and things people hold dear to them as well as convictions to pursue goals wanted (Aaltonen & Junkkari, 1999; Schwartz, 1996). Values act as a base for human attitudes and behaviour (e.g. Rokeach, 1973; Schwartz, 1992), as well as for personality (Aaltonen, Heiskanen and Innanen, 2003). Job seekers make decisions regarding their future employees based on their own personal values (Albinger & Freeman, 2000; Rodrigo & Arenas, 2007; Zhang & Gowan, 2011; Tienari & Piekkari, 2011; Tapscott, 2011; Piha & Poussa, 2012) and thus it is expected that, if the organisation supports their intrinsic values, they are more motivated, committed and show more positive organisational performance as well as create inner sense of belongingness (Buciuuniene & Kazlauskaite, 2012; Tienari & Piekkari, 2011; Piha & Poussa, 2012; Tapscott, 2011; Bauman & Skitka, 2012). Thus becoming a “value attunement” organisation, consequently promoting relevance of cherished values and stakeholder concerns, is crucial for all CSR engaging businesses. Unfortunately CSR is still merely a public relation tool and the full role and importance of the employees is rarely recognised (Scramm, 2008). Lindgreen et al (2009) support this by saying that any CSR practises depend on relevant stakeholder’s relationships, such as employees.



The future employees whose values are the interest of my study will change the core of work, and values as well as attitudes towards CSR. McLaren (2008) reminds that engaging your young employees is the key to succeed in CSR. They value equality and transparency and vote for integrity in all actions (Tienari & Piekkari, 2011; Tapscott, 2011; Piha & Poussa, 2012). In addition, in their core, future employees' priorities sustainability, high ethical standards and possibilities for career fulfilment (Abaffy & Rubin, 2012). What becomes important for the companies and their value system development is that future employees seem not want to work for organisations whose values does not collaborate with their own (e.g. Piha & Poussa, 2012; Tienari & Piekkari, 2011; Tapscott; 2011). There is great emphasis among future employees about co-worker relationships and value alignment with their employers, and thus organisational identification can grow and their social reflection can be portrayed (Solnet et al, 2012). Future employees want to be proud of their employers and working for their companies (Rodrigo & Arenas, 2007). All of these factors boil down to meaningfulness of work; future employees want to find and further meaningful issues with regard to contents of their jobs and forward good by their own actions, such as environmental and social wellbeing (e.g. Tapscott, 2011; Piha & Poussa, 2012; Tienari & Piekkari, 2011). Not only that, future employees concerns of their future employers can be identified as structures, that is less hierarchies, fairness and support of superiors (Monroe, 2010). Possibilities for learning and development are also highly prioritised (Solnet et al, 2012). In addition, especially in a volatile market economy situations that can be seen currently, also future employees search for security and safety from their jobs. According to Bauman and Skitka (2012) CSR is a great tool to address those fears of belongingness as CSR increases positive aspiration towards the company through more caring and benevolent image (Vlachos et al, 2013).

### 3 METHODOLOGICAL CHOICES

#### 3.1 Research design

Due to the key concepts presented earlier in the study such as values and future employees, the research will be implemented by qualitative methods as these concepts seem to be more easily raised with such methods. In qualitative research the importance of the data mainly relies on the quality rather than the size of the sample (Eskola & Suoranta, 2008; Erikson & Kovalainen, 2008; Silverman, 2005) and thus it presents opportunities to analyse the data more thoroughly and hold the focus on learning the meaning to the problem (Creswell, 2009). As the main idea of my research is to receive comprehension on the intrinsic values of the future employees, it is seemingly obvious that in such data quality is looked for instead of quantity.

Qualitative methods also gives researcher an opportunity to approach a subject without any prognosis, meaning that the theory and conclusion are built from bottom, hence from the base of the collected empirical data (Eskola & Suoranta, 2008; Creswell, 2009) assigning the research to be more of an inductive process (Creswell, 2009). As mentioned also earlier, in this research the collected data acts as a starting point for the whole process, and as qualitative methods normally are inductive, so was this particular research process.

Furthermore, qualitative research is interpretative; "-- a form of interpretive inquiry in which researchers make an interpretation of what they see, hear and understand" (Creswell, 2009: p. 176). With this in mind, the qualitative research seems to be quite conveniently carried out by interviews, more clearly as focused interviews, explained in the next section.

## 3.2 Data collection

The research was implemented by focused individual interviews that are recognised by Hirsjärvi and Hurme (2001) as theme interviews in which all of the following, experiences, thoughts, beliefs and feelings can be observed. Interviews, in general, are the most convenient way to understand what kind of thoughts and motivations people manifest and, more simply, gain information on the subject regarding (Eskola & Suoranta, 2008). In theme interviews the subjects, i.e. themes, have been determined in advance (Eskola & Suoranta, 2008).

In order to gain knowledge on the values of future employees the data was eventually collected from the students of the University of Jyväskylä, School of Business and Economics. The students of School of Business and Economics were chosen due to their relevance regarding the topic as they can be seen to be close entering the professional life and thus possess some inner insight and possible preliminary thoughts on what they value and who do they want to work for. Eskola and Suoranta (2008) indicate that the selection of the interviewees should be done based on the criterion of generalisation and it should be desirable that the interviewees would

1. have similar thoughts of experience
2. possess knowledge on the research task or problem
3. be interested in the research topic.

The students of the School of Business and Economics was seen to possess such criterion since they are closely related both to business aspect of this study due to their educational background as well as because they are also quickly becoming part of the business communities. Hence, it can be expected that they have had to consider their preferences regarding the most attractive employers, and thus they were seen as an interesting as well as suitable study group for my research purposes.

Since the future employees are the concern of my study it was also necessary to understand that not any student from School of Business and Economics could participate, rather the sample was limited to the Master's level students, more elaborately to those who would graduate in the near future. This additional selection criterion also reflected the thoughts of Eskola and Suoranta (2008), presented earlier. The students in the final stage of the studies are, in principal, more close to being recruited to any company and entering the working life than students in the early stage, for instance.

The aim was to seek eight to ten meaningful interviewees in order to collect such data that it offers possibilities to draw reliable conclusions (Hirsjärvi & Hurme, 2001), or reach sample saturation after which interviews do not give any additional, worthwhile information (Hirsjärvi & Hurme, 2001). The candidates for the interviews were targeted from each School of Business

and Economics study subjects that are Economics, Accounting, Marketing, Management and Leadership, Corporate Environmental Management (CEM) and Entrepreneurship. The end results was that in total eight (8) interviews were conducted during autumn 2012 including students from all subjects except Economics. The total distribution of the participants were three (3) participants from Accounting, one (1) from Marketing, one (1) from Management and Leadership, two (2) from CEM, one (1) from Entrepreneurship and none (0) from Economics. Economics as a subject was targeted as well but no suitable or willing participants were found. All the participants were Master's level students, as preliminary aimed for, and in the final phase of studies, that is either finishing of last courses or writing their Master's Thesis. Some of the interviewees, five (5) in total, had already quite extensive work experience, that is, they had been working alongside studies in jobs that supported their subjects, or before their studies, especially when considering students from separate Master's Degree Programmes that are CEM and Entrepreneurship. The distribution of sexes in the end results were two (2) male and six (6) female participants. Ages varied among a bit over thirty (30) to the youngest being 25 years old.

The theme interviews were conducted during autumn 2012. The participants were summoned through e-mails and the place for the interviews was agreed upon the terms of the interviewees. Nearly all the interviews were conducted in the facilities of the University of Jyväskylä (either library or different classrooms). Only one interview was made outside the University campus.

The participants had already some knowledge regarding the themes in the interviews which were recruiting situations, corporate responsibility, personal business ethics and business success. In the beginning of each interview I asked if the interviewees wanted me to explain more on what these themes mean, and mostly the questions were related to corporate responsibility thus some general explanations to the themes were given, but not in the extent that I as a researcher would have felt to make a too large influence on the answers they were about to give. In addition, in the beginning of the interviews I explicitly mentioned that I wish that the answers given are genuine and spoken from their heart, not answers that they think that I as a researcher want to hear. Other than that, the interviews were nice, informative and absolutely freely flowing conversations that mostly ended up lasting longer than expected. It could thus be concluded that the topic was close to each interviewee's personal interest and they had a lot to say about it. Interestingly, all the participants gave positive feedback regarding the topic nevertheless their own attitudes towards CSR were negative or indifferent, for instance.

### 3.3 Data analysis

In qualitative research the most challenging part is usually the data analysis phase (Eskola & Suoranta, 2008). The data analysis aims to condensing the data without losing the key information and to add value of the data by organising it in clear and meaningful manner for research purposes (Eskola & Suoranta, 2008). My research began on the premises of the collected data and thus represents an inductive analysis method.

For this particular study the most suitable analysis method, from personal and scientific viewpoint, seemed to be classification, meaning that the data is grouped into specific classes by observing similarities in the collected data (Eskola & Suoranta, 2008). By this method the data is presented as unanimous classes, thus by modelling the data into those examples by separation from the data (Eskola & Suoranta, 2008). The most crucial effort is, however, to organise the data into groups of similar stories (Eskola & Suoranta, 2008.)

Why this method seemed to be the most appropriate technique for my research is in fact that through describing the classes there can be seen differences and typical elements of certain classes and thus what the class ultimately are and represent, with values in mind. This enabled me to analyse each class and their qualities separately and draw possible theoretical and managerial conclusions on how these types will shape the organisations and CSR in the future. With that being said, data was re-organised into classes but also thematised; that is organised into themes, as these two methods often go hand in hand (Eskola & Suoranta, 2008).

#### 3.3.1 The steps of final analysis

Qualitative data is usually approached first with thematic mind-set which often serves as a base for classification as well (Eskola & Suoranta, 1998). This particular method was also used in my study, starting from the themes and following into classification, where classification results became the main contribution of the study. Classification, in general, means that set of similarities are search for in the collected data which are after re-organised into specific and condensed classes, that are types (Eskola & Suoranta 1998). In my research the classes were characters of the future employees.

I began the analysis with the most time-consuming and frustrating process, the lettering. In the beginning I decided to letter all the interviews from word to word, however after three (3) interviews it started to seem far too laborious effort when, in fact, the interviews were full of expletives, and thus I decided to take more of an interpretative approach to lettering. However, as in any reliable research paper, the contents of interviews were not changed, however some meaningless words and sections were singled out from the total pile of data. In order to formulate a clear and comprehensive picture of the total lettered data, I took some time to thoroughly go through the data and formulate

ideas of the direction of analysis. However, it should be clarified that already in the interviewing phase I formed an initial plan how the data should eventually be analysed since some themes and classes arose significantly to stand out from the data. These initial ideas gave me quite clear direction on how to proceed with the data.

The next phase was to organise and divide the data into meaningful themes. The method I used was quite simple and easy due to quite small amount of data. Different sections were marked with five different colours (green, blue, brown, black and violet) and theme words were picked out and written down. These different colours and theme words were then connected and formed a base for each class created. Why I chose five different colours was to represent and identify each class that could arise from the data. Finally I piled all the similarly coloured sections and theme words into larger separate databases. The classes were formulated with the help of each colour code representing a type of future employee and by combining different quotations under each named type. These quotations in different colors became the thread of my analysis. In order to keep track on who said what in the interviews I also gave all the interviewees an identification number which followed each quotation separated from the original version.

What proved to be somewhat challenging in the analysis was the fact that none of the interviewees seemed to represent a single type of a future employee but rather each of the interviewees contained multiple different classes and themes. This meant, quite evidently, that there seemed to be various different parts that eventually constituted a whole, as people often do. As contradiction it may seem a type of *Corporate Money-Maker*, explained more thoroughly in the results-section, had some reflection of the values of *Environmental Idealists'* and the other way around, thus no single interviewee was solely restricted into specific class but rather all the types represented parts of each class.

When it comes to naming the classes, they were formulated by mind mapping the most important themes and combining them into meaningful word associations. There was no scientific method for this activity rather the process was quite spontaneous. However, even before collecting the data, I had formulated the word associations of *Corporate Money-Maker* and *Environmental Idealist* as it was quite predictable that these sorts of classes would probably stand out from the final data.

Finally, as the classes started to formulate I moved into the thematic mind maps in which I collected the most frequent themes inside each type to give more elaborate description on what seemed to be important issues for the future employees. To further deepen the analysis, in the final stage of the analysis, I wanted to critically consider in what type of organisations each future employee would ideally work or not work for based by reasoning of each types' thematic background and taking into account the some real life examples the interviewees mentioned in the data.

## 4 RESEARCH RESULTS

It became clear during the data collection and when conducting the interviews that the data could easily be separated as different classes and themes, and that the students of University of Jyväskylä School of Business and Economics embodied few clearly different types with regard to their values and aspirations towards their future employers and CSR. Due to this quite evident categorisation of data, the most convenient method to analyse the material was to create different types and classes as well as to gather thematic categorisation underneath each type in order to clearly cater for the research task.

Based on the analysis I was able to identify, firstly, five different types of future employees and, secondly, their illustrations on an attractive employer. I will first introduce you to the future employees and under these particular presentations you will find mind maps that portray the themes linked to each type's ideal future employers as well as tables that summarise the data into what type of employers are or are not attractive to each employee class.

The future employees and the main contribution of this report, created from the data, are as it follows,

1. Environmental Idealists
2. Equality Enhancers
3. Corporate Money-Makers
4. Aware Sceptics
5. Safety Seekers

Each type created was inspired by all the interviewees and interviews conducted, thus it means that neither of the interviewees represented thoroughly one class but rather each interviewee had character from at least two of the classes created. For example, the first two types *Environmental Idealist* and *Equality Enhancer* supported one another and one interviewee could easily represent both but more clearly either of them. Also, nevertheless the separate *Aware Sceptic* class there were scepticism towards CSR in most of the interviewees' responses, especially towards the reliability of CSR, however

some other characters overlapped the scepticism, and thus they were classified into another type of a character. *Corporate Money-Maker* was probably the most evident and mostly fixed into one interviewee, however other interviewees showed some indication towards the type as well but with rather small quantities.

The interviews gave quite extensive amount of knowledge with regard to the research task. First the interviewees were encouraged to illustrate their view of an appealing employer. After, the interviews followed in to discuss the employers from viewpoint on CSR and how do the interviewees see CSR in relation to their own professional and personal life. In the final sections we discussed of their visions of successful businesses and their own business ethics. Based on the selected method of data collection and design of the questions, the interviews presented me with also quite a lot of purposeless information which was filtered in the analysis phase. Since the analysis method is already quite extensively pictured in the section 3.3 and 3.3.1, I will not go too much on detail on the progression of the phase in this section but rather move on to represent the classes that were identified based on the data.

#### **4.1 Environmental Idealist**

Environmental Idealists emphasise positive environmental and social development above all other factors in business. Environmental Idealists are ethically mind-set people who do not approve any distortion of facts, methods, numbers and profits by the expense of natural resources and social costs. For example, in the following quote, one interviewee explained that she would not prefer to work for an organisation which pursue extortion and exploit natural resources to increase profits, and with the expense of those people for whom environmental and social matters occur important.

*"Riistoa. Ja sellaista, että käyttää luonnonvaroja ihan vaan sen takia, että sä saisit sen isomman tuoton, ajattelematta yhtään. Ja sitten vielä halveksitaan sellaisia, joita se asia kiinnostaa." 3*

Furthermore, the majority of these interviewed future employees mention that they will prefer and wish to seek responsible organisations over those that do not emphasise responsibility in their actions. In the following quote an interviewee stressed her willingness to select her future employer based on the fact that the organisational values alleviate other aspects than just increasing profits.



*"Ja etenkin kun ajatellaan, että sen yrityksen arvoihin kuuluu muukin kun se tuloksen tekeminen, ja musta tuntuu että tulen enemmänkin hakeutumaan just tällaisiin yrityksiin..." 5*

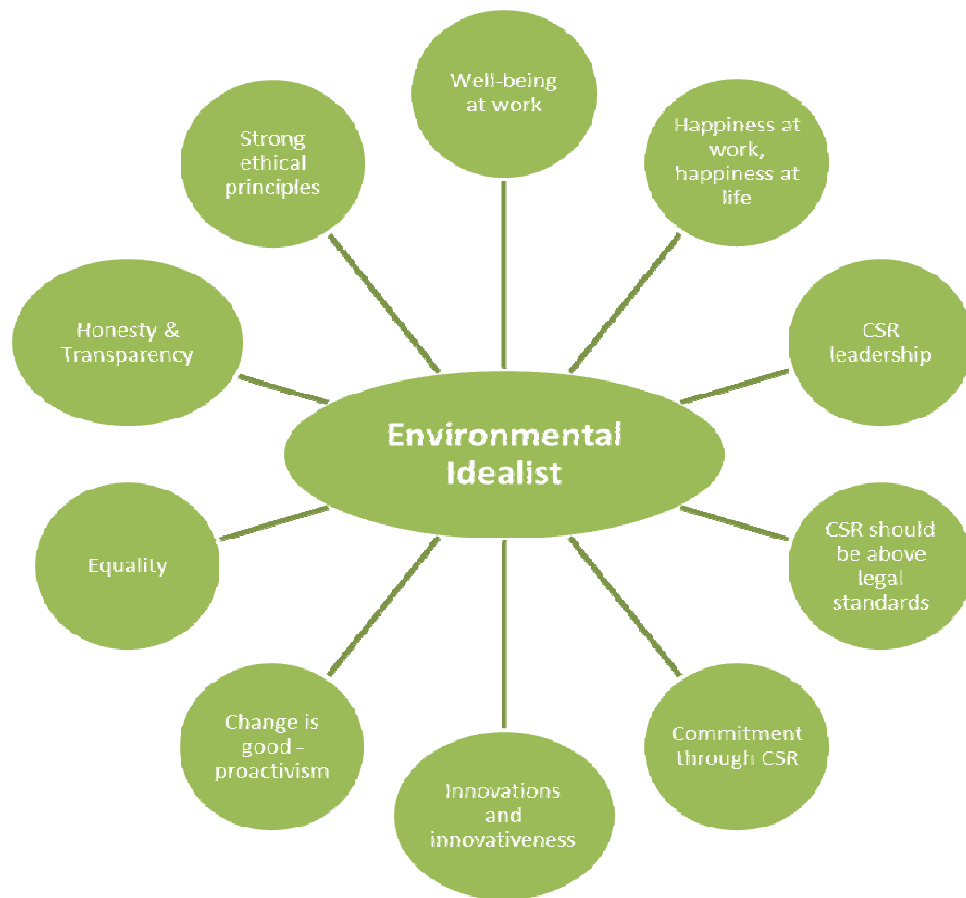
This means that Environmental Idealists' motivation to work for their employer increases as CSR matters are inputted in the organisational strategies. Hence, Environmental Idealists do not have a strong motivation to work for an employer who neglects environmental and social issues.

When one of the interviewees was asked what does he think is the main objective of any organisation and why do organisations exist, he crystallised the viewpoint of Environmental Idealist; it is not to make only charity, but to have financially successful organisation, however not on the expense of environment or the society. Ethics of the operations are crucial.

*"Taloudellisen tuloksen tekeminen mutta se, että sen tekee eettisesti." 8*

Environmental Idealists are, consequently, aware and current people who demand more than financial security from their future employees. They require visible results and excellent public reputation however it is not enough; there should also be good deeds behind any business strategy, not only in words but in actions as well. As mentioned, success of a company lies, in Environmental Idealists' opinion, in the financial profitability that is generated ethically and with discretion towards the environment. However, as it was mentioned by one of the interviewees, it is not only the amount of profits that define the appealing company, actually profitability play an insignificant role in choosing one's future employer. The fact that the company is able to do good, employ local people and create wealth and happiness in the community is what matters to Environmental Idealists.

*"Se, että niin kun aikaisemmin tuossa sanoin, että voisi tehdä hyvää, tai siis suoraan sanottuna tehdä niin kuin pitäisi tehdä, mutta silti saada vähän sitä tuottoa, että ei sen tarvitse olla mitään hirveän korkeaa, vaan sellaista, että sillä tulee toimeen. Ja monesti pystyy työllistämään muita ihmisiä, kun se on sellaisia paikallista yhteiskuntavastuuta, että ei itse haali kaikkea ja työntekijät on onnellisia. Semmoinen mukava työpaikka kaikille, missä olisi itsekkin kiva olla." 3*



**FIGURE 1.** Environmental Idealist's themes of an attractive employer.

**TABLE 1.** Environmental Idealist's workplace preferences.

Environmental Idealist would work for	Environmental Idealist would not work for
<p>In a small enterprise who proactively reacts to the changes happening in the business environment and whose values correspond to Environmental Idealists' own values. Also societal and non-profit organisations will be tempting for Environmental Idealists. An own enterprise could also be a possible and attractive option.</p>	<p>A company that has received negative public attention towards environmental neglect or societal malpractices, such as Talvivaara Oyj. Environmental Idealists' strong moral and ethical standards hinder the gravitation to such companies and thus they are most likely not the future employers of Environmental Idealists'. If not recruited to a company that supports Environmental Idealist's values, they would be willing to also establish their own business in order to promote and spread their values to the community.</p>

## 4.2 Equality Enhancer

Out of the interviewed people, it was quite clear that one group concentrated more on human aspect of CSR. This means that themes such as equality between sexes, generations, races, sites and offices, open work community, ethical and moral aspects and societal influencing were underlined. One of the interviewees stressed that when it comes to CSR, the personal relations and equality in the workplace should be underlined above other factors. The following quote implicit that the equality plans of many organisations are still in their infancy and they should be taken a special notice by the future employers.

*"Ja tietysti itselle nämä tasa-arvo kysymykset on hyvin tärkeitä, että se huomioidaan siellä yrityksissä. Tietysti suurimmassa yrityksissä pitää olla tasa-arvo suunnitelma, mutta että se toteutuisi käytännön tasolla, niin mun mielestä siihen pitäisi kiinnittää enemmän huomiota edelleen."* 6

Moral rightness is also an important aspect for Equality Enhancers. They could not image to work for an employer who does not operate with strong ethical rules and with similar value settings to Equality Enhancers'. For

instance, Equality Enhancers would not work for a tobacco company due to the industry's immoral effects to the society, as also stated below,

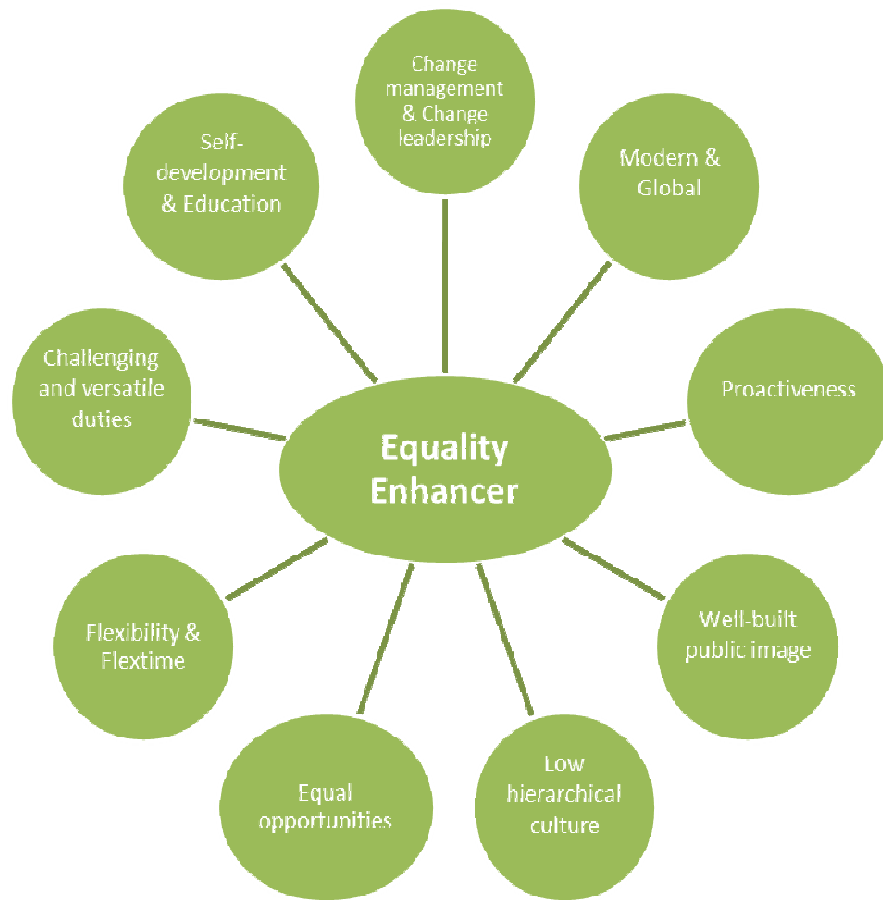
*"Niin, ja että en mä haluais olla esimerkiksi tupakkayhtiössä töissä, että ihan sama vaikka kuinka hieno yhteiskuntavastuuohjelma niillä olisi, niin se lähtökohtaisesti vähän sellasta moraalisesti arveluttavaa ja ihmisille tarpeetonta." 1*

Equality Enhancers also stress the role of management as a means for superior organisational culture and community. They are also willing to lead in order to establish a culture that embraces their social emphasis and thus due to their moral and ethical righteousness Equality Enhancers could be good and meaningful leaders who could build more sustainable organisation. One of the interviewees mentioned that he would prefer the type of management which begins from the people; cold management and simply the sense of monetary figures do not define a manager that is preferred among Equality Enhancers.

*"Just että olis sitä, että se ei olisi vaan kylmää johtamista tai että ymmärtää talouslukujen päälle, mutta ei osaa yhtään ihmisiä lukea." 7*

In addition, Equality Enhancers also seek meaningfulness and significance from the job itself and the assigned duties. Work in general should be inspirational, not mechanical duties and forced efforts and results. Equality Enhancers are less keen on monetary achievements than actual contents and relevance of the job itself. As mentioned by one of the interviewees, the future employing organisation should be, first and foremost, an inspirational place to be in, not the kind where one has to fear to be fired if 150% of the monetary targets are not achieved.

*"Niin tai vaikka olisikin, niin se olisi inspiroivaa, eikä niin kun pakosta tehtävää hommaa. Eikä sillein, että tullaan joka päivä pelkäämään, että jos mä nyt en tänään saavuta 150% niin sit mä saan potkut." 3*



**FIGURE 2.** Equality Enhancer's themes of an attractive employer.

**TABLE 2.** Equality Enhancer's workplace preferences.

Equality Enhancer would work for	Equality Enhancer would not work for
<p>A Medium-sized or a large organisation which can offer meaningful tasks and appreciation no matter one's social background. Equality enhancer is willing to commit long-term to companies that offer self-development possibilities and they can implement their intrapreneurial skills and grow as professionals but at the same time enjoy abundant free time alongside the work as well. Environmental issues are seen as a bonus to equal social treatment of the work communities but not a priority when it comes to future employers; social issues come first.</p>	<p>A Micro-organisation and a narrow minded organisation operating only in a small geographical area due to their inexistent self- and career development possibilities. However, Equality Enhancer would not work for in a multinational company that is unable to react to changes and does not offer similar opportunities for their employees based on sex, race and so on. Equality Enhancer would not feel his/herself comfortable in an inflexible and dis-innovative environment. As an example Equality Enhancer would not want to work for Nokia Oyj.</p>

### 4.3 Corporate Money-Maker

When it comes to Corporate Money-Makers the ulterior motive of them is quite evident. Work is, for Corporate Money-Makers, solely a means to personal welfare and as in future employers the most appealing for them seem those with impressive financial statements. A Corporate Money-Maker answered to a question of what is the purpose of business and why do businesses exist that businesses exist just to make money and that there is no organisation that would make business just for charitable reasons. Even if it might sound harsh, it is the nature of business.

*"Tulosta, euroja, rahaa... Kyllähän se näin on!" Ei kukaan tuotteita tekemisen ilosta tee, vaan, että saa rahaa ja ei se silti kuullosta liian kovalta tai karulta vaan se on se fakta." 7*

Corporate Money-Makers are also quite oblivious with regard to definition of CSR and quite reluctant to familiarise oneself with it due to their seemingly negative attitudes towards it. In addition, as mentioned by an interviewee, socially responsible companies are valuable, but the world that we live in emphasises profits and that is what we need to settle for. CSR is mainly only green values and charity which is valuable in theory but not for businesses.

*"Ja kyllä siinä tullaan siihen, että liiketoiminnan tulee tuottaa voittoa, että sitten on erikseen sosiaaliset yritykset, jotka tekee tosi arvokasta työtä, mutta kun maailma ei pyöri vaan niin! Yrityksen tulee ensin saada se oma pyörä pyörimään ja toiminta toimimaan, ja se ei aina mahdollista sellaista suoraviivaista eettistä ajattelua. -- koska tavallaan mun mielestä se yhteiskuntavastuu, mitä itsekin ihan tuossa aluksi mielsin, oli ihan aluksi noita vihreitä arvoja ja perustuu ainakin mun näkökulman mukaan ainakin tietynlaiseen hyöntekeväisyyteen." 4*

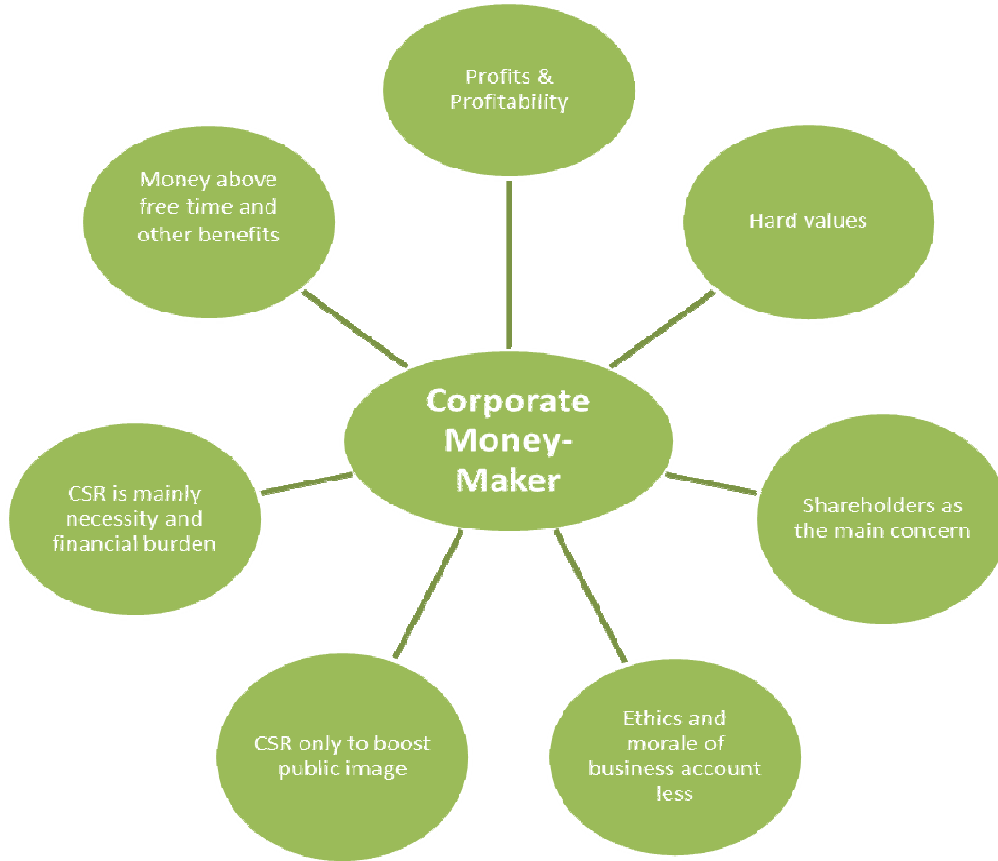
Corporate Money-Makers are also willing to bend their morale and ethics over their personal welfare and career development. For instance, the following quote of one of the interviewees' implicit that personal moral codes are not an obstacle to work for a cigarette - or an alcohol company, for instance, when describing characteristics of an appealing employer. In addition, conducting green washing campaigns is not against Corporate Money-Makers ethics and

they gladly filter all the unnecessary green advertising from their decision-making since it has no significance to their personal life.

*"Mutta ei mulla ole mitään moraalista estettä ettei vois olla esimerkiksi jossain tupakka- tai alkoholiyhtiössä, että ei tuu sillä lailla moraalista vastaan. -- eikä mulla itelläni tule sellain ongelmia siinä, että voin kehitellä jonkun viherpesukampanjan jatkossa, joten en mä niitä sillein hirveän vahvasti voi itse tuomita, mutta ite kuluttajana en lähde siihen hömpötykseen." 7*

Corporate Money-Makers also prefer to work for a company that has no CSR emphasis. It was explained quite evidently by one of the interviewees that CSR should be seen as a good starting point for businesses, however due to its financial costs, the hypocrisy born from the pretence of the personnel and sustenance only due to good public image create a situation where the Corporate Money-Maker prefers to work for a company that does not emphasise environmental and social goals.

*"Tuo on aika paha, kun lähtökohtaisesti se yhteiskuntavastuu olis hyvästä, mutta taas toisaalta, jos siihen menee rahaa ja mun pitää näennäisesti esittää tämmöstä hyväsydämistä ja vihertävää ihmistä. Mieluummin tekoja, mutta en mä jaksaisi lässyttää siitä, että sen takia se tuntuisi helpommalta olla siinä, jossa ei ole sitä, ettei tarttis esittää vaan imagon takia, koska muuten tuntuu, että on semmosessa tekopyhässä kuplassa." 7*



**FIGURE 3.** Corporate Money-Maker’s themes of an attractive employer.

**TABLE 3.** Corporate Money-Maker’s workplace preferences.

Corporate Money-Maker would work for	Corporate Money-Maker would not work for
<p>Large corporations with high turnovers and competitive compensation packages. Corporate responsibility image, ethical conduct, values and field of operation can be given in in order to find personal success, status and security. High-end and well-paying start-ups could also be an option if they are profitable.</p>	<p>Social organisations, non-profit organisations, environmental service / product industries or other companies that promote for more corporate responsibility at the cost of profits, salary or other benefits.</p>



#### 4.4 Aware Sceptic

One aspect that was quite easily separated from the data was scepticism. Therefore it is only natural that this is separated as its own class of character. Aware Sceptics are very aware and educated people when it comes to environmental and social concerns of businesses, however, their attitude towards responsibility concerns and achievements are highly sceptical and there is high level of mistrust with regard of concrete achievements by CSR activities. Thus, Aware Sceptics acknowledge the importance of responsible actions but do not consider its meaning very significant. The following explains the mentality of Aware Sceptics where it is said that CSR reports and programmes are, to Aware Sceptics' opinion, only beautiful words without any meaning and that the money put into the campaigns and sustenance of the responsibility goals is worth more than what actually ends up for the cause fought for. Thus, it is very hard to distinguish which amount of businesses actually is responsible and which not.

*"-- ja sitten se ei ole pelkästään sitä hienoa sanahelinää, mitä näissä kaikissa hienoissa yhteiskuntavastuuraporteissa on, tai sitten sellaista julkisivun kiillotusta erilaisilla mainoskampanjoilla, jotka ehkä maksaa enemmän kuin se raha mikä menee siihen hyvään tarkoitukseen. Että en nyt tiedä sitten että onko kovin moni yritys sitten loppujen lopuksi niin vastuullinen kuin antaa ymmärtää..." 5*

In addition to suspicion towards the CSR programmes in general, Aware Sceptics mistrust the reliability of the information inside the CSR reports. This means that Aware Sceptics believe that there are no actions, or less meaningful actions, behind the words put into responsibility reports, for instance, as also implicated in the following,

*"-- on aika paljon saatavilla just kaiken maailman yhteiskuntavastuuraportteja ja muuta, mutta skeptisenä ihmisenä sitä miettii, että mikä sen tiedon luotettavuus on, että voiko siihen oikeesti luottaa, että onko se niin ruusuista, mitä tää raportti antaa olettaa." 1*

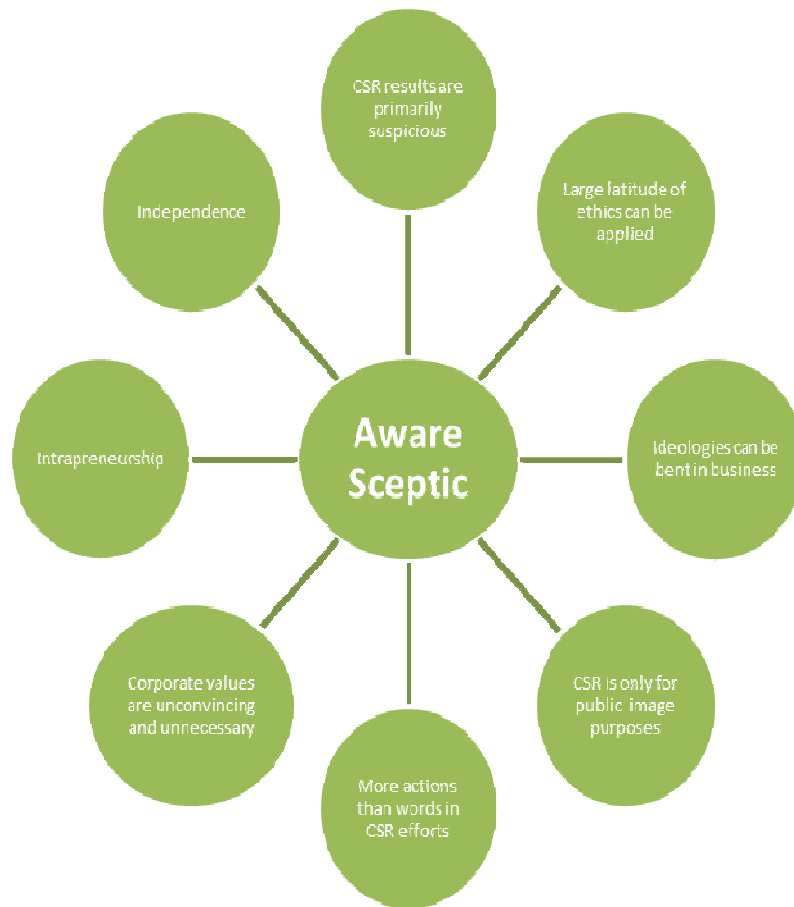
On the other hand, Aware Sceptics consider mainly financial aspects over the responsibility efforts. They are independent and intrapreneurial actors in

the working communities and thus work hard, but the reason for that is mainly wealth or other benefits offered, such as free-time, or other sort of flexibility. Thus, for Aware Sceptics, corporate responsibility might not arise, as an employment criterion, above personal wealth and hence diminish the importance of CSR in their career path, as stated below.

*"Ja onhan siinä sitten se raha vaakakupissa että onko se sitten tärkeämpi. Henkilökohtaisesti se ainakin mietityttää, että kumpi niistä nousee nyt sitten tärkeimmäksi." 2*

Furthermore, Aware Sceptics see businesses CSR efforts mainly as a means to corporate image, not for contributing to the society or the environment. As one of the interviewees emphasised, CSR is not a bad thing when it comes to corporate image, but it is hardly ever executed truly for the sake of environment and the employees, but only because public image is crucial to success,

*"No on siinä se, että sitten oikeasti kiinnitetään huomioita niihin asioihin, että lähinnä se tulee mun mielestä imagon kautta. Että vaikkei sitä tehtäisi sen takia että ympäristö- tai työntekijät kiinnostaa, mutta silti se maine on niin tärkeä." 7*



**FIGURE 4.** Aware Sceptic's themes of an attractive employer.

**TABLE 4.** Aware Sceptic's workplace preferences.

Aware Sceptic would work for	Aware Sceptic would not work for
<p>Any company. Aware Sceptics seem the most versatile employees and feel themselves comfortable in various surroundings. Also since there is large latitude of ethics that can be applied, the field of business, codes of conduct as well as the values are not the criterions to choose an employer. However, it seems that Aware Sceptics would not feel the most comfortable in very social and / or responsible organisations since they would feel that the responsibility programmes to be unnecessary unless they would see in reality and in concrete actions what the responsibility is about. Thus, Aware Sceptics would be ideal people to conduct environmental and / or social programmes since they would not settle for only kind words in the CSR reports but rather make sure the words become alive.</p>	<p>No visible restrictions.</p>

#### 4.5 Safety Seeker

It is no surprise that due to the current economic situation one type of future employee turned out to be a Safety Seeker. What does this mean is that Safety Seekers are more concerned about the continuity and consistency of work rather than environmental, social, or superior financial achievements, for that matter. These people are mostly those who work hard and are one of the best employees when it comes to productivity, however they do not see or feel themselves as ambitious and do not mind career advancements or higher purpose of business, but rather work because it creates security and because it is expected of them. One of the interviewees clearly put it, that she does not have the ambition to seek high status in business, and she is much more willing to settle for smaller companies and smaller locations rather than climb towards the top management.

*"-- että mulla ei oo ikinä ollut tähtäin missään tuolla ihan huipulla, mutta en tietenkään karta mitään esimiestehtäviä siinä mielessä, mutta ei tarvii lähteä mitään kultaviittaa hakemaan, riittää siis sellanen pienempikin organisaatio." 2*

Similarly, one of the interviewees mentioned that to have successful career is nice, but it does not define who you are. This is what crystallises the main ideology of the Safety Seekers. They do not want to make a huge number of themselves but rather settle for to be more insignificant part of the employing companies. In addition, when interpreting the data it became clear that this is the type of personality that also carries the most worry about the economic situation and survival; they do not look for high benefits and salaries but as a means to survive they are most concerned on how the economic situation will affect their personal lives. One of the interviewees also mentioned that due to the current, poor situation of the economy, the organisations are not in any place to start to question or raise issues based on ideologies such as environmental concerns. Another interviewee continues and completes the concern by adding that rising issues of environmental matters, for instance, in business is also scary, because you might lose your credibility in the eyes of your employer.

*"-- niin ei tässä nyt ole kauheasti varaa ruveta valitsemaan, varsinkaan millään ideologia-tasolla. 4*

*"Koska ei sitä välttämättä työnhakijana uskalla itse tuoda esille, ja sitten he ajattelee, että hihhuleita taas, jotain kukkahattutätejää..."*

3

When observing corporative values of Safety Seekers, they are not that much interested in how their future employers will conduct their businesses and on what expense. Safety Seekers, as already mentioned, are more concerned about the continuity of their jobs. Corporative values are, for these people, guidelines and part of the processes but not of any particular personal interest or criterion for a future employer. One of the interviewees put it in words: when it comes to corporative values, he would rather ignore their existence and not underline their meaning. On the other hand, he would not feel comfortable to criticise them either if he does not need to take stance on them. To his opinion he would not pay that much attention to the whole value discussion in the workplace.

*" Mä uskon, että mä ite vaan siouuttaisin ne asiat, että en korostaisi niitä, mutta en myöskään kritisoi niitä, että ellei mun tarvii ottaa niihin kantaa, niin ehkä ottaisi sen sillain, että nämä on nämä arvoit mutta näistä voi olla eri mieltä, että käytännössä en varmaan kiinnittäisi hirveästi huomiota." 7*

This fortifies the interpretation that Safety Seekers do not want to make huge scene of them as well as contradict and / or question the companies' achievements based on CSR issues. Safety Seekers also consider that neutral personalities will be the most appealing in the eyes of employers and that scintillating personalities might get in trouble as they lose their credibility and trustworthiness by challenging prevailing systems. Safety Seekers' fascination towards neutrality might also be due to their fear of losing convenience: it takes much more effort to make you visible in the companies, be change agent and ethical herald as it takes to be invisible. On the other hand, the Safety Seekers do have fear for the so-called "superhumans" who they think will rule the workplaces in the near future. By "superhumans" they mean people with high sense of morality, aware mind-set and set of both hard and soft skills that will out rule the skills of Safety Seekers. They feel that the loom of "superhumans" in the workplaces will create tension and pressure for Safety Seekers to become more alert and active with regard to responsibility, for instance, as it follows,

*"-- mutta muuten siinä uhkaa tulla se, että työntekijät on sitten ristipaineessa, että pitääkö näitä kaikkia asioita nyt osata ajatella ja olla superihminen?" 7*

Still, as one of the interviewees continues and what identifies the type of the Safety Seeker is that you cannot be very pop-out-personality since, over them, employers prefers blunt personalities with some sense of creativity.

*"Ehkä ei hirveän räväkkä persoona sais olla, että enemmän semmoinen tylsä persoona, mutta kuitenkin luova samaan aikaan." 7*



**FIGURE 5.** Safety Seeker’s themes of an attractive employer.

**TABLE 5.** Safety Seeker’s workplace preferences.

Safety Seeker would work for	Safety Seekers would not work for
<p>In small- or medium sized companies, in less- concentrated geographical areas and highest in middle management where they do not need to make huge number out of themselves. Safety Seekers seem to be hard workers and those who actively achieve corporate goals (also responsibility goals, if necessary) however since Safety Seekers are mostly concerned with safety and risk-free environment they lack the courage and ability to leadership and seem not to seek for managerial posts unless highly encouraged.</p>	<p>No large restrictions, but due to their insecure attitude towards the economy and the business in general, they would most likely not want to work as entrepreneurs, in less profitable organisations or in risky field of operations. Safety Seekers would not also feel comfortable in dynamic organisations where hierarchical progression is very fast and obligations and responsibility grow in short timeframe, but rather settle for more insignificant posts and enjoy life around work rather than build glamorous careers.</p>

## 4.6 Comparing the future employees

The research process revealed that future employees manifest five different classes or roles in future workplaces. They are *Environmental Idealists*, *Equality Enhancers*, *Corporate Money-Makers*, *Aware Sceptics* and *Safety Seekers*. All of these five different classes represent different values, respect different kind of employers and have special characteristics as employees.

The comparison between the classes is easy to begin with the two extreme positions: *Environmental Idealists* and *Corporate Money-Makers*. As it has already been established *Environmental Idealists* hold dear their own specific values, which are closely related to environmental and social wellbeing. They have the ideology of a better world where all businesses are established to do good for the world, the communities and the people. The ultimate goal is to be able to spread happiness instead of solely wealth through work. They manifest a high sense of ethics in business and do not respect people who neglect ethicality in managerial decision-making. In contrast, *Corporate Money-Makers* believe that ethics are mainly dispensable and any values portraying higher meaning of business are inconvenient and unnecessary, and pretending anything else is a falsely act. *Corporate Money-Makers* believe so hard that the world that we live in, and the free market economy, are good enough reasons for not portraying any responsibility values, because "that is just the world that we live in". Whereas, *Environmental Idealist* might also think that we live in a world of hard values, however they have a mind-set which is set out to change the overall ways of thinking and take the course to another more responsible direction. For *Corporate Money-Makers* wealth always becomes first; "why to be in business if money is not the goal?" is the way they think. They want to work for companies who can offer large compensation packages and benefits and where corporate ladder is easily accessed. Social and / or non-profit organisations are not of any interest of *Corporate Money-Makers*, as charity means giving away money rather than receiving it to one's own pockets. In addition, the oblivion of CSR is quite evident only because the matter is not important for them and they never had to learn about CSR let alone to be interested in it. In comparison, *Environmental Idealists*, on the other hand, are extremely aware of the whole package of CSR and willing to contribute to it also in their free time. Moreover, if *Environmental Idealist* will not be recruited to an organisation promoting for and committing to CSR values, they are more than happy to establish their own business in order to manifest and spread their values across the business scene. This is interesting, since if we consider *Equality Enhancers*, they are more concerned how to spread CSR values within the organisations rather than becoming entrepreneurs if the values between the organisation and them do not meet at instance. Still, *Equality Enhancers* are as concerned of CSR values in business as much as *Environmental Idealists*; however they have more of a leadership role to make the change from inside out within the organisations. *Equality Enhancers* are also more, as



Environmental Idealists are of the environment, concerned about the social aspect of CSR, even though the environment is considerable value as well, however, on the social part, equality factor arises to be the most important. They want to work in a company who can, quite visibly, offer equal opportunities for each of their employer, no matter their hierarchical status, geographical position, race, religion, sex, age and generation, and so on. If this is not the case, they want to continually develop themselves in order to become credible leaders in the workplaces and forward the word of equality, and social justice, both domestically but increasingly also internationally, especially when considering large, global companies.

When comparing to all the previous, *Aware Sceptics* have an extensive amount of knowledge regarding CSR and they know why companies engage in such as well as what could be achieved and what are the criterions of a responsible company. However, where Environmental Idealist and Equality Enhancer believe that the CSR programmes and results can be achieved and should be valued above everything else, *Aware Sceptics* believe that all CSR efforts, the programmes and the end results, are primarily suspicious. There seems to be large amount of mistrust among *Aware Sceptics* and overall thought that CSR is bringing the companies nothing else except potential levelled public image, and the true actions and true results are insignificant in a larger picture. What is interesting, however, especially due to this highly sceptical attitude and large amount of knowledge, *Aware Sceptics* should seemingly be appointed as the CSR managers in the companies. It could be said that CSR programmes need a lot of scepticism behind them in order for them to become credible, understandable and concrete. In addition, whereas Environmental Idealist and Equality Enhancers concentrate on supporting their own ideologies, *Aware Sceptics* could actually be the ones who, in any organisation convert the words that they are so sceptical about, to actual actions and clearly communicable messages which also the less interested or less experienced people would understand. That is also the reason why *Aware Sceptics* could work for any kind of organisation because their pre-requisites are low, and because they do not expect anything special from the companies, but rather follow their own value framework that is modifiable to multiple situations. In addition, they manifest intrapreneurial spirit and are highly independent; however, it should be assumed that the same scepticism behind their ideologies and thoughts could be also an obstacle to eventually become an entrepreneur.

It can be however questioned which of them, Environmental Idealist, Equality Enhancer or *Aware Sceptic*, should be the most beneficial CSR leader of the recruiting companies. This is also clearly highly dependent on the organisational situations and values. They all have their own good qualities to lead responsibility programmes but it could be broken down something such as: Environmental Idealists are pathfinders, those who invent new ways of making business, successful but ethical entrepreneurs and business inflectors as well as famous philanthropists, Equality Enhancers are those who can lead

large corporations and gain a lot of influence as well as credibility in global organisations and show direction in corporate ladder to other colleagues but also to other businesses, whereas Aware Sceptics are the people who can make even the small and medium-sized companies to engage in CSR and to make it happen in a sensible yet down-to-earth way.

*Safety Seekers*, compared to for instance, Corporate Money-Makers, might have responsibility values and ethics but they are highly bendable in all business situations. In addition, Safety Seekers believe that they cannot afford to have strong values with regard to CSR or create own sustainable business ethics because business is such a volatile surroundings and where people are easily prejudged. Compared to all the previous types, Safety Seekers manifest their own characteristics which relates strongly to the fear of being judged. Whereas all the other classes are willing to make stance on the CSR issues with regard to their own values, Safety Seekers think that the best employee is the invisible one. Thus, they do not want to let their voice speak in the organisations, especially when considering responsibility issues, and rather they do not want to be confronted by the issues, as they believe that they would be forever imprinted as troublemakers.

It could be concluded that there are two families of though in the five classes created. It seems that Environmental Idealists, Equality Enhancers and Aware Sceptics belong to same "family" whereas Corporate Money-makers and Safety Seekers belong to another. Nevertheless there is large latitude of differences between the types inside the "family", however it makes interpreting and grouping the future employees in the future workplaces and in the recruiting situations more coherent and simple. As a conclusion the following table represents the comparison in a more summarised manner.

**TABLE 6.** Summary of the future employees.

Future employee	Values	Relation to CSR	Theme words	Attractive employer
Environmental Idealist	Environment, equality and CSR	Strong	Ideologies, ethics, honesty, transparency, CSR leadership, innovativeness, happiness and entrepreneurship.	Small or medium-sized business, maybe own enterprise, acting with strong ties to CSR and lead through responsible values and non-compromising ethics.
Equality Enhancer	Equality and similar opportunities for all	Positive	Modernism, globalism, pro-activeness, equality, prospects for leadership and interaction with management.	Socially, generationally, racially and sexually versatile organisation offering self-development and free time possibilities. Large and global companies are a preference. Ability to lead within the organisation is important.
Corporate Money-Maker	Money, compensation and results	Mainly negative	Profitability, shareholders needs', money, benefits and compensation.	Large corporations or growth companies that offer competitive compensation packages and less value talk and ethics. Cash is the king!

(continues)

Aware Sceptic	Meaningful duties and opportunities	Sceptic but appreciative	Suspicion and scepticism but down-to-earth-, public image, less ideologies, intrapreneurship and independence.	Company that can offer challenges but steady posts. Most likely will work for small or medium-sized companies that can offer intrapreneurial spirit and who value hard-working attitude. However there is a large scale of variability; can work for basically anywhere because pre-requisites are low.
Safety Seeker	Safety, security and equality	Intimidating but honourable	Security, safety, meaningfulness and indispensability, change neglect.	Safe, respected and recognised companies that are profitable financially secure and that can offer steady posts and life-long career possibilities in lower- end posts section.

**TABLE 6.** Summary of the future employees (continues).

## 5 DISCUSSION

The purpose of this study was to shed light on the future employees and their values regarding CSR, hence how will their values shape the future workplaces and how will the recruitment of these employees effect on businesses in general. In this section I will discuss on some theoretical and managerial implications, assess on the limitations and propose some future study topics, and finally, reflect on the reliability of the research project in total.

### 5.1 Theoretical contributions

The research gave various points to ponder from both theoretical as well as managerial point of view. First I am going to look into the theoretical contributions of the study. To begin with the theoretical observation I want to draw the attention first to the end results of my study. They show that there are five (5) different classes of future employees out of two (2) classes of employees demand CSR and values related in order to work for a specific company in the first place (Environmental Idealists and Equality Enhancers), one (1) class that appreciates CSR but is very sceptical about it (Aware Sceptics), and two (2) classes that does not value CSR directly at all, but value and demand many other issues that can be strongly related to CSR and hence they have strong relation to it indirectly (Corporate Money-Makers and Safety Seekers).

As the results thus show it should be clearly understood in organisational level that CSR is here to stay and will grow its importance significantly in the near future especially in the employee-level. McLaren (2008) notes that CSR must become a key factor of business, not an add-on or afterthought, and various researchers point out that CSR is important strategic tool to manage employees and other stakeholders (e.g. Du et al, 2011; Aguinis, 2011; Bauman & Skitka, 2012; Buciuniene & Kazlauskaite, 2012). Thus the importance of CSR should not be neglected anymore, but rather involved in the strategic decision-making. Consequently, it is not only a suggestion rather than a must for organisations to start considering their actions towards CSR as the future

employees enter the workplaces; as the results of my study also show their multiple and various needs can conveniently be addressed by CSR. In few years' time it might be too late, thus actions towards CSR should be engaged rather instantly.

If we go back to the initial settings of the study pointing out that there are several companies in the market who want to have the "best" employees, it is seemingly, in many occasions of this study, already proved that the best employees can be achieved by CSR. Barb Steele, director of membership for Canadian Business for Social Responsibility, reminds, in McLaren's (2008: p. 11) work that "-- strong CSR platform will help you attract and retain top talent, the key element in performance of a company." In addition to this various other researcher point out similar results (e.g. Bauman and Skitka, 2012; Bhattacharya et al, 2008; Turban & Greening, 1997; Albinger & Freeman, 2000). However, invisibly or inconsistently engaging in CSR is not enough anymore to attract these future employees. Only through consistent recruiting systems supporting the value congruence between the employee and the employer can achieve the best talent level in the company.

Creating value congruent recruiting systems for new employees entering the companies can also enhance companies' competitiveness. Inability to recruit people with similar value background can significantly raise costs, for example by recruiting a wrong employee (Vaahtio, 2005), decreasing commitment, motivation and quality of work (Tienari & Piekkari, 2011; Piha & Poussa, 2012, Bauman & Skitka, 2012), or spoil the cooperation of the whole working community. "Before recruiting and hiring, successful recruiters consider the values of the potential recruit, Gen Y or otherwise, and how the person will fit with the organization. " (Solnet et al, 2012: p. 45). Thus, as also expected in the offset of this research it seems that being able to offer jobs in organisations with rooted CSR cultures as well as to create ethical meanings and results for the job applicants, can boost competitiveness and increase the amount of the best talents in the companies also pointed out by Zhang and Gowan (2011: p. 360): "CSR may be a source of competitive advantage by attracting quality employees." In addition, it does not come as a surprise that, CSR activities may widely increase the level of positive image, reputation and distinctiveness of the company (Bauman & Skitka, 2012).

It is noteworthy that, as the results of this study also imply, we are all different personalities, as are also the future employees, hence aggressively promoting for CSR to people who has less appreciation towards it, Corporate Money-Makers for instance, the strategy of competitive advantage might backward. Therefore, it is crucial to identify and analyse who the people applying for the job are and to which class they belong to. However, if the organisation chooses to aim for competitive advantage and the best talents via CSR, it can be judged that it is less likely that Corporate Money-Makers, for instance, gravitate to such companies in the first place. In the case of Environmental Idealists' or Equality Enhancers' it can be judged that these applicants will not even consider to apply for an organisation that cannot

present them a solid and reliable system for either committing or already engaging in CSR. However, it must be kept in mind that these future employees are also the future leaders, and willingly, such as Equality Enhancers, want to sink in their values to the whole community within the organisations. Vlachos et al (2013) emphasise that future leaders are important communication channels that will have a great influence to the interpretations of CSR programmes inside the whole working community in the near future.

What is also noteworthy is, nevertheless the pool of future employees include also people who are more result- and profit-oriented rather than motivated by social and environmental concerns and addressing them through work, the collective group of the new generations, that is Y and Z, have quite similar interest when it comes to an ideal job and an ideal employer. That is, they search for more “free”, non-hierarchical and communal cultures and more meaningful tasks (e.g. Tapscott, 2011, Piekkari & Tiennari, 2011; Piha & Poussa, 2012). Therefore, also the more profit-oriented future employees might find fulfilments in CSR emphasising workplaces. This might also be due to employees having faith they will receive more opportunities for personal growth through CSR (Bhattacharya et al, 2008).

However, the question of money always looms when we consider business. Do these future employees care less for money, then? Perhaps, perhaps not, but it could be concluded that the salary, or personal wealth, is not the first criterion to these future employees, at least to the majority of them. Naturally, if we consider Safety Seekers, for instance, it is obvious that for them compensation matters more, not to mention Corporate Money-Makers, however, as already previously mentioned these barriers can be overcome by CSR and personal growth programmes, or by explicitly concentrating safety matters through CSR, as explained later on in the study. Nevertheless, Dolan already in 1997 showed that over 50% of MBA students would be willing to accept lower salary in return to work for a socially responsible organisation. When considering Environmental Idealists or Equality Enhancers, they would see that the compensation is a result for meaningful work, and huge compensation packages for nothing that can be related to a greater good give them no higher appreciation towards the company in particular. Thus, competitive compensation packages might not be the competitive edge to win the best talents; it might be the CSR visibility.

Creating CSR programmes and establishing value-congruent recruiting systems are not, however, enough. Based on the future employees' opinions, the approach in CSR must be taken even further. As it became evident through the research process there is a high level of suspicion, mistrust and misconceptions regarding CSR, and the entire most limiting factor with regard to committing CSR is, in fact, scepticism (Vlachos et al, 2013). Thus overcoming the scepticism is indeed the most valuable act the organisation can do to advance its future success. Future employees quite clearly expressed that they do not believe in CSR because they do not see the end results. Thus bringing the employees closer to CSR actions, from creation to execution, and becoming

meaningful parts in aiming the end results should diffuse some of these sceptical attitudes. Furthermore, in order for all levels of the organisations to understand CSR, and to remove the misconceptions behind the CSR processes, all CSR communications should be understandable, clear and meaningful to the targeted audience; that are the future employees. Namely, “We are doing good” should not be enough anymore, rather more specifically elaborated messages what is done, why, for whom, who does it and what can be and is achieved by this, should be considered. Promoting for clear messages should also create more open communications culture where CSR is a constant topic of discussion, not only in the managerial level, but in all levels of the organisation.

I theoretical wise, it must be concluded that the future employees in my study and in the literature used share the same visions and thus show consistency regarding the future direction of business. The future employees will shape the business environment with their value background and will gain more influence than ever (Tapscott, 2010; Piha & Poussa, 2012; Piekkari & Tienari, 2011). Thus, the organisations should be prepared by actions that are touched more closely in the next section.

## 5.2 Managerial contributions

In addition to theoretical contributions, I am going to present some practical implications that can be considered in the organisations when engaging in recruiting processes and interacting with the representatives of the new generations i.e. the future talents. Through these, the decision-making bodies can grasp, firstly, more understanding on how CSR can increase their competitive edge, especially when searching and selecting entry-level employees, secondly, get an insight who are the future job applicants, what do they value and what are the motivations behind their work ethics, thirdly, create more strategic approach with regard to recruitment process and plan how these particular applicants would fit in the specific organisation in order to create the competitive advantage.

The observation should be begun by pointing out few clear messages that managers should keep in mind when creating their recruitment and CSR programmes for future employees,

- Good public image and reputation can be achieved by CSR and good HR policies, followed by competitive advantage against rivals.
- Various employee needs can be satisfied through CSR such as safety issues and fulfilment to meaningful existence.
- Success can happen only through communication.
- Commitment and engagement of employees will follow one’s rightful actions.
- Overcoming the scepticism is the key target.



It became quite evident through the research that the future employees connect CSR performance to corporate image and success. Therefore it is only natural that these future employees will be more intrigued to work for companies that have these terms, success and image, in order. This attitude can be seen to apply to all the different future employee classes, no matter their value background. Lee, Park and Lee (2012) point out that it is crucially important for companies to understand that content of their key stakeholders, in here employees, is a clear link to company's success. This means, that it seems to be very important to keep close proximity between the CSR and the prospective employees. This is what Lee et al (2012) also emphasise by saying that it is the next big challenge for managers to take active role in making the strategic CSR goals and employees more close to each other, thus "from unawareness to active involvement" (Lee et al, 2012: p. 6). This is also highly important step in managing CSR as it was also emphasised by nearly all the future employee classes: CSR, as it is today, is a very vague concept and it seems that companies currently engage in such operations only to increase their public image. To turn this attitude around, the companies should engage in CSR not only to boost the public image but rather letting the good image follow good corporate actions. As a result not only success and positive image would follow but also the best employees and eventually significant competitive market edge.

As the study quite evidently proved there are various needs that future employees want their employers to fulfil in order for them to show interest towards the particular company. Some of them have already been mentioned, however, in this context I go through more thoroughly the quite current needs of safety and security and meaningful existence. Namely, the future employees do not differ from the current or previous employees in the sense that everyone needs some level of security in our jobs. This was also fortified in my study due the current poor market economy situation and little less predictable and more volatile job-markets prevailing on the background. The future employees has become more and more educated, sophisticated as well as flexible and thus committing to a specific workplace becomes crucially important (Cohen, 2009). Moreover, as already mentioned, the unstable economic situation beginning from 2008 has increased the need for security and created more attachment of the employees to companies they see more reliable and stable (Cohen, 2009). Interestingly, the security barriers can be overcome by instilling CSR system and using it as a recruiting trump. Lee et al (2012) revealed that CSR activities have important role in creating sense of attachment to the companies. This means that if a company gives a positive image with regard to their CSR activities, more strong sense of attachment is created between the employee and the employer. As result the sense of security rises as well and lessens the feeling of being exploited by the company at issue (Bauman & Skitka, 2012). Due to these actions the companies can also be assured that applicants such as Safety

Seekers could create emotional bond with the company, as the risks of being merely taken advantage of by the company would diminish.

Another important aspect in the results was that the future employees search for greater meanings and sense of fulfilments by working for a specific company and in a specific job. Consequently, creating meaningful tasks and room for self-fulfilment and development may enhance the commitment but also motivation to work for the company at issue. "By satisfying their need for a meaningful existence, employees should enjoy greater life-satisfaction and increased emotional well-being." (Bauman & Skitka, 2012: p. 78), hence when managing future employees, especially Environmental Idealists and Equality Enhancers in this sense, it should be born in mind that as their role in the workplaces grow, so should the meaning behind their tasks as well. This can also be linked to the active involvement that should be promoted between the employee, employer and CRS. The future employees need to know, see and feel what they are doing and what are the reasons behind their tasks. It seems to be not enough to work for the best of the company, but rather for the best of the whole society. As it is concluded by Bauman and Skitka (2012), through CSR companies can address a variety of employee needs, increase their well-being as well as to build stronger relationship and commitment towards their company. Rodrigo and Arenas (2007: p. 276) also advice: "The more employees feel that their work within the organization is important and has a social meaning, the more their sense of social justice is satisfied. "

In addition to these already presented needs, safety and security and urge for meaningful existence, the study also illustrated other important employee needs that must be noticed in the organisations. These are roughly the following:

- Flexibility and possibilities to influence on working hours and free-time.
- Possibilities for continual self-development and training.
- Less hierarchies and less stringent working culture.
- More open, transparent and conversational working communities.
- Ability to lead and be lead; good management is the key.

As it has been already quite extensively presented earlier, it seems that all of these above factors can be addressed by well-managed and planned CSR programmes. What does this mean is that not only will the companies win the best talents and gain value congruence but also greatly serves all the other requirements of an attractive employer by engaging in CSR.

When it comes to future employees, it was emphasised that values and their clearness as well as nearness are often pictured to be quite distant from the employee. CSR as a concept might be, as the results also showed, an indefinable concept, and therefore, it should be the utmost importance to engage the employees in both creating and maintaining CSR goals and achievements. It has already been established that managers tend to keep the employees quite

distant from CSR decisions. Bhattacharya et al (2008) also point out that CSR messages are often unclear and inconsistent. Furthermore, employees' needs are seldom considered while CSR plans begin to formulate. Vlachos et al (2013) point out that companies engage in socially responsible initiatives but are then discouraged to communicate them to stakeholders. Thus, "managers should first insure favourable employee CSR attitudes which will, in turn, translate into external CSR ambassadorship." (Vlachos et al, 2013: p. 2). In addition, it is often acknowledged that employees perform better and have higher productivity, for instance, though clear, consistent and understandable CSR communication. (Bhattacharya et al, 2008). Consequently, CSR messages should be "realistic, robust and relevant" for future employees to grasp, engage and enjoy (Mercer, 2008: p. 16). This sort of actions should be crucially considered especially when interacting with Aware Sceptics, Safety-Seekers and Corporate Money-Makers, as they should be seen the most negatively responding group to mixed CSR messages.

It is also highly noteworthy that, in light of the research results, there was a large sense of scepticism noticed among the future employees with regard to CSR, especially when considering Aware Sceptics and Safety Seekers, but also Environmental Idealists, Equality Enhancers as well as Corporate Money-Makers. Whether it is a character of this particular sample, or generation, or nationality of the sample, remains as a mystery. Vlachos et al (2013) remind that in managing stakeholders, in this case the employees, scepticism is the key challenge in CSR implementation. However, all the previous suggestions have also offered solutions to overcome the prevailing scepticism, no matter the origin of it. Consequently, at first, checking that CSR messages are to be communicated in clear and consistent manner in all levels of the organisation, secondly, engaging the employees, also from all the levels of the organisation to plan and execute the CSR programmes, and thirdly, give concrete results and possibilities to create higher meanings through tasks given to the future employees. With these tools the CSR could become more closely bonded and personally attached issue and hence the scepticism could radically diminish.

All in all, what can be concluded by all of the previous in the managerial level? First, making sure that it is known what is valued in the organisation and by that assuring the value congruence between the newly recruited employee and the organisation. When considering values, it is said that assimilating the values within the organisation takes two to five years for them to become usable in daily business actions in the organisations (Aaltonen & Junkkari, 1999). Managers therefore should understand that first it is important to set the mutual goals, that are values, and only after how these could be achieved (Aaltonen & Junkkari, 1999). Second, developing, maintaining and constantly improving CSR actions of the organisation, all of which points given earlier.

Third, what should be done is formulating clear, meaningful, achievable and trustworthy CSR messages continually advertised in all levels of the organisation. Especially in CSR, the activities cannot be hidden from your

current and potential employees (McLaren, 2008) and communicating the values is too often passive in the organisational level (Louhiluoto, 1999). Values can be extended to show in company logos, trademarks, personnel clothing, and sponsorships and in many other quite visible targets, as well (Louhiluoto, 1999). One solution could also be to begin the CSR and value communication already in the recruiting process. It has been shown that information at hand, in different databases or communicated from the supervisory level give high meaning to the inner evaluation of the company in the minds of prospective employees when they are considering applying a job in from a certain company (Bauman & Skitka, 2012). Companies ensuring the availability of the data and committing to use it, also in the recruiting process, will find themselves to be more attractive to both existing and prospective employees (Bauman & Skitka, 2012). These are also tools to overcome scepticism and improving the integrity of the CSR actions, by involving the top management but also initiating the processes from bottom-up (McLaren, 2008).

Fourth, involving the employees to plan, execute and maintain the CSR actions with specific tasks. Managers should clearly point out and determine the most capable and useful key persons, human resource groups, organisational parts as well as different organisational levels in order for the values to assimilate (Lahti-Kotilainen & Mankkinen, 1995; Väkevä-Harjula, 2002). "Engaging the Gen Y employee is about involving them in how and why the business operates, rather than just following a set of instructions without asking questions." (Solnet et al, 2012: p. 45). Furthermore, it would be important to understand that it is crucially important to say and act in accordance, if your company truly values your employees and their contribution to strategic actions (Solnet et al, 2012).

Fifth, it must be said that by all this it is possible to form a uniform, collaborative and effective working community as well as to contribute to the society and maintain ethical decision-making in all business actions. Failing to fulfil all the demands can be costly, a) financially, by recruiting the "wrong" employee as well as in terms of acquiring the wanted, best talents, b) in image and public reputation wise and c) in terms of continuance of business actions in general. Finally, it must also be pointed out that managers hold great power and responsibility in helping the employees to digest the wanted values (Louhiluoto, 1999; Väkevä-Harjula, 2002) and their own value-settings play a significant part in strategic decision-making (Gahmberg, 1986; Väkevä-Harjula, 2002). It is thus managers duty to inspire shared vision, establish goals forth pursuing for, caring for the well-being of the employees and thus do good for the organisation but also the society at large (Vlachos et al, 2013).

In few years' time the workplaces will be full of new generations, the people we now consider as future employees. It is, consequently at utmost importance to start considering the corporative strategies and to fulfil the expectations of these young talents, in order to keep up with the development and in order to build competitive, winning corporative cultures that award CSR involvement and results.

## 5.3 Limitations and further study

### 5.3.1 Limitations

As no study is perfect, some limitations can be identified in this study as well. As it is already established, the amount of data compared to the quality of it is less important in the qualitative approach, however in order to draw a more fundamental picture as a basis for classification, a larger sample, instead of the eight (8) interviews used, could have been more helpful. Nonetheless, the sample saturation could have also been reached quite fast, since it started to show at the end of the research process that the interviews gave no new information regarding the topic. Thus, the current amount with eight (8) meaningful interviews might be just the perfect amount, but one can speculate. If the sample were larger, also quantitative calculations could have been included to illustrate the size of each class in percentages, for instance, which might have given more information on which values are mostly prevailing among the future employees.

Another point to be considered is drawing the sample only inside the University of Jyväskylä, School of Business and Economics. Some variations could have been noticed when considering other Universities or educational facilities. Naturally some meaning to the end results give the fact that University of Jyväskylä have strong commitment to environmental matters and have own programme for environmental management. Had the study been done in any other city could the results have shown some variations. Furthermore, as the study was limited to the faculty of business and the subjects underneath the faculty, the study focuses merely on business perspective. The results might have given slightly different emphasis when adding other faculties and their subjects to the study. Nevertheless, as the research has a strong business background, it was seen necessary to include only business students to the study.

One could also argue that there might have been seen some major differences between the sexes with regard to research task had the sample been larger, for instance. When considering the sample used the mixture were six (6) female and two (2) male participants. Some variations could have been seen if the mixture had been different, or sample larger. Thus, it would be an interesting setting to a new study as well; are there any differences between the attitudes towards CSR with regard to sexes and why.

Lastly, it has to be mentioned that the people inside the sample varied a lot when it comes to actual work experience in business. Most of the interviewees had some work experience, few had extensive experience, however there were also few with practically no previous relevant work experience. In relation to this background, the attitudes and expectations towards CSR and employment in general might have been shown as more unrealistic whereas the people possessing significant amount of relevant work

experience might have offered somewhat more realistic approach in their views towards CSR. Thus, some answers are clearly contrasted with the experience and some are more idealistic approaches, however this is what researchers often face; people clearly debate issues in relation to their own background and consequently give room for interpretations and generalisation.

All in all, it should be expected that similar results should arise no matter the previous suggestions made. As the literature and my results also prove, there is a large consistency in the values of the generation Y as a whole.

### **5.3.2 Further study**

Some interesting topics for future research can also be presented as results of the study. As already mentioned in the previous section, one area to focus on in future studies could be to divide the topic between male and female attitudes and compare them. The research could also focus on the reflection of these attitudes to their roles in business and do they have significant meaning with regard to male and female roles in business. Moreover, some could be interested to apply the topic in wider scale, as suggested in the limitations. Thus, the results could be applied on larger geographical area, on national scale or internationally to show whether some contradictions or major differences would arise. What could also be interesting in terms of this research would be to implement a follow-up survey for participants in my study. It would be interesting to know how the value-settings, attitudes or overall perceptions towards work and their employers changed after few years of working, or did they change, or were compromises done, for instance.

When considering a pure business perspective, it would also be relevant to discover does the CSR promotion in recruiting processes and recruiting value-fit employees have significant performance results, tested in scientific methods. To further consider the topic, there could also be room for researching business managers of today and their values and attitudes towards CSR and recruiting people with CSR values, thus on what basis they recruit their future employees.

## **5.4 Reliability**

Reliability concerns with the repeatability of the research results (Bryman & Bell, 2003). In qualitative studies, the reliability of the study comes down to the reliability of the whole research process (Eskola & Suoranta, 2008). As it stands, qualitative research is often difficult to evaluate when it comes to reliability as the data analysis and the reliability cannot be separated as strongly as in quantitative studies (Eskola & Suoranta, 2008). In addition, qualitative studies are often also seen as untrustworthy when it comes showing the reliability (Eskola & Suoranta, 2008). Nonetheless, in analysing the reliability of qualitative studies, the researcher must use common sense, pre-assumptions

and theoretical sophistication and with literature preciseness to show the reliability of their study by self-critically observing the whole research process (Eskola & Suoranta, 2008).

In my study I am going to follow the reliability check steps identified by Eskola and Suoranta (2008), nevertheless there are several suggestions on how the reliability can be assessed and by which terminologies. However, the reliability of my study will be measured through following criterions: 1) *credibility* 2) *transferability* 3) *assurance* and 4) *affirmation*. When it comes to credibility, according to Eskola and Suoranta (2008) it means that researcher must be assured that the interpretations correlate and correspond the conceptions of the examinees. I believe that my end results on the future employees' values with regards to their future employers are believable and theoretically precise. The reason why I believe that is that there are, firstly, as it stands in the literature and discussion, many studies and researchers who have found similar kind results and aspects when it comes to young generations in the workplaces. Secondly, I feel as a researcher and as a private person to belong to the same generation as the examinees, and thus it was easy as well as quite personal moment to both carry out as well as to analyse the data. Consequently, I as a researcher feel that I have been able to become close to the interviewees and their emotional and spiritual existence, and thus be able to say that I have made correct judgement calls when it comes to analysing the data. Naturally, re-interviews, for instance, could have improved the congruence; however, as the research proved to bestow me with such a great amount of reliable and appropriate data in the first place, it would have been unnecessary in this context. Thirdly, when it comes to credibility of the interviews, Hirsjärvi and Hurme (2001) remind that researcher must assure the quality of the interviews in order for them to offer credibility and thus reliability. For instance, to assure that the recordings as well as the lettering are high-class and follow scientific and ethical codes, also reliability can arise (Hirsjärvi & Hurme, 2001). In my research there were no problems found regarding to the recordings what so ever, nor did the lettering phase give in to the high ethical standards in academics. In addition, the lettering was conducted in the early stage right after the interviews, and thus remained fresh in my mind as the analysis phase begun.

Transferability, on the other hand, can be more complex to assess. Transferability stands for, quite simply as generalisation (Eskola & Suoranta, 2008). In this context, it is difficult to say that the results stand as they are in all over the world, as it is reposted in my study. However, it is largely acknowledged that there is a huge difference between the values of the young and the old. Based on that, it can be somewhat assumed that similar results could be achieved in different parts of the world other than Finland. Nonetheless, it is evident, also based on my end results, that there are changes happening in the future workplaces when it comes to generational shift, for instance, and that is already fact which is both reliable and very general all over the world.

Assurance as in reliability check means that researcher must consider his or her pre-assumptions regarding the process. Based on the literature that I went through to conduct my research, as well as, considering the scientific fascination towards the topic, it can be said that it is only natural that I had some pre-assumption when it comes to researching the future employees. In addition, as mentioned already, I belong to the same age group as the examinees, thus the pre-assumptions were basically my own inner observations towards the topic. However, I believe that it is only natural, in this context, where other people and their values are observed, that some pre-assumptions will be born anyway. I trust however, that I was able to keep the unnecessary assumptions out of the game during the research process and solely concentrate on producing reliable and interesting data. The interviews were conducted without any prognosis and the questions were also neutral, general questions the interviewees were able to answer with their own pace and with their own words in order to reflect their inner values. In the beginning of each interview I also mentioned to the interviewees that I was there only to ask questions and to listen, not to judge or to tell people what to do or think, and I asked them to speak from their heart and with honesty. Thus, I believe to have gained also honest answers. When it comes to analysing the data, it must be mentioned that pre-assumptions proved also to be somewhat beneficial when putting the data into text and thus helped me to organise the data into themes. Consequently, this proves that some pre-assumptions can work for your benefit anyway.

As for the last, by affirmation a researcher can justify the results based on other literature adapted from the phenomenon (Eskola & Suoranta, 2008). As already mentioned there are various researchers who point out similar results all over the world. However, in order to show reliability inside Finland where my study was conducted and where the results primarily affect, it can be said that there are already at least two important studies made from the phenomenon, however only from slightly different perspective. They are works of both Piha and Poussa (2012) and Tienari and Piekkari (2011). The results and discussion in both books represent and fortify the judgements I have made in my study.



## 6 CONCLUSION

The purpose of this study was to elaborate more on the infrequently research area that combines the relation of the CSR and the recruitment of the future employees. The study was conducted to Master's level business students in University of Jyväskylä on qualitative semi-structured interviewing methods. The results showed that there are five different classes of future employees with their own value background and personal characteristics towards their employers. The classes are Environmental Idealists, Equality Enhancers, Corporate Money-Makers, Aware Sceptics and Safety Seekers. Based on these results it seems that CSR is gaining importance and can become the tool to offer competitive edge in order to attract the most talented people from the pool of the future employees. Regarding this aspect some theoretical and managerial propositions were made to include CSR in the recruiting strategies of tomorrows' new talents.

The main contribution of the study is, firstly, theoretically, to point out that CSR is rapidly accelerating in importance and both future employees and overall value climate so demand. Not only that, it is evident that as the companies demand the best employees, they should also prepare to modify their recruitment processes and overall value-climate in order to specifically cater for employees to fit their organisations perfectly. Inability to assure the values congruence between the future employer and the organisation through recruitment can significantly hurt the company's outside image and reputation but also their financial outcomes, not to mention the employer attraction to the future employees. Hence, future employees lack commitment and motivation to work for companies that cannot offer them a working environment and values they promote for themselves.

Secondly, in managerial wise, it is crucial to search and select those talents that share the same organisational values in order to create competitive advantage and other benefits. Future employees, on the other hand, will make their decision on their future employer based on their own ethical frameworks, and thus it must be show by the organisations that they are committed to their CSR efforts. More importantly, managers should concentrate on creating well-

communicated, understandable, visibly achievable and concrete CSR messages in order to actively involve their employees, relive mistrust and scepticism behind CSR goals and in order to actually attract the employees they want to achieve in the future. In addition, what is still left without significant notice in managerial level is that CSR is an effective tool to also serve the needs of their current and future employees. For example, safety and security as well as recognition and meaningfulness can be greatly advanced by CSR in the organisations. Furthermore, not only the public image, CSR will help the organisations to become more attractive and to win the competition on the scarce resource of future employees, become cost-effective and respectable community players that can serve the whole society at large.

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## APPENDICES

### Appendix 1. Semi-structured focus interview: Can CSR be recruited?

#### *English version*

#### 1 BACKGROUND INFORMATION

- Year of birth?
- Family?
- Study subject?
- Stage of studies?
- Relevant work experience?
- How many times you have been involved in recruiting process?

#### 2 RECRUITING SITUATIONS AND BUSINESSES

- In what type of organisation would you like to be recruited in (after graduation)? In what type not?
- What are you looking for in a future employer?
- What do you see as positive attributes in future employers / recruiting companies? What would you see as negative attributes?
- Have your perceptions towards a desirable future employer changed during your studies / in recent years?
- How do you see the future of recruiting businesses? What is looked for in an employee?
- Any previous experiences or examples that you wish to share?

#### 3 CORPORATE RESPONSIBILITY

- To your opinion, what are responsible companies? What does responsibility mean for you personally?
- What positive do you see in corporate responsibility? What negative?
- In future, is corporate responsibility a criterion for you in a job application process?
- Would you need or want more information regarding corporate responsibility when considering your possible future employers?
- Do you see that you could make a difference as an employee in the field of corporate responsibility when recruited in a specific company?

- Do you think it is important to communicate corporate responsibility issues in a recruitment processes? Does it give an advantage for the recruiting company?
- Do you think you have the possibility to choose your future employer between those who act responsibly compared to those that act not?
- How do you see the future for responsible businesses? Positive / negative comments?
- Can you tell any examples or experiences of responsible businesses?

#### **4 PERSONAL BUSINESS MOTIVATIONS**

- What do you see is the purpose of doing business? Why?
- What motivates you in business? Why?
- How would you describe your own personal business ethics?
- What do you expect from your future employer? (Results, benefits, money, giving back, good community and working environment, social welfare...)
- In what type of companies would you not like to be recruited in? What type of activities would you not want the recruiting firm to act on/ stand for/ perform / represent? Why?

#### **5 BUSINESS SUCCESS**

- Where do you see the success of any business to stem from? What kind of companies do you see the most profitable and successful? Why?
- What positive do you see in taking the corporate responsibility viewpoint in business? What negative?
- Do you see that corporate responsibility plays any role in business success?
- Would you like to be recruited in a firm that supports corporate responsibility alongside/over making profit? Why? Why not?
- Do you think that you can affect corporate responsibility with your own choices in the future?

#### **6 END NOTES**

- Do you have anything to add or any comments on the subject?



## Appendix 2. Teemahaastattelu: Voiko yrityksen yhteiskuntavastuuta rekrytoida?

### *Suomenkielinen versio*

#### 1 TAUSTATIEDOT

- Syntymävuosi?
- Perhesuhteet?
- Oppiaine?
- Opintojen edenneisyys?
- Relevanttia työkokemusta?
- Kuinka monta kertaa olet ollut rekrytointitilanteessa / prosessissa mukana?

#### 2 REKRYTOINTITILANTEET JA YRITYKSET

- Minkä tyyppiseen organisaatioon haluaisit tulla rekrytoiduksi (valmistumisesi jälkeen)? Millaiseen et?
- Millaisia ominaisuuksia arvostat tulevaisuuden työnantajassasi?
- Millaisia ominaisuuksia pidät positiivisina mahdollisessa tulevaisuuden työnantajassasi/rekrytoivassa yrityksessä? Millaiset ominaisuudet näet negatiivisina?
- Onko näkemyksesi houkuttelevasta työnantajasta muuttunut opiskelujesi aikana tai lähivuosina?
- Millaisena näet rekrytoivien yritysten tulevaisuuden? Mitä työnhakijoista etsitään?
- Onko sinulla aiempia kokemuksia tai esimerkkejä rekrytointitilanteista?

#### 3 YRITYSVASTUU

- Millainen on mielestäsi vastuullinen yritys? Mitä vastuullisuus merkitsee sinulle?
- Mitä positiivista näet yrityksen yhteiskuntavastuussa? Mitä negatiivista?
- Onko yrityksen yhteiskuntavastuu yksi työnhakukriteereistäsi nyt tai tulevaisuudessa?
- Haluaisitko että sinulle olisi enemmän tarjolla tietoa yrityksen yhteiskuntavastuusta houkuttelevimpien työnantajayritysten joukossa?
- Näetkö että sinulla on työnhakijana mahdollisuus vaikuttaa yrityksen yhteiskuntavastuuseen? Miksi? Miksi ei?
- Onko mielestäsi yrityksen tärkeää kommunikoida yhteiskuntavastuuasioistaan työnhakijalle työnhakuprosessissa? Onko se mielestäsi etu vai haitta yritykselle?

- Onko sinulla mielestäsi mahdollisuutta valita tuleva työnantajasi niiden yritysten välillä, jotka harjoittavat yhteiskuntavastuuta ja niiden jotka eivät?
- Millaisena näet vastuullisten yritysten tulevaisuuden? Positiivisia / negatiivisia ajatuksia?
- Voitko kertoa esimerkkejä tai kokemuksia vastuullisista yrityksistä?

#### **4 HENKILÖKOHTAINEN BUSINESS - MOTIVAATIO / ETIIKKA**

- Mikä on mielestäsi yritysten tärkein tavoite / päämäärä / pyrkimys? Miksi?
- Mikä motivoi sinua liike-elämässä? Miksi?
- Millaisena näet henkilökohtaisen business-etiikkasi?
- Mikä on mielestäsi tärkeintä mitä tulevaisuuden työnantaja voi sinulle tarjota? Mitkä ovat omat odotuksesi? (tulosta, rahaa, etuisuuksia, työyhteisön, sosiaalisen aseman, tuen, tasa-arvoa, vastuullista liike-toimintaa, pysyvyyttä...)
- Minkä tyyppisessä yrityksessä et haluaisi työskennellä tai olla tekemisissä? Millaista yritystoimintaa et haluaisi tulevan työnantajasi harjoittavan tai millaisia asioita edustavan? Miksi?

#### **5 YRITYSMENESTYS**

- Mikä on mielestäsi yrityksen menestyksen salaisuus? Millaisia yrityksiä pidät kaikista kannattavimpina ja menestyksekkäimpinä? Miksi?
- Mitä positiivista on mielestäsi yritysvastuullisessa näkökulmassa yrityksen menestyksen kannalta? Mitä negatiivista?
- Onko yrityksen yhteiskuntavastuulla mielestäsi mitään osuutta yrityksen kannattavuuteen? Miksi?
- Haluaisitko tulla palkatuksi yritykseen joka mielestä yhteiskuntavastuuasiat ovat yhtä tärkeitä kuin rahallinen kannattavuus? Miksi? Miksi ei?
- Luuletko että voit vaikuttaa yrityksen yhteiskuntavastuuseen omilla teoillasi ja valinnoillasi nyt tai tulevaisuudessa?

#### **6 LOPPUKANEETIT**

- Onko sinulla vielä jotain lisättävää tai kommentoitavaa asiaan?