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1. Introduction

Corporate social responsibility has become a vital topic in the business world as companies recognize the impact their actions have on society and the environment. CSR activities can include a wide range of initiatives, such as investing in renewable energy, supporting local communities, and donating to charities. The concept of CSR has been around for decades; however, it has gained significant attention in recent years. According to a study by the Aflac CSR Survey, 49% of Americans believe that companies should be more responsible for making the world a better place (Aflac CSR Survey, 2019). Also, they have found that 77% of consumers would be more motivated to buy products from corporations that help the world be a better place (Aflac CSR Survey, 2019). These findings indicate that CSR is no longer seen as a luxury or "nice to have" but as a necessity for companies to survive and thrive in today's business environment.

The literature on CSR suggests various ways in which CSR activities can impact a company. For example, studies have shown that companies that engage in CSR activities tend to have better customer satisfaction and a stronger attitude towards their corporate. (Basuony, Elseidi*, & Mohamed, 2014). Additionally, according to a study done by the International Institute for Sustainable Development, "in addition to building trust with the community and giving firms an edge in attracting good customers and employees, acting responsibly towards workers and others in society can help build value for firms and their shareholders" (Hahnon, 2007). This emphasizes the importance of implementing CSR activities and their positive impact on businesses. CSR activities should create long-term value for the company and society as a whole. This can include improving the quality of life of employees, their families, and the whole community. This can lead to a virtuous cycle of positive effects that ultimately benefit the company and society as a whole.

However, implementing CSR activities can have a negative impact; depending on how they are perceived by stakeholders. Companies may face trade-offs between their economic goals and social and environmental responsibilities. Additionally, there may be a lack of standardization and transparency in CSR reporting, making it difficult for companies to effectively communicate their efforts to stakeholders. Furthermore, CSR activities are not a one-size-fits-all solution, what works for one company may not be the best approach for another.

According to an article written in 2010, the significance of corporate social responsibility on research agendas appears to be mirrored in theoretical and managerial arguments that contend that "doing well is not just the moral thing to do, but it also leads to performing better". As a consequence, CSR has evolved from a notion to a reality, and many people feel that businesses must identify their societal duties and apply social and ethical rules to their operations. Companies are increasingly required to recognize their moral responsibilities and integrate socially responsible practices into their business operations. Despite the fact thatmore

organizations now comply and demonstrate their commitment to CSR, many still face difficulties. According to the article, this is because CSR has experienced a complex evolution that has been influenced by a number of theories, including agency theory, institutional theory, resource-based view of the firm, stakeholder theory, stewardship theory, and the theory of the firm. Moreover, the article shows that the various conceptualizations of CSR have led to theoretical development and practitioner confusion. this situation is probably preventing managers from fully comprehending whatever CSR should cover as well as the future theoretical development of CSR.(Lindgreen, Swaen, 2010).

Furthermore, according to Vogel in his study about the potential and limits of corporate social responsibility, corporate social responsibility ideas and practices extend back more than a century, but the present surge of interest in this area is unparalleled. Its increased focus is worldwide, as indicated by every imaginable metric. It is evident in the rise of social and ethical investment funds, a substantial increase in voluntary codes of conduct for firms and industries, and an increase in the number of corporations that publish reports on their social and environmental practices and policies. Similarly, the mobilization of nongovernmental organizations to challenge a variety of corporate environmental and human rights practices, the frequency of consumer boycotts and protests, and the number of institutions and organizations established to monitor, measure, and report on corporate social and environmental performance all demonstrate a strong grassroots interest. David Vogel offers the first thorough, in-depth examination of the modern CSR movement in the United States and Europe. He provides a comprehensive and fair assessment of the movement's triumphs and limits, as well as a critical assessment of the commercial case for CSR. Although recognizing the movement's accomplishments, most notably in improving some labor, human rights, and environmental situations in poor nations, he also shows that CSR's capacity to affect considerable change in corporate behavior is overestimated. The Market for Virtue investigates how far future improvements in business behavior may be achieved in the United States, Europe, the Far East, and emerging nations without more comprehensive or effective government control. In other words, what is the long-term potential of self-regulation in business? Vogel finds that the amount of change that may be expected is significantly less than what much recent corporate responsibility writing has stated. There is a market for virtue, but it is constrained by the high expenses of more ethical corporate practices (Vogel, 2005).

1.1 Background Study

This thesis will explore the different types of CSR activities that companies engage in and the various ways in which these activities can impact the company. The research will also examine the challenges and benefits of implementing CSR programs, as well as the role of government and society in promoting CSR.

The findings of this thesis will provide valuable insights for companies on the importance and effectiveness of CSR activities. It will also contribute to the ongoing debate on how employees actually are. The research will also help companies identify best practices and develop more effective CSR strategies. Furthermore, it will help policymakers and stakeholders understand the role and impact of CSR in the business world and identify areas where more support and guidance are needed.

1.2 Problem statement

Despite the growing recognition of the importance of CSR, the implementation of CSR activities among companies is still not consistent. Many companies have implemented CSR programs and initiatives, while others have not. Even among companies that have implemented CSR activities, there is a wide range of variation in terms of the types of activities that are implemented and the level of commitment to those activities.

This inconsistency in the implementation of CSR activities raises important questions about the barriers and facilitators to the implementation of CSR activities among companies. Factors such as company culture, leadership, and resources can all play a role in determining whether and how a company chooses to implement CSR activities. Additionally, there is also a lack of understanding about the effectiveness of different approaches to CSR implementation, and what factors contribute to successful implementation.

The problem that this thesis aims to address is understanding the factors that influence the implementation of CSR activities among companies and evaluating the effectiveness of different approaches to CSR implementation. This research aims to provide valuable insights for companies, policymakers, and other stakeholders who are interested in promoting the implementation of CSR activities among companies. It also aims to contribute to the existing literature on CSR by investigating the implementation aspect of CSR, which has not yet been widely studied.

1.3 Objective study

The objective of this study is to investigate the implementation of corporate social responsibility activities in companies. The study aims to understand the factors that influence the implementation of CSR activities among companies and evaluate the effectiveness of different approaches to CSR implementation. This study will focus on identifying the drivers and barriers to CSR implementation in companies, and how these factors vary across different industries and sizes. To achieve this objective, a survey will be used to gather data from a sample of companies.

1.4 Research Hypothesis

H1: There is a difference in the CSR knowledge of people from different:

- Age groups
- Educational background
- Work experience

Assuming that younger people know more, people with higher education know more, and people who have worked in a multicultural environment know more.

H2: Older people are less interested in whether the company they work for takes CSR seriously.

H3: People see it as a hardship or nuisance to follow CSR rules at their company.

1.5 Research variables

This thesis looks at the various ways that people identify CSR activities. The dependent variable, which will be evaluated in connection with independent variables like age group, educational Background and work experience will influence perceptions or measures of CSR activities. How these independent variables affect different viewpoints or assessments of CSR efforts will be examined during the research process.

Independent variables	Dependent variables
Work experience	Perceptions of CSR activities
Educational background	
Age groups	

Table 1 Research Variables (own editing)
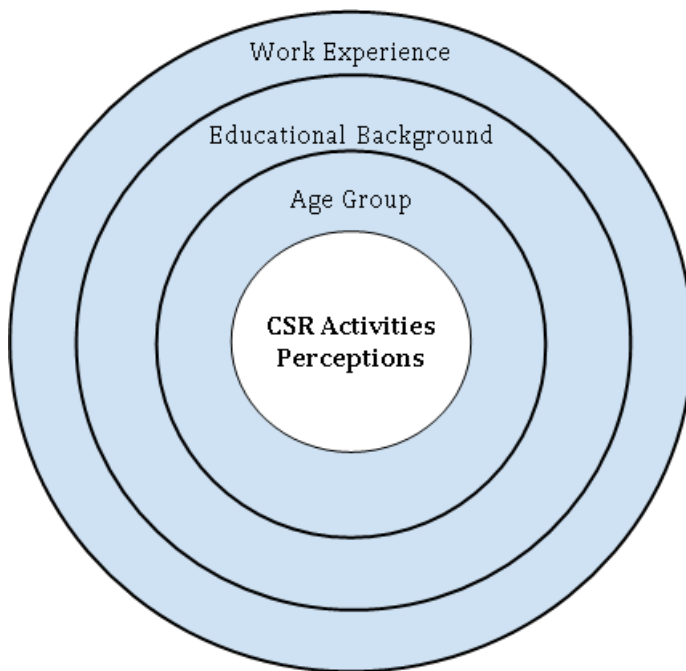
1.6 Conceptual Framework

Figure 1 Conceptual Framework (own editing)

2. Literature Review

According to a study done by the Journal Positive Management, "CSR is viewed as a concept whereby companies voluntarily integrate social, ethical, and environmental concerns into their business operations and core strategy in close cooperation with their stakeholders, with the aim of maximizing the creation of shared value for their owners and for their other stakeholders and society at large—identifying, preventing, and mitigating their possible adverse impacts" (COM, 2011, as cited in Menkes &Aluchna, 2017). They have also mentioned the five dimensions of CSR that were found by Dahlsrud in 2008; economic, social, environmental, voluntariness, and stakeholder (Dahlsurd, 2008, as cited in Menkes &Aluchna, 2017). The first three dimensions describe the types of CSR impacts that companies have, voluntariness, which implies that stakeholders interests define the ideal amount of responsibility; acts that are mandated by law as the minimum socially acceptable level of responsibility.

Carroll (1979) developed one of the earliest and most widely used CSR typologies in the late 1970s. It included a firm's economic (to investors and customers), legal (to the government or the law), ethical (to society), and discretionary (philanthropic) responsibilities (Menkes &Aluchna, 2017). According to the Research in Business and Management case study in 2014, Carroll defined CSR as a pyramid of obligations consisting of four components: economic, legal, ethical, and philanthropic responsibilities (Carroll, 1991, as cited in Olajide, 2014). Carroll's theory of CSR is widely recognized in the business and management fields. According to him, the CSR model states that four kinds of social responsibilities constitute total CSR: economic, legal, ethical, and philanthropic (Carroll, 1991, as cited in Olajide, 2014). According to another study done in 2014 and published by the Cambridge University Press, Carroll argues that companies have an economic responsibility to generate profits for their stakeholders, a legal responsibility to comply with the laws and regulations that govern their operations, and an ethical responsibility to behave in a morally responsible manner and consider the impact of their actions on society (Carroll & Schwartz, 2003).

Later, Donaldson pointed out the opposition to value-based management and the emphasis on corporate social responsibility in his influential book, "Corporations and Morality" (1982), which was followed by Freeman and Reed's proposal of the stakeholder theory (Freeman and Reed, 1983, cited in Menkes, &Aluchna, 2017). According to the stakeholder theory, managers must develop and implement strategies that satisfy all and only those groups with an interest in the company's operations since businesses are constellations of cooperative and competitive interests with inherent value (Donaldson & Preston, 1995, Freeman &McVea, 2001, cited in Menkes, &Aluchna, 2017).

According to Hopkins in his study about CSR, "CSR therefore means the ethical behavior of business towards its constituencies or stakeholders (Hopkins, 2004). Hopkins has argued that when "corporate responsibility" is used in place of "corporate social responsibility," the

meaning of the phrase is changed. Many practitioners use the word "social" in their sentences to encourage businesses to consider their social responsibilities in addition to their more traditional responsibilities. Up until now, a corporation's primary duty has been to generate profits for its stockholders. However, the addition of the word "social" highlights the importance of other factors, such as the environment, the larger economy, and other stakeholders including shareholders (Hopkins, 2004). He also mentioned that while clearly not all aspects of social development are supported by businesses that are socially responsible in their drive for profit, some are. It shouldn't be expected of every corporation to participate in all aspects of social development. That would be illogical and overly restricting. However, a company's involvement in some areas, both internally and externally, will increase consumer interest in its goods and services, boosting revenue for the business. Implementing CSR will result in higher expenses, but these are likely to be outweighed by the benefits (Hopkins, 2004). Nowadays, consumers are boycotting goods they see as being produced in a socially irresponsible manner or by businesses they believe have not operated in the interests of society as a whole. Therefore, the issue of Corporate Social Responsibility is now widely considered as one of the most significant aspects of any business.

Accordingto an article written in 2001, corporate social responsibility is defined by Enderle and Tavis (1998) as "the policy and practice of a corporation's social participation above and beyond its legal duties for the benefit of society at large." Angelidis and Ibrahim (1993) define corporate social responsibility as "corporate social acts whose objective is to address societal demands." CSR, according to Lerner and Fryxell (1988), characterizes the extent to which organizational outcomes are congruent with social values and expectations. At its most basic level, social responsibility has been a concern closely tied to the premise that firms are more likely to thrive in a flourishing community than in one in disarray (McIntosh et al., 1998).Both the concept and the practice have changed over the last decades as a result of the problems posed by an ever-changing society (Bronn & Vrioni,2001).

According to Kumar study, CSR is defined as "a commitment to promote community well-being via discretionary business practices and contributions of company resources" by Philip Kotler and Nancy Lee.

According to Harvard's Kennedy School of Management, CSR "includes not just what firms do with their earnings, but also how they create them. It extends beyond charity and compliance to examine how businesses manage their economic, social, and environmental consequences, as well as their connections in all essential domains of influence: the workplace, the marketplace, the supply chain, the community, and the arena of public policy" (Kumar, nd).

According to a study by Dunbar, Corporate Social Responsibility (CSR) has a broad definition that varies across various company activities that help the society (Chandler, 2015). CSR is defined as any activity taken by a business to benefit the connection between the corporation

and the community, as well as to make a positive effect in the community through employee participation, financial assistance, and volunteerism. Corporate social responsibility refers to a company's efforts to do well in the community through responsible behavior (Dunbar)

2.1 Age group

While the concept of CSR might remain the same across different age groups, the way it is perceived and practiced can vary significantly. I believe that younger generations tend to be more environmentally conscious and value social justice. They expect companies to be more transparent and accountable in their CSR efforts. This is because the younger demographic has grown up with easy access to information, and they are not afraid to use social media to hold companies accountable for their actions. Twenge (2017) believes that the key differentiator between Millennial and Gen Z is that the former are more self-centered and less concerned with following social rules. Since the Internet's creation in 1995, individuals in Generation Z have never known a period when it wasn't around. This differentiates Gen Z from Millennial, who adopted new technologies as they arrived like the Internet, making Gen Z real digital natives. This may be the reason why Gen Z spends significantly more time online than Millennial, according to surveys (Twenge, 2017, cited by Uche, 2018).

Moreover, Communications Cone conducted industry research in 2017 to examine how Gen Z compared to millennial and Gen X in terms of their influence on CSR. 92% of Gen Z care about social and environmental issues, but they are dissatisfied with the current situation as it stands, according to their research. According to the study, Gen Z thinks that brands have the ability to affect social change and should take on critical environmental and social problems. Gen Z is looking to buy products and services that are socially conscious, but it is up to businesses to communicate their CSR efforts in a distinctive way and develop a greater understanding (Uche, 2018).

According to Bennett's study, "over the last few years, the consumer population has evolved to include millennial. It has become imperative for companies and businesses to upgrade their corporate social responsibility status to include the millennial. Without a doubt, this generation of young and enthusiastic people is becoming heavily influential in the economic system'' (Bennett, 2021). Millennial are well-known for their enthusiasm for technology and internet-related activities. Before they decide to patronize a business, they will most likely conduct online research and consider the business's ethical position. Making the world a better and safer place has been a desirable goal for the majority of Millennial. As a result, this generation of young men and women born in the 1990s does not want to work for companies that do not strive to improve social and environmental standards. Before accepting a job offer, some Millennial may look into a company's CSR status (Bennett, 2021). According to Deloitte

research, 70% of millennial consider a company's commitment to corporate social responsibility before deciding whether or not to work with them. Millennials are quickly becoming the most important segment of a company's workforce. As a result, businesses must improve their CSR strategy in order to hire this group of energetic individuals (Bennett, 2021).

According to a study published by Submittable in 2019, millennials and Gen Z are driving the demand for social responsibility in businesses. These generations prioritize environmental and social issues and are willing to support companies that align with their values. The article emphasizes that companies need to be transparent, accountable, and authentic in their CSR efforts and that they should use social media and other technologies to engage with younger generations (Submittable, 2019). It has also shown the impact of CSR on millennials buying choices, as around 94% of millennials would buy from a company with a 94% excellent CSR program, 84% of them would give companies with excellent CSR the benefit of the doubt in the event of a crisis, and 73% would pay extra for sustainable products (Submittable, 2019). They have also mentioned that the unique characteristics of Millennials and Gen Z set them apart from other generations as both employees and consumers. Specifically, as employees, Millennials crave a clear understanding of how their role contributes to the success of the company, which may be a factor in their tendency to switch jobs frequently. They value seeing the larger vision and purpose of their work. Unfortunately, some executives of older generations may assume that younger employees in junior positions are content with doing the minimum work for a salary and do not need to see the bigger picture. However, this is a misconception, as younger employees are just as invested in the bigger picture and are motivated by being part of a company that aligns with their values (Submittable, 2019).
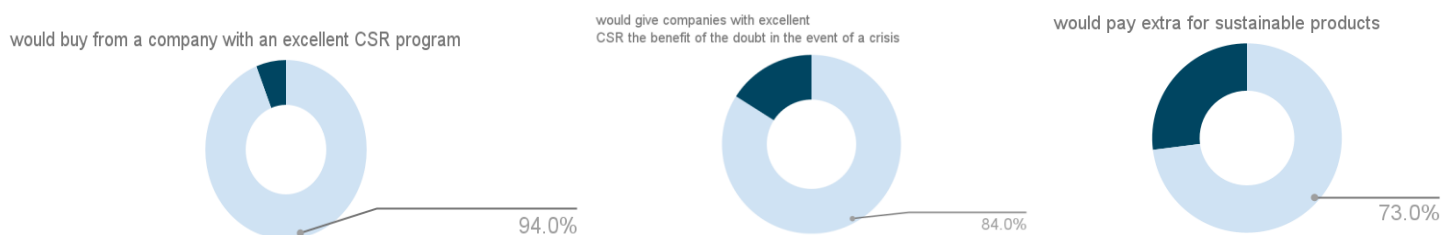
Figure 2 How a company's CSR affects Millennials buying choices (own editing)

I believe that Gen Z is having a significant impact on CSR, as this generation is pushing companies to be more transparent, authentic, and focused on social and environmental issues. Companies that want to engage with Gen Z need to prioritize CSR initiatives that address these concerns and think about the long-term sustainability of their actions. According to Submittable, there are some characteristics found in Gen Z that influence their brand engagement; socially conscious, technology-focused, ethnically diverse, experience driven, and health, financially, and spiritually conscious (Submittable, 2019). In other words, and according to the United Way of San Diego County article, social impact will determine what

Gen Z purchases and where they work. Due to the emphasis on support and community at this age, they are looking for organizations that serve society (Ramirez, 2022). Moreover, they have also stated that the Millennial generation was the first to experience changes in generational attitudes toward businesses, but Gen Z is making corporate practices a requirement rather than a nice-to-have. By 2025, Gen Z will account for about 27% of the workforce. Given that Millennials also have similar beliefs, the majority of this country's workers will demand more from their businesses in terms of social responsibility within the next ten years (Ramirez, 2022). It is also interesting to note that the 2022 Cause Conference, where leaders from various sectors met to discuss social impact, found that Gen Z's opinions about a company's bigger purpose were a recurring theme. An applicant's decision to work for a firm may be influenced by the social impact created by CSR projects since it gives them a stronger sense of purpose and the chance to do their job while taking part in activities that address concerns in their community (Ramirez, 2022).

2.2 Educational background

A person's perspective and knowledge of CSR can be significantly influenced by his educational background. For example, people with greater education, especially in fields relevant to sustainability, might have a better understanding of CSR and are more likely to give it priority when making decisions. As per Tuzcu's research that was published in 2014, there is a link between education level and employee perceptions of CSR (Tuzcu, 2014). According to another study, the higher the degree of education of employees, the greater the priority placed on CSR activities (Ekin and Tezölmez, 1999). Higher education individuals, such as those with a bachelor's or master's degree, might understand the principles and methods of CSR better. This knowledge can help one better understand the benefits and challenges of integrating CSR programs within a company. Also, people who have strong educational backgrounds in sustainability or environmental studies may be more likely to understand how a company affects society and the environment and to give CSR initiatives top priority. According to research conducted in 1999, some people have observed that workers with a university degree are more concerned with CSR than those without (Marz, 1999). However, Dubinsky and Ingram (1984), as well as Harris, Kidwell, and Serwinek (1999), demonstrate that education level is not a predictor of ethical conduct. This means that higher levels of education can give people a greater knowledge of ethical ideas and may affect how they feel about ethical behavior, but this does not mean that they will always behave ethically. For example, while a person who has higher education may be more aware of the value of ethical behavior, they may nevertheless act unethically if their workplace or organizational culture places little value on it. On the other hand, if a person has a strong personal commitment to ethical ideals or works in a setting that values ethical behavior, they may still behave ethically despite having less education. According to an article about the impact of

CSR on job satisfaction and organizational commitment that was published in 2003, higher-level managers are more likely than their subordinates to carry out CSR initiatives (Marz et al, 2003). Also, Mehta and Kau offer data demonstrating that employees exhibit greater ethical behaviors as they advance through the corporate hierarchy. Kam-Hom supports prior studies by revealing that middle-level managers are less ethical than upper-level managers (Ekin&Tezölmez, 1999).

A study by the UNC School of Government found the following; corporate social responsibility is a rapidly evolving field that enables businesses to give back to the community while also affecting positive change in the world. Companies can align their day-to-day business operations with their deeper values through corporate social responsibility programs. Corporations, as well as nonprofits and government organizations, can embrace social responsibility if they want to promote sustainability, protect human rights, or leave a unique philanthropic legacy. They have also mentioned that many people involved in corporate social responsibility are senior-level executives or managers who expertly balance competing priorities in order to gain support for large-scale, influential initiatives. Because of the complexities of this role, many people in it have advanced degrees. Candidates typically need a bachelor's degree to pursue a career in corporate social responsibility. Although educational backgrounds vary, many people in this field have a bachelor's degree in business administration, economics, government, communication, or environmental science. Professionals who want to advance in their careers should consider getting a master's degree (UNC School of Government, n.d.). In accordance with research conducted by Satell in 2018, "A study from the Stanford Graduate School of Business revealed that 90% of MBAs from business schools in Europe and North America prefer to work for organizations committed to corporate social responsibility" (Satell, 2018). In addition, according to the findings of the 2015 Cone Communications Millennial CSR Survey, millennials are willing to make personal sacrifices in order to make a difference on topics that are important to them (Cone Communication, 2015). This can be accomplished by paying a higher price for a product, sharing things rather than purchasing them, or taking a salary reduction to work for a responsible corporation.

According to a study released by the EC forum on CSR in 2004, colleges play a significant role in developing the essential skills for the appropriate CSR strategies, producing graduates who will become future managers and employees with the knowledge, skills, and capacities to approach CSR cogently (Amoako, Agbola, Dzogbenuku, &Sokro, 2013). Also, the report calls on colleges to contribute to the enhancement of CSR information for customers, employees, and other stakeholders. Therefore, it is necessary for colleges to support the advancement of CSR in order to produce graduates who are knowledgeable about and have a positive attitude toward it. The authors of the study on CSR education at the University of Tokyo contend that institutions that support and advance CSR ideals and rank highly in their adherence to those ideals are more likely to include CSR programs in their curricula. They also propose the

establishment of university-wide education programs based on the idea of CSR and the importance of sustainability at all universities (Amoako, Agbola, Dzogbenuku, &Sokro, 2013).

2.3 Work experience

Employees with extensive work experience in a particular industry or company may have a deeper understanding of the organization's values, goals, and priorities. This understanding can be essential in understanding and prioritizing CSR initiatives within the organization. I believe that employees who have worked for a certain company or sector are more likely to consider CSR activities top priorities if they are consistent with the organization's beliefs and objectives. Employees with long work experience may also be more capable of identifying the risks and difficulties involved with implementing CSR projects and coming up with creative solutions to these difficulties. Workers who are more engaged and content with their jobs and work for socially conscious organizations or participate in CSR projects may have higher retention rates, higher productivity, and a more positive workplace culture. Overall, professional CSR job experiences can help to make the world a better place while also providing a number of benefits to both individuals and businesses. According to a study, although social responsibility is important in general, perhaps the most significant impact it can have in the corporate environment is directly related to the workforce, specifically young employees (Silverio, 2017). One of the Millennial generation's defining characteristics is its social responsibility. Working with like-minded organizations that will do their part to ensure a better future is critical for the youth. It all gives the youth a sense of purpose, knowing that the work they do will improve social conditions and ensure the world's sustainability. It encourages them to become more involved with the responsible organization and to envision a brighter future working there. Social responsibility is an important part of the Millennial identity, and it should be reflected in the workplace (Silverio, 2017).

As per a thesis written in 2015 about the impact of external CSR practices on employees, not all employees are equally willing to commit to CSR since people are motivated by different goals, values, expectations, and interests. Academics define employee engagement as a psychological condition that entails both cognitive and affective factors. (Gokin, 2015). Employee engagement can be viewed as a person's behavioral tendency. As a result, the employee's decision to engage is influenced by a complex mix of personal and organizational factors, which must be considered when discussing CSR benefits for employees (Gokin, 2015). Also, it was mentioned that employees who are physically and emotionally engaged express themselves. They demonstrate dedication and involvement in their tasks while devoting time and effort to issues that are important to them (Mirvis, 2012). Furthermore, Gokin suggests that the level of employee involvement is determined by three factors: psychological meaningfulness of work, which refers to personal presence, role, and performance. Psychological safety refers to the presence of a trusting environment in which

the employee can be himself or herself without fear. Psychological availability occurs when people believe psychic, emotional, and psychological support is available (Gokin, 2015). There are three types of employees based on the values of the individuals: committed employees are those who are motivated by both personal value and social justice; indifferent employees are pragmatic and goal-oriented; they understand the role of CSR but do not engage; and dissident employees are those who view work as an economic contract and are not interested in taking responsibility for a social role (Slack, 2015). Recognizing how different people's ethical mindsets can be the reason for different types of engagement. Three types of engagement were identified: trait engagement, which involves viewing the world through a specific lens, state involvement, which is the sensation of total involvement in one's work, and finally, behavioral engagement, which is a type of in-role behavior (Gokin, 2015).

An earlier study stated that modern businesses still raise concern that CSR does not provide any obvious benefit to the organizations (WBCSD, 1999, as cited in Buinien&Kazlauskait, 2012). This has been calling into question the usefulness of voluntary CSR strategies aimed at the well-being of employees, customers, society, or other stakeholders. CSR appears to be largely acknowledged as valuable for firms in the business sector as of today. Saeidi et al. reviewed a large quantity of research on CSR and organizational performance, all of which showed increases in business performance, including financial performance and staff commitment, following CSR adoption (Saeidi et al., 2015).

According to another study, CSR has the power to increase a company's reputation, sales, and customer loyalty, resulting in greater investment in it (Vinerean et al., 2013). Motivated and competent individuals are in high demand, resulting in corporate competitiveness. As a result, an effective internal CSR strategy aimed at workers is required to recruit, manage, and retain them (Vinerean et al., 2013). By establishing an appropriate environment for employee happiness, the various tactics may be viewed as a foundation for inspiring and keeping personnel (Vinerean et al., 2013). According to Vinerean et al. (2013), CSR initiatives aimed at workers, such as providing enjoyable and equitable working conditions, can even be classified as internal marketing. They proceed to argue that employees are internal customers whose wants must be met (Vinerean et al., 2013a). Internal marketing success should involve, among other things, a competitive wage, health benefits, and work duties (Bhattacharya et al., 2008, as cited in Vinerean et al., 2013). Past studies have shown that CSR can improve employee motivation and retention (Bonini et al., 2009 as cited in Lee & Chen, 2018). Therefore, managers at all levels are expected to put CSR strategies into action by sharing them throughout the firm. Employees with good attitudes will be more ready to guide their behavior toward activities that are in keeping with the aims and values of their firm (Barakat et al., 2016). According to Story and Neves (2015), it is critical that workers believe in and support the organization's commitment to CSR. As a result, CSR must be seen as a long-term process (Story & Neves, 2015).

3. Empirical part

3.1 Research methodology

The essence of this research is to use a survey questionnaire to gather data on the social responsibility of companies, people's opinions, and their knowledge about corporate social responsibility. I used a mixed-methods approach. I conducted a survey of 108 people from various backgrounds and industries, asking questions about their knowledge, perceptions, and attitudes towards CSR. I also reviewed academic literature and company reports to examine the impact of CSR on different groups. The literature review focused on key themes and debates in CSR, while the company reports provided information on the types of CSR activities being undertaken and their impacts. Overall, I used a combination of quantitative and qualitative methods to gain a comprehensive understanding of CSR awareness and impact.

To ensure the validity and reliability of the survey questionnaire, I used both open-ended and closed-ended questions. Open-ended questions allowed participants to provide detailed responses, while closed-ended questions provided a structure for analyzing the data quantitatively.

Furthermore, to ensure the validity of the literature review, I conducted a systematic search of academic databases, including Google Scholar. I used a combination of keywords and search terms related to CSR, such as "corporate social responsibility," "sustainability," and "ethical business practices." I then screened the articles based on their relevance and quality, including factors such as the credibility of the authors, the sample size, and the methodology used.

In summary, the mixed-methods approach used in this research allowed for a comprehensive understanding of CSR awareness and impact. The survey questionnaire provided valuable insights into people's knowledge, perceptions, and attitudes towards CSR, while the literature review and company reports provided a broader perspective on the impact of CSR on different groups. The use of both quantitative and qualitative methods, ensured the validity and reliability of the collected data.

3.2 Data Collection

To collect data on the awareness of CSR activities, a mixed-methods approach was employed. First, a survey questionnaire was distributed to a random sample of 108 individuals from various demographic backgrounds and industries. The survey included questions about respondents' knowledge and perceptions of CSR, as well as their attitudes towards companies that engage in CSR activities. Second, secondary data from academic literature and company reports were gathered to examine the impact of CSR activities on different age groups, educational backgrounds, and work experience. The literature review focused on key themes

and debates in the CSR literature, including the potential benefits and drawbacks of CSR activities for different stakeholder groups. The company reports provided information on the types of CSR activities being undertaken by companies in different industries, and the impacts of these activities on employees, customers, and communities.

3.3 Data analysis

The data for this study was collected through a survey specifically designed for this research. The survey comprised 21 questions, including 5 demographic questions, 7 questions on the personal experience of people with companies, and 9 questions on employees behaviors and perceptions on CSR. The CSR activities questions were designed to capture the nature and extent of CSR activities being undertaken by the company. Also, the questions on employee perceptions of CSR focused on the employees' attitudes and beliefs towards CSR and their perceptions of the impact of CSR on the company. The responses to the CSR activities questions were analyzed using descriptive statistics to identify the types and frequency of CSR activities being undertaken by the companies. The findings suggest that companies that are more engaged in CSR activities tend to have more positive employee perceptions of the company's overall performance. Additionally, the study found that employees who perceived the company to be more committed to CSR were more likely to be engaged in the company's CSR activities and to feel more fulfilled in their work.

3.3.1 Statistical methods

Gender	Frequency	Percent
Female	57	52.8
Male	51	47.2
Total	108	100

Multicultural workplace experience	Frequency	Percent
Yes	96	88.9
No	12	11.1
Total	108	100

Age	Frequency	Percent
20-29	69	63.8
30-39	24	22.2
40-49	13	12.0
50 and up	2	1.8
Total	108	99.8

Worked/lived abroad experience	Frequency	Percent
Yes	73	67.6
No	35	32.4
Total	108	100

Education	Frequency	Percent
Secondary	14	13.0
Bachelor's	67	62.0
Master	25	23.1
PhD	2	1.9
Total	108	100

Is your company multicultural	Frequency	Percent
Yes	85	78.7
No	23	21.3
Total	108	100

CSR knowledge	Frequency	Percent
Lowest	59	54.6
Highest	49	45.3
Total	108	100

Company's CSR activities	Frequency	Percent
Yes	84	77.8
No	24	22.2
Total	108	100

CSR activities integrated into business strategy	Frequency	Percent
Agree	90	83.3
Disagree	18	16.7
Total	108	100

CSR positively impact retention	Frequency	Percent
Agree	89	82.4
Disagree	19	17.6
Total	108	100

CSR impact on job choice	Frequency	Percent
Less important	53	49
Very important	55	50.9
Total	108	100

CSR boosts sales	Frequency	Percent
Agree	67	62
Disagree	41	37.9
Total	108	99.9

Profit prioritization Over CSR	Frequency	Percent
Agree	40	37
Disagree	68	62.9
Total	108	99.9

CSR policies are challenging	Frequency	Percent
Agree	16	14.8
Disagree	92	85.1
Total	108	99.9

Willingness of law compensation for CSR activities	Frequency	Percent
Agree	21	19.4
Disagree	87	80.5
Total	108	99.9

CSR commitment boosts motivation	Frequency	Percent
Agree	66	61.1
Disagree	42	38.8
Total	108	99.9

Feelings of proudest work for companies with CSR activities	Frequency	Percent to
Agree	68	79.6
Disagree	22	20.3
Total	108	99.9

Company recommendations based on CSR	Frequency	Percent
Agree	72	66.6
Disagree	36	33.3
Total	108	99.9

Table 2 Survey Statistics (own editing)

3.3.2 Analysis

The measurement of corporate social responsibility (CSR) will be conducted through a survey that covers various characteristics or traits.

In terms of the gender distribution of respondents, the survey revealed that out of the total 108 respondents, 57 were female, representing 52.8% of the sample, while 51 were male, representing 47.2%. This difference in gender distribution is relatively small, with only six more female respondents than male. According to a research released in 2014 by Tuzcu, literature reveals that gender, age, education level, and position in the organization are individual characteristics that influence employee CSR attitudes. Several studies have found gender disparities in perceptions. According to Peterson (2004), males are more motivated to pursue financial CSR initiatives, whereas women prioritize volunteer CSR activities. Similarly, women are more constrained by ethical norms than males (Peterson, 2004). According to Ravlin and Meglino (1987), women are more sensitive to being helpful than males. Similarly, Brahim and Angelidis discover that female board members are more engaged in voluntary CSR initiatives, whereas male board members are more concerned with the commercial aspects. There is no gender difference in the legal component (brahim&Angelidis, 2004). Moving on from the legal dimension, gender disparities in ethical conduct are a well-studied issue. According to Schminke, women demonstrate greater ethical conduct than males. Hoffman's findings, on the other hand, threw doubt on Schminke's prior findings, demonstrating that women and men behave more ethically depending on the scenario (McDaniel et al., 2001). Fritzche cannot demonstrate statistically significant distinctions between male and female managers. Similarly, the findings of Barnett and Karson do not show a substantial difference in the reactions of women and men managers to ethical quandaries (Ekin&Tezölmez, 1999). Derry (1987) is likewise unable to show a statistical relationship between gender and ethics. Another research, this time by Marz (1999), cannot reject the null hypothesis that there is no gender difference in managers' perceptions of ethical conduct. These studies represent various genders' opinions about ethical quandaries or ethical action. Nonetheless, the purpose of this study is to contribute to the gender gap in CSR views, which, to the best of our knowledge, has not been substantially researched. Moreover, according to the data, individuals with a high school diploma represent the smallest group (14 individuals, 13.0%). On the other hand, those with a bachelor's degree constitute the largest group (67 individuals, 62.0%), followed by individuals with a master's degree (25 individuals, 23.1%). Only two individuals (1.9%) reported having a PhD degree. This information indicates that individuals with higher levels of education tend to have more knowledge and awareness of corporate social responsibility (CSR) practices. This is likely due to the fact that higher education provides individuals with a deeper understanding of social, environmental, and economic issues, as well as the interconnectedness of these issues with business practices. Therefore, individuals with higher levels of education may be more likely to value and

consider a company's CSR practices when making purchasing decisions or evaluating potential employers

It is important to note that education is not the only factor that influences an individual's understanding and appreciation of CSR practices. Factors such as culture, upbringing, and personal values also play a significant role in shaping an individual's attitudes and behaviors towards CSR. Therefore, it is important for companies to consider the diversity of their stakeholders and tailor their CSR practices accordingly to ensure maximum impact and effectiveness.

Highest education
108 responses

Legend:
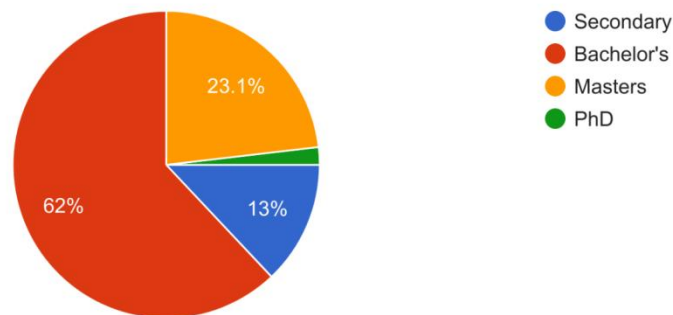- Secondary
- Bachelor's
- Masters
- PhD

23.1%
62%
13%

Figure 3 Survey Statistics (Google Forms)

Corporate social responsibility has become increasingly important in recent years as consumers demand more ethical and sustainable practices from companies. It is essential for companies to be aware of their social and environmental impact, and to take responsibility for it.

Studies have shown that younger individuals, particularly those in their 20s and 30s, are more likely to be aware of CSR and its importance than older individuals. This may be due to a number of factors, including increased access to information through social media and the internet, as well as a greater emphasis on social and environmental issues in education.

On the other hand, older individuals, particularly those aged 40 and above, may have a more traditional mindset and may not place as much emphasis on CSR. Additionally, they may be less exposed to information about CSR due to a lack of interest in or access to information sources.

However, it is important to note that these generalizations are not always true and may vary depending on the specific company and cultural environment. It is essential for companies to

take a proactive approach to educate and engage all age groups on CSR and its importance, in order to foster a more sustainable and socially responsible business environment.

According to a survey of 108 respondents, 78.7% of those who worked in multinational companies had a broader understanding and experience of corporate social responsibility than those who didn't work for such companies. This group of individuals with experience in multinational companies amounted to 85 people, while the remaining 23 people (21.3%) had no experience working in such companies. This suggests that exposure to diverse cultures and business practices through working in multinational companies can enhance an individual's understanding and knowledge of CSR.

Regarding the question of whether companies should prioritize profit over social and environmental responsibility, 68 people (62.9%) opposed this idea, while 40 people (37%) agreed with it. It is important to note that this survey was conducted with a sample size of 108 people. This suggests that while there is some disagreement among individuals on the prioritization of profit versus social and environmental responsibility, the majority of respondents did not strongly oppose or support one side or the other. In recent years, there has been a growing emphasis on corporate social responsibility and sustainable business practices. Many companies have recognized the importance of considering the social and environmental impacts of their operations and have made efforts to integrate responsible practices into their business models. However, there are still those who argue that profit should remain the top priority for companies, as it is necessary for their survival and growth. It is also worth noting that the attitudes and beliefs of individuals towards the prioritization of profit versus social and environmental responsibility can vary depending on factors such as age, gender, education level, and socio-economic status. For example, younger generations tend to place a greater emphasis on social and environmental responsibility, while older generations may prioritize profit. Overall, the debate over prioritizing profit versus social and environmental responsibility is a complex issue that requires careful consideration and balance. Companies must strive to create long-term value for all stakeholders, while also ensuring their own financial sustainability. This requires a commitment to responsible business practices, transparency, and ongoing engagement with stakeholders.

According to the findings, it appears that a significant number of people prefer to deal with and purchase from companies that support CSR activities. This finding suggests that consumers are becoming more conscious of the social and environmental impact of their purchasing decisions and are willing to support companies that align with their values and beliefs. Many consumers see CSR as an essential factor in their decision-making process when choosing which companies to do business with. The survey results suggest that CSR is no longer an optional add-on for companies but is instead a key driver of brand reputation, customer loyalty, and long-term profitability. Companies that invest in CSR initiatives can

gain a competitive advantage in the market and appeal to a growing segment of consumers who prioritize social and environmental responsibility.

Additionally, 85.1% of individuals do not find CSR activities difficult or affecting their work, while 14.8% believe that CSR does make their work more challenging. These results suggest that CSR activities can have a positive impact on a company's reputation and customer loyalty. However, it is important to note that some individuals may find CSR activities challenging, and companies should take this into consideration when implementing a CSR program. By making CSR activities accessible and manageable for everyone, companies can maximize the benefits of CSR and ensure that all employees are engaged and motivated to contribute to the company's CSR efforts.

Overall, it is clear that CSR is an important aspect of modern business practices, and companies that prioritize CSR activities are likely to be viewed more favorably by consumers.

Complying with the company's CSR policies is difficult for me, makes my work harder
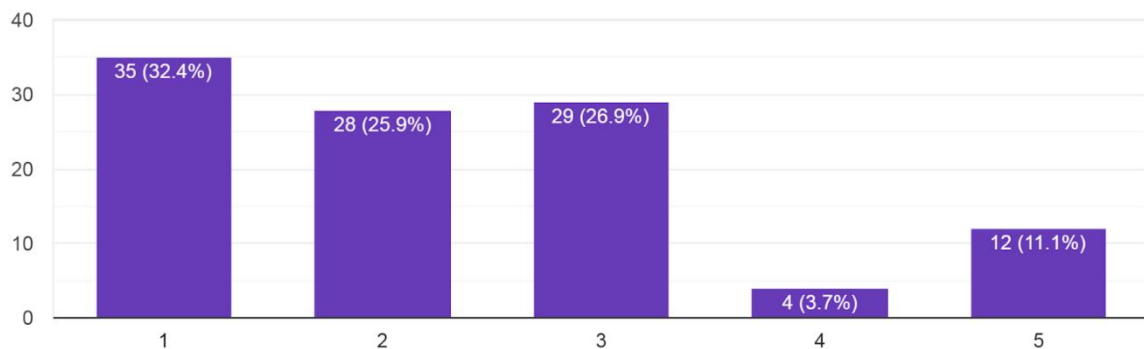108 responses

Figure 4Survey Statistics (Google Forms)

3.3.3 Thesis hypothesis testing result		
H1	There is a difference in the CSR knowledge of people from different: Age groups Educational background Work experience	**Accepted**
H2	Older people are less interested in if the company they work for takes CSR seriously.	**Accepted**
H3	People see it as a hardship or nuisance following CSR rules at their company.	**Accepted**

Table 3 Hypothesis Testing (own editing)

4. Conclusion

Corporate Social Responsibility (CSR) is the concept whereby companies voluntarily integrate social, ethical, and environmental concerns into their business operations and core strategy in close cooperation with their stakeholders. The five dimensions of CSR, which include economic, social, environmental, voluntariness, and stakeholders, describe the types of CSR impacts that companies have. Carroll's theory of CSR is widely recognized, stating that four kinds of social responsibilities constitute total CSR, including economic, legal, ethical, and philanthropic. The stakeholder theory proposes that managers must develop and implement strategies that satisfy all and only those groups with an interest in the company's operations. The importance of CSR implementation is increasingly acknowledged, as consumers are boycotting goods they see as being produced in a socially irresponsible manner or by businesses that have not operated in the interests of society as a whole. While implementing CSR may result in higher expenses for companies, the benefits are likely to outweigh the costs, as it increases consumer interest in goods and services, ultimately boosting revenue for the business.

Three hypotheses about how corporate social responsibility affects certain demographics are put forth in the thesis. Younger generations, including Millennial and Gen Z, are said to place a higher priority on social and environmental issues and to hold businesses accountable for their CSR activities. This is according to H1. According to studies, CSR plays a key role in their job decisions; therefore, companies need to strengthen their CSR strategy to attract and keep them. According to H2, a person's level of education, particularly in fields related to sustainability, might affect how they perceive and value CSR. CSR initiatives are more likely to be carried out by higher-level managers, and many CSR participants are senior-level executives or managers with advanced degrees. Therefore, I believe that in order to produce graduates who have a favorable attitude toward CSR, CSR education is essential. According to H3, workers with considerable work experience can recognize the risks and challenges of putting CSR activities into action and give them the highest priority if they are consistent with the company's goals and values. Employee engagement is a key consideration, and CSR activities that focus on employees can boost employee engagement and retention, which will boost overall corporate performance.

In order to ensure that CSR activities are positively received and meet their desired objective, the thesis emphasizes the significance of taking demographic data, education levels, and work experience into consideration when creating and putting them into practice.

5. Summary

The thesis explores how people's perceptions are affected by corporate social responsibility activities, considering their age, educational background, and work experience. The purpose is to understand how these factors influence the way employees perceive and engage with CSR initiatives.

The study used statistical analysis to evaluate the relationship between these factors and CSR perception after collecting data from a sample of 108 employees through a questionnaire. According to the findings, people's beliefs are affected by CSR initiatives in various ways depending on their demographic attributes. For instance, younger individuals have a greater chance of seeing CSR initiatives positively, but elderly people are more likely to be doubtful. Also, people who have higher education and work experience are more likely to support CSR activities. Conversely, people with less education and work experience might not be aware of CSR initiatives or might not think they are crucial.

Overall, this paper emphasizes the importance of understanding how factors like age, education level, and work experience can affect how people see CSR initiatives. Organizations can adjust their CSR activities to better engage workers across age groups, educational backgrounds, and degrees of work experience by being aware of these variances. The performance and sustainability of the business may benefit from a more engaged and dedicated workforce as a result.

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7. Annex 1 (Questionnaire)

No	Questions	Type
1	Gender	Multiple choice
2	Year of birth	Short Answer
3	Nationality	Short Answer
4	Highest education	Multiple choice
5	Have you ever worked in a multicultural workplace?	Multiple choice
6	Have you ever worked or lived abroad?	Multiple choice
7	How well do you know what CSR means?	Linear scale
8	Which of the following are considered as CSR activities?	Checkboxes
9	Does the company you work for do CSR activities?	Multiple choice
10	What kind of activities?	Checkboxes
11	Is the company you work for a multicultural company?	Multiple choice
12	Nationality of the company	Short Answer
13	It makes/ would make me proud to work for a company that takes CSR seriously	Linear scale

14	Our company's CSR activities are effectively integrated into our overall business strategy	Multiple choice
15	Our company's CSR activities positively impact employee engagement and retention	Multiple choice
16	How important a contributing factor was is applying for or accepting a job if the company CSR involvement is high	Linear scale
17	I would be more likely to buy from a company that has a strong CSR program	Linear scale
18	I would be willing to work for a lower salary if it meant our company had a stronger commitment to CSR	Linear scale
19	Corporations should prioritize making a profit over social and environmental	Linear scale
20	Complying with the company's CSR policies is difficult for me, makes my work harder	Linear scale
21	I feel more motivated and engaged in work because of my company's commitment to CSR	Linear scale
22	How likely would you be to recommend our company as a good place to work based on its focus on CSR?	Linear scale

8. Annex 2 (Declaration)

STUDENT DECLARATION

Signed below, Dana Hechma, student of the Szent István Campus of the Hungarian University of Agriculture and Life Science, at the BSc Course of Business Administration & Management declare that the present Thesis is my own work and I have used the cited and quoted literature in accordance with the relevant legal and ethical rules. I understand that the one-page-summary of my thesis will be uploaded on the website of the Campus/Institute/Course and my Thesis will be available at the Host Department/Institute and in the repository of the University in accordance with the relevant legal and ethical rules.

Confidential data are presented in the thesis: yes   no*
Date: 27/04/2023

Student

SUPERVISOR'S DECLARATION

As primary supervisor of the author of this thesis, I hereby declare that review of the thesis was done thoroughly; student was informed and guided on the method of citing literature sources in the dissertation, attention was drawn on the importance of using literature data in accordance with the relevant legal and ethical rules.

Confidential data are presented in the thesis: yes   no*
Approval of thesis for oral defense on Final Examination: approved   not approved*
Date:27/4/2023

Signature