

**Integration of Corporate Social Responsibility
and
Corporate Communication**



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ABSTRACT

The purpose of this study is to present a new perspective on the current practices in corporate communications and CSR which calls for an integration of social responsibility and communication activities of corporations as an opportunity of competitive advantage. More specifically, this study looks at this subject from the angle of how companies can use communications to achieve CSR goal, while CSR can be a way to attain efficacy in communication. The study is designed to examine the current practices of integrated CSR and corporate communications practice in a steel manufacturing firm in Bangladesh, Bangladesh Steel Re-Rolling Mills as an exploratory case study. Although the company has developed and implemented its strategy and method of integrating corporate communication and CSR, it fits in essence to the methodology of integration of this study. The thesis was performed through a pertinent theoretical literature review as well as empirical study with interviews of experts from the fields by using a semi-structured questionnaire.

The key findings from the literature review and the empirical study showed that the practices of social responsibility and corporate communications could occur through respectively corporate communication and CSR. The interdependence and relationship between both departments are a multi-folded. Besides, the component of these both are mostly common, and they are performed differently to achieve the different organizational goal. At the same time, the true philosophy of CSR can be achieved through adopting CSR strategies with other organizational strategies. The trend of corporate social responsibility activities will lead it as a compulsory department (organizational part) of the organization in the near future.

The thesis makes an advance step on existing practice and literature by highlighting the importance of integration of CSR and corporate communications in the organization that is the beginning of a journeying for further empirical research and development in this field.

Keywords Corporate Communications, CSR, Human Resource Alignment, Stakeholders, Human resource management.

Pages 87 pages including appendices 2 pages

List of Abbreviations:

BSRM- Bangladesh Steel Re-Rolling Mills.

CC- Corporate Communication.

CEO- Chief Executive Officer.

CO- Carbon monoxide.

CO₂- Carbon dioxide.

CSR- Corporate Social Responsibility.

EU- European Union.

HR- Human Resources.

HRM- Human Resource Management.

HSBC- The HongKong and Shanghai Banking Corporation.

KM- Knowledge Management/ Key Management.

NGOs- Non- Governmental Organizations.

NO- Nitric oxide.

RMG- Ready Made Garments.

R & D- Research and Development.

SMEs- Small and Medium Size Enterprises.

SO- Sulphur oxide.

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1 INTRODUCTION

What is a business? Is it just “an organization that provides goods or services to earn profit” (Griffin & Ebert 1996), or ‘an institution that produces goods and services demanded by people’ (Brown & Petrello 1976)? In the past few decades, this world has seen huge shifts in the business role due to globalization, technological advancement, climate change, etc. overall, due to changes in the external and internal environment. It can be said that business and society both influences one another and is an integral part of each other. So to find and develop a constructive business relationship with the society is proving rather difficult or the normative (what corporations should or should not do) and the descriptive (what corporations do or can do) have not been satisfactorily blended into one theoretical perspective’ (Baron & Kreps 1999). As a result, the question, ‘where do the boundary of businesses lie,’ have been the point of debating, time and time again. Now and then economists, socialists, philosophers try to find out the fine line between what is the concern of a business organization and what is not. How much of our personal life is being controlled or manipulated by the business organization? Whether remuneration package is justifiable or not? Work environment, work ethics are being questioned time and time again. So, what started as a business organization, soon becomes a huge family where rules and regulations are put together in action to ensure fairness, equality, overall, social responsibility.

From a business perspective, if making an economic profit is the primary concern of the business then socialists may raise the question that it must be conducted confirming the laws of society or society must be benefited from its operation. In other words, every organization should be socially responsible like any other member of a certain society. Now philosophy can come back at it from a different direction, by highlighting what can get more priority in such profit centric venture than money? Does it worth it? And to balance out all of those questions, corporate social responsibility came into play.

Corporate Social Responsibility or CSR has turned into an exceptionally basic capacity for overseeing partner relations, which has prompted to the systematization of CSR. Corporate communication has additionally been recognized as an undeniably vital driver of corporate system in both small and huge organizations. It has been contended that the administration of corporate social duty offers likenesses with organizational communication in that both created from open data to notoriety, and issues administration among the late twentieth century and both look to upgrade associations with each other in the key operating bunches the organization. In this chapter, the reader will be familiar with the current situation of both CSR

and corporate communication along with the problems of integrating the process of CSR and Corporate communication in the business firm.

1.1 The research problem

Corporate social responsibility (CSR) refers to ecological and social techniques used by a company to donate significant impacts in society (Hopkins 2007). Most organizations engage in CSR because it creates a unique brand identity which acts as a benefit provider for the company and also in differentiating itself from its competitors. Meanwhile, it also helps in providing outstanding customer and employee satisfaction as well (Alcañiz, Cáceres & Pérez 2010). The problem though arises when CSR strategies fail to be converted to the appropriate customers. This problem has the potential to hamper the outcomes of business. A number of stakeholders play a part on how these CSR are taken into meaning. They can range from the content of the message to the industry in which the company is operating to as small as brand status, etc. (Barone, Norman & Miyazaki 2007).

The Corporate Social Responsibility (CSR) has arrived as an interaction sector in some departments of business organization in the last decade, as shareholder needs and requests have directed administrations to interact their communal attitude in an added planned style in accordance to acquiring and preserving acceptability (Schlegelmilch & Pollach 2005). Specifically, to outsized administrations, CSR has developed to be an exceedingly precarious purpose for the supervision of shareholder interactions, the interaction which has directed to the institutionalization of CSR (Bartlett, tywoniak, & Hatcher 2007). Recently, in some business firms, CSR has moreover been recognized as a progressively critical handler of communal policy in big companies (Accenture and UN Global Compact 2010).

There has been a discussion on the organization of corporate social responsibility shares resemblances with public affairs to advance public knowledge for reputation and at the same time supervise the action of the firm to enrich communications with the crucial shareholder of companies (Clark 2000). Then again on the other hand, whatsoever, it has been debated that businesses miss the chance in getting advantages from CSR, if they communicate CSR just as communal affairs and dissemination actions, such as engaging in CSR decorative purpose (Morsing & Schultz 2006; Porter & Kramer 2006). Consequently, there has been a suggestion that organizational interaction administrators should be categorized 'relationship managers' in the vision of the interaction-building aspect of business interaction (Likely 2005).

As an organizational sector, the escalation of CSR has progressed with its new inquiries about the administerial activities of business interaction and CSR, related to the argument about advertising and public affairs in the 1990s (Balasen 2008). Though, there is a very inadequate experimental

study today on the corporation of business interaction (corporate communication) and CSR in companies. When there was an absence of experimental researchers on the connection between corporate communication and CSR, this particular thesis researches the departmental measures in integration process between organizational communication and CSR, establishing an organization of Bangladesh named Bangladesh Steel Re-Rolling Mills (BSRM). By offering experimental verification of how the two purposes are situated in a steeped position and whether they are incorporated in a horizontal position, it makes involvement to the corporate communication and CSR interaction literature. The outcome of this thesis offers a wide range of acknowledgment of whether (and how) the incorporation of corporate communication and CSR holds its position and provides an imperative involvement to the literature, which is previously essentially speculative in nature and comparatively inadequate.

1.2 The objective of the study and research questions

There are three sustainable ways that a CSR purposefully looks into while incorporating a company's daily activities with it: economic, social and environmental. What most corporations fail in is giving equal attention to all of these three mediums while many often neglect CSR and find it unrelated to their business operations. These corporations take satisfying customers more seriously than thinking about the well-being of the society as a whole. (Schultz 2006.) Negligence of this kind often makes companies delusional and obsessive about pricing and services towards customers while neglecting the fact that concentrating more on CSR can fetch further success to the company. Corporate social responsibility itself is a prospect for the business to become more profitable but most of these CSR mediums are communicated lightly, which causes a deficiency in the effectiveness through which CSR is communicated and often fails to deliver the message that tells about the sustainable contributions made by the company. Thus, it has become of utmost importance that the message is clearly communicated and for that, a perfect strategy for CSR is required which is aligned with company's communication policies. Occasionally what happens is that the message delivered through CSR is not coherent with the activities performed by the various divisions of a company resulting in failure of CSR incorporation amongst these divisions. (Gazzola 2014.) Most of these CSR communications concentrate on delivering a message that is positive and appealing to the audience but overlooks in transforming that message into an honest one completely. The reputations are at stakes once these empty promises are made. In the Enron and Toyota scandals such lacking played a huge part in the transformation of previously called 'public relations' or 'public affairs' in the 21st century.

Corporate Social Responsibility has gathered a lot of awareness both in the educational and the professional sector. This poses the question of whether CSR is a tool for gaining a competitive advantage over a company's competitors (McWilliams & Siegel 2001). Even Porter and

Kramer (2002) states that CSR strategies are implemented to gain a superior advantage over other challengers. However, it has to be remembered that CSR has significant implications for the outcome of a company and that means comprehensive insight is required by both the stakeholders and the people working in the organization. To coordinate CSR into the corporate communication is an open door offered by the advancement of corporate system adjusted to business objectives, profoundly established in the standards and estimations of corporate social obligations (Ganescu 2012). A company is bound to reach its long-term goals if they strategize economic, social and environmental routines and align these mediums with the values proposed by the business (Rochlin, Witter, Monaghan, & Murry 2005, 8). In developed sectors, punishment is imminent through boycotting of brands by consumers once a negative publicity is made about an organization. This is where a fresh take can be utilized through the usage of CSR (Meehan, Meehan, & Richards 2006). It has to be understood that once a social responsibility has been accounted and put together in the daily activities of an organization, the best outcomes are felt. Although it is often difficult to line up a company's objectives and core competencies with maximized corporate responsibility values, it helps recognize the stakeholders more clearly to make them satisfied.

If there is any interruption in the communication process between the CSR then there will be a big delay by the public awareness to any possible benefit to an organization; therefore it is very necessary to wisely and tactically communicate with the public whom might cause any delay (Maignan & Ferrel 2004; Morsing & Schultz 2006). There are always the news media channels to spread any good or bad news to the public about an organization, but an organization should always let know the public about the good side of the organization, it helps to build a positive image of the public and an organization. Similarly, as with any open communication battle, it is first critical to recognize the destinations and consider the majority of the perspectives that add to an effective message (Carroll & Shabana 2010). The main result that is expected from communicating CSR initiatives is to make sure that the organization can achieve all the potential benefits that it can gain. It is essential for an organization to be in touch with the organization's inspiration behind its contribution, enlighten their cause behind going for that specific case, and the responsibilities it showed towards the reason (Du, Bhattacharya, & Sen 2007).

Most of the topics concerning Corporate Communication cover everything imaginable that implies internal communication, external communication, or both. While most Corporate Communication researchers and executives could be benefited from the use of an integrated and more systematic framework for corporate communication, unfortunately, the academic field of Corporate Communication is scattered, divergent, and lacks coherence. (Van Riel 1995.) When defining the relation between CSR and

Corporate Communication, some argue Corporate Communication as a tool and special part of CSR; some argue CSR as an extensional part of company's operational departments where operations of every department are planned, implemented, controlled, and adjusted through Corporate Communication. Consciousness raising for pragmatic and integrated Corporate Communication has emerged Public Relations as a most significant Department of Corporate Communication. But practically Public Relations unit is an important function of external communication which has become synonymous with Corporate Communication where the true benefit of Corporate Communication implementation lies on the functions of both internal and external communication. Here, one thing is very important that Corporate Communication cannot be reduced to its wide spreading (also efficient) multidirectional activities in any one particular model. Instead, it must be promoted holistically. In this way, the goal of this paper is to demonstrate the conceivable approaches to integrating (strategic) corporate social responsibility with corporate communication.

1. How to integrate CSR with corporate communication?
2. What role does the HRM department have regarding aligning this process?
3. What is the importance of aligning (integrating) CSR with corporate communication in an organization?

2. CORPORATE SOCIAL RESPONSIBILITY

Organizations are responsible towards the society as it is common sense issue (Diehl, Karmasin, Mueller, Terlutter, & Weder 2017). Yet, Lack of consensus and biased judgment lead to hundreds of definitions and concepts of CSR that have been proposed to ensure more humane, more ethical and transparent ways of operating the business and perform responsibility to the society. This chapter will discuss about the different aspect of CSR and its position in the organization and will clearly define the relation of CSR with different stakeholders in and out the organization.

2.1 Theoretical assumption

By gathering knowledge from the discussion, journals, and books and as well as browsing some websites, it can be seen that it is the first in the rank in research topics. Many companies who are concerned about the society and social issues are taking major steps to resolve this issue. This initiative can be taken for various reasons like from self-realization or pressure by external affairs government, the public sometimes civil society. Now companies are looking forward to involving themselves in CSR activities as a well-organized CSR can create more opportunities for the company and

can improve their performance. So, it is benefited thing to get involved in CSR. (Werther & Chandler 2013.)

It is argued and also a matter of concern that whether the already their management system needs to be revisited and also if they need to be adapted to permit for the integration of CSR. In the progression of a company, it depends on its everyday activities and its communication with its stakeholder group it concerns the social and environmental interrogation as the stakeholders may demand a new economic model which will bring success depending on a company's capability to interact face to face and dynamically with other stakeholders group (Rochlin 2005). This kind of maintain of relationship can be challenging. In answering the question that how can a company focus develop more active Corporate social responsibility plan which leverages their nature in advancing in competitions and which will take to improve social and environmental performances many companies have invented an individual department regarding CSR to solve this problem. But research says something else as it indicates that those companies do not grow or improve that much in comparison with those who take these integrate environmental concerns corporate social responsibility department in corporate level. As those companies who handle it in corporate level later on as corporate social responsibility spreads all over the company as a part of its overall strategy (Banerjee 2001). Those companies who are mainly concerned about having a separate department for CSR are mostly criticized as they lose focus from the company's main business and indulge themselves in social and environmental issues. They lose their focus from the companies' basic operations such as planning, marketing, human resource and accounting and financing with the help of these things a company works.

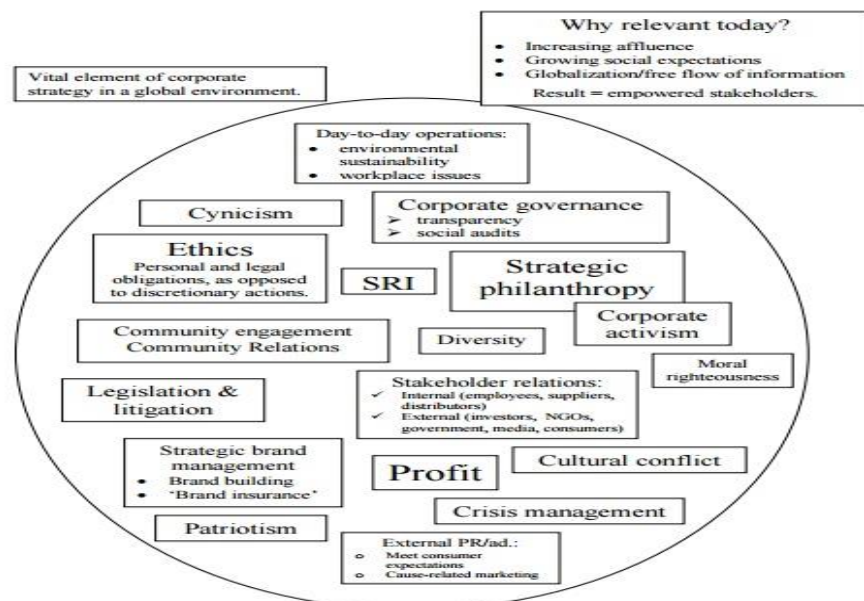


Figure 1. What is CSR (Crowther & Aras 2008)

It is a very complex task to become socially and environmentally active because neither environmental nor social problem can be the substitutes for each other which have made this thing more complex. Figure-1 depicts the complexity of defining CSR. Very limited guidance has been shown by corporate social responsibility literature. It has shown us how to make a sound program by combining various which can include a wide range of corporate social responsibility's different aspects. Implementing corporate social responsibility various aspects has been the main focus of the studies. In an organization, the implementation of corporate social responsibility involves a little research so that it becomes more concrete and symmetric. When managers try to communicate and enact corporate social responsibility all around their business with different companies, this is a special issue of Corporate Reputation Review. It also looks after how managers' practices and markets also seek to how can companies integrate corporate social responsibility to work together, which are behind the strategy and after theory (Pollach, Johansen, Nielsen, & Thomsen 2012).

2.2 Practical Implication

Today the modern organizations taking steps to improve their corporate social responsibility. They are practicing different methods to carry out this program (Werther & Chandler 2013). Some are:

- Volunteering: any company's sincerity depends mostly on their volunteering works. Volunteering workshops conduction mostly reflects the selflessness of one company as it is more related with concerning about others without expecting any return. Also, it helps the companies to come out with their point of view by volunteering in such events and the support for other organization.
- Humanitarianism: businesses also can participate in practicing their social responsibility by involving themselves in donation and charities. Business and organization have a lot of resources which they can contribute and help charities and locally related community.
- Environmental attempts: it is the main focus of any business to look after the environment. Any small or large business no matter what size of having a large carbon footprint. To bring good for the society, they should take initiatives to reduce this footprint, and it would also bring good for their society.
- Moral Labor practices: this the most important corporate social responsibility that every company should practice which is treating their employees equally and ethically. This is more logical for those international businesses which are located outside of United States as their laws towards labor differ from each other (Werther & Chandler 2013).

"Sustainability isn't just important for people and the planet, but also is vital for business success, Communities are grappling with problems that are global in scope and sterically multifaceted — Ebola, persistent poverty, climate change. The business case for engaging in corporate social responsibility is clear and unmistakable." Said a socially aware businessman whose company helps to engage the student with professional who wants to do business which will bring good to the society (Visser 2010). Founder and Chief Executive Officer of employee engagement platform WeSpire, Susan said in an interview "More practically, (CSR) often represents the policies, practices, and initiatives a company commits to govern themselves with honesty and transparency and have a positive impact on social and environmental wellbeing," Though some companies are including themselves in corporate social responsibility practices yet some are making it the main focus. For example, we can talk about Ben and Jerry who are making it possible by using only trade products and has successfully developed a dairy farm in their hometown Vermont. Famous coffee shop Starbucks are also participating I this race by developing a CAFÉ which practices rules that will evaluate the social, economic and environmental aspects of the production of coffee as this is formed to ensure the social and environment behavior towards coffee production. With every purchase of shoes by customers Tom's Shoes, an exceptional example of a company with Corporate Social Responsibility at its main focus donates one pair of shoes to those who are in need, especially children (Simon 1995).

However, it is important for the companies to find out about their core purpose and how they should make it happen through strategic planning and execution in the corporate social responsibility sector. As an example, Kashi, one of Kellogg's brand, wants to be certified in the creation of organic cereals and organic farming. It wants to develop like this because 1% of United States farming are organic. This brand who are mostly famous for breakfast brand is working to ensure their quality internationally to motivate other nation's farmers to create organic foods (Zollo 2009).

2.3 Internal Corporate Social Responsibility

The internal CSR practices are related to in-house operational functions of a firm (Brammer, Millington, & Rayton 2007). Internal CSR puts focus on the well-being activities which are accomplished and lead to improvement in employees' personal lives and productivity inside the organization. From the business point of view, internal CSR enhances profitability at the bottom line of the business by increasing employee motivation and retention, reducing absenteeism, ensuring high-quality productivity, and by creating effective, eco-friendly production methods and so on. (Kochar & Bisht 2014.) The internal CSR is considered as business practices which have a social impact on internal stakeholder of the business mainly on employees. Internal CSR is practiced with a high commitment to HR practice like training, employee participation in policy making, labor

stability, creating balance in work-family and work-life, following equality of opportunities, participating in business, and reasonable wages. Internal CSR usually cannot be observed unlike external communication by the consumer. But it has a direct impact on the job market and employee productivity. (Heal 2008, 26; Vives 2006.) Employees are one of the most essential in-house stakeholders and to fulfill the expectation of the employees a variety of CSR activities are adopted in the organization (European Commission 2001).

2.3.1 Diverse types of Internal CSR activities

Internal CSR involves those business practices which have a social impact on internal stakeholders, such as, employees, internal surroundings of the workplace and other concerned matters. Accordingly, internal CSR is considered as a high commitment towards human resources and practices, such as fair recruitment process, training, employee stability, employee participation, fair wages, etc. Internal CSR might be not observed by consumers; thus, it has no direct impact on consumer's utility function but has a positive impact on employee engagement and productivity. (Heal 2008, 26.)

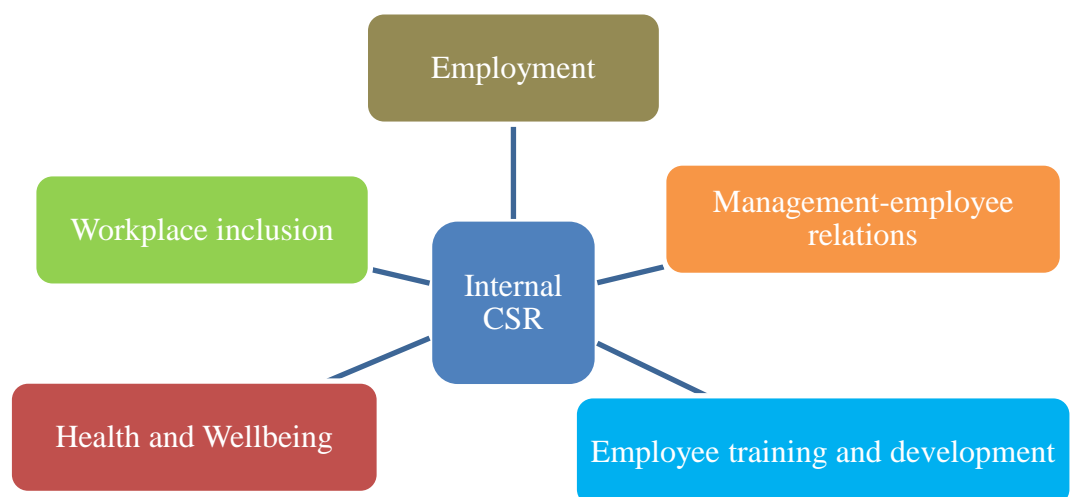


Figure 2. Diverse types of Internal CSR activities (Self-developed, based on information from, Heal 2008, 26)

Figure-2 shows the internal CSR activities which are usually performed by the organization towards its internal stakeholders.

Employment

Employment related internal CSR activities are usually related with the benefits which the employee gets from the company as a part of internal CSR. These activities of the company towards the employee are in addition of the regular rights of the employee described in the job contract. Such as,

- i) The right to Collective Bargaining Agreement (Ebbinghaus & Visser 2000).
- ii) Flexibility in working time regulations which is additional to labor code provisions (Wong & Ko 2009)
- iii) Progressive and fair remuneration policies which also includes wage system based on (group and individual) performance (Kenworthy & Kittel n.d.).
- iv) Flexible working arrangements which allow (in special condition) part-time job, working from home, job sharing, outplacement, compressed hours, Induction, phased retirement (Wong & Ko 2009).
- v) The presence (as an observer) of HR management systems in business operation (ISO26000 2010).
- vi) Other facilities which enhance employee benefits, such as the cafeteria, phycologists, physiotherapist, etc.

Management-employee relations

This type of internal CSR is related with the relation between employee and employer/managers/leaderships. These kinds of CSR activities influence in employee engagement and build a relation of trust among employees in the organization, which are,

- i) Symmetrical communication which ensures providing proper information to employees and actively seeking and valuing feedback from employees (Ngo, Lau, & Foley 2008).
- ii) Providing two- way channels of communication and consultation to upkeep dialogue with workers (Ngo et al. 2008)
- iii) Communicating change related matters (both organizational and instrumental change) to workers and involve workers in change process (Ngo et al. 2008).

Employee training and development

These types of internal CSR activities are basically related with the personal knowledge and skill development of employees. Such CSR activities build a feeling of career consciousness among the employees which develops employees at the same time the organization itself. These types of internal CSR are,

- i) Providing employee development training even in the areas where the company does not have directly benefit now, but in future such as learning languages, intranet learning facilities. (Tsui, Pearce, & Porter 1997; Lee & Bruvold 2003)
- ii) Development in career planning, individual development plans, performance assessment, initiating further training, leave for prepare retirement, encouraging new interests, counseling, and secondment (Tsui et al. 1997; Lee & Bruvold 2003).

Health and wellbeing

Internal CSR does not only ensure certain healthy and sound working place for the employees. At the same time, internal CSR creates awareness among the employees about the health matters. Where employees have the opportunity to learn that prevention is better than cure. Such internal CSR are,

- i) Awareness creation concerning issues which influence workers lives positively. Facilitating good health activities such as health advice programs, sports activities, and health checkup which will prevent health related issues (Sutherland & Cooper 1990).
- ii) Creating attractive, healthy and sound working environment which means good quality standard of workplace (ISO 26000/2010)

Workplace inclusion

Workplace inclusion is related with the recruitment process where all people get same treatment without distinction as to religion, sex, age and health condition.

- i) Creating equal opportunities for all, balance in gender equality (women's roles as mothers and managers), employment for people with disabilities (Tsui et al. 1997).
- ii) Implementation of policies related to employment for aged (close to retirement age) employees, recruiting entry-level employees, etc.

2.4 External CSR

External CSR is an essential concept for business and organizations where companies decide and act voluntarily beyond their legal obligation to construct and sustain a better society and a cleaner environment (EU Green Paper 2001). This definition of CSR involves almost human being along with all living elements of the society as a stakeholder of the business. External CSR integrates the external stakeholder of the business such as consumers, clients, suppliers, other business partners, Government, NGOs, local community (members of the Society), and other stakeholders who are effected both positively and negatively by the activities of the companies (Aagaard & Lemmergaard n.d.). Generic external CSR topic includes Environmental topics, Global topics, social topic, and economic topic (Martinuzzi, Gisch-Boie, & Wiman 2010). External CSR is considered to be those business practices that have a good public component and assumed that they could be observed by external stakeholders. External CSR might be considered as an additional dimension of product quality which is used as a signal to unobservable product quality by many consumers. (Aguilera, Rupp, Williams, & Ganapathi 2007.) Figure-3 shows the topic of external CSR. These topics are the area where external CSR focuses its light.

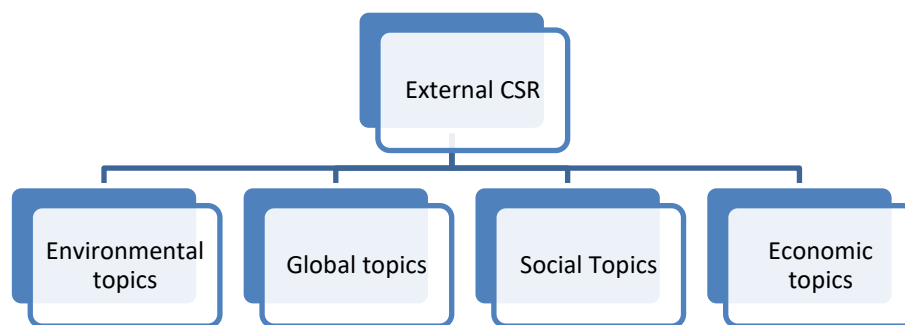


Figure 3. External CSR dimensions (Self-developed from the text EU Green Paper 2001; Martinuzzi, Gisch-Boie et al. 2010)

i) Environmental topics

Environmental topics of external CSR are the prime amongst all other topics. The idea of CSR actually raised from environment issues. Some of the environmental topic are as below,

- support the protection of air and water,
- land biodiversity,
- minimize the amount/number of toxic substances,
- emissions,
- sewage and waste,
- conserve natural resources,
- apply renewable energy & avoid the usage of raw materials,
- engage in climate protection,
- boost innovation for improvement in efficiency and consider the whole product life-cycle
- facilitate reusability & recyclability of products. (EU Green Paper 2001; Martinuzzi, Gisch-Boie et al. 2010.)

ii) Global topics

These types of external CSR topics are related with the global matters which concern are the human beings. In other words, all the stakeholder of the company are subjects of these topics.

- raise stakeholders' awareness of social & environmental topics
- practice sound stakeholder management
- facilitate sustainable supply chains
- respect Human Rights
 - engage in poverty reduction and participate in the development of public policies. (EU Green Paper 2001; Martinuzzi, Gisch-Boie et al. 2010.)

iii) Social topic

Social topic of external CSR relates the social impact of external CSR. Such as,

- respect consumer interests. (EU Green Paper 2001; Martinuzzi et al. 2010.)

iv) Economic topics

This type of external activity is very important for the society and for the economy. Fair and transparent business attain customers and external stakeholders trust on the organization. Some of these activities are,

- pursue sound corporate governance practices
- ensure transparency through economic
- social & environmental reporting
- engage in fair competition
- foster innovation
- combat bribery & corruption
- employ Socially Responsible Investment
- protect intellectual property rights
- offer safe and high-quality products/services
- foster sustainable consumption & production and implement sound risk management systems. (EU Green Paper 2001; Martinuzzi et al. 2010.)

External CSR activities toward communities include humanitarian steps, also funding in social development activities (Aguilera, Rupp, Williams, & Ganapathi 2007). External CSR involves internal CSR in many cases where the company starts community aiding projects to inspire their employees to contribute to community relief practices (Papasolomou-Doukakis, Krambia-Kapardis & Katsioloudes 2005). According to European Commission (2001) helping (by recruiting, schooling or training) brood, ailing, the handicapped, and the racial minorities who are excluded people are popular external CSR dimension performed by companies. All these CSR initiatives lead to the formation of additional value not only to the community but the company as well. External CSR has an impact on building an image as a future employer. People are willing and interested to join the companies who have reliability and positive perspective in deciding and implementing the rules and regulation concerning CSR visible externally. (Aguilera et al. 2007.)

2.5 Current conditions and trends of CSR

During the 1990s started large trade report on Commercial Social Responsibility (CSR) matters, which was involved in constructing glinting news correspondences about these investigations. The manufacturers of reports were for certain substantial organizations owing to their altering open image, formed and spread by broadcasting (Mirvis & Googins 2006). For example, Hennes and Mauritz (H&M), a fashion organization, was

charged with exercising child labors in Sweatshop settings, in China and the Philippines, which involved the farm in CSR correspondence. Because of disgraces like H&Ms, rising customer alertness, establishment's agreement of the shareholder concept, the European Union and the United Nations affliction on organizations, the rising inspiration of Non-Governmental Companies have created the organizations constantly careful of the significance of CSR- matters and demonstrating these in their contact. An ancient indulgent of CSR matters in common and contract matters to be precise have now barely experimented till date (Gazzola 2014).

Table 1. Important drivers of CSR

1. Ecological Sustainability	Pollution, waste, natural resource depletion, climate change and the increasing of the CSR discussion and heighten expectations for proactive corporate action. (Werther & Chandler 2013)
2. Globalization	The international companies escalated their supremacy and escalated their accountability. Globalization has powered the necessity to clarify all tactical verdicts throughout a CSR lens to guarantee finest consequences for distinctive shareholders. (Werther & Chandler 2013)
3. Social media	The technology development gives citizens immediate access to transparent information and news at the click of a computer key. Through the Internet and other electronic mediums, the flow of information has shifted back to the stakeholders giving them a beneficial influence. (<u>Werther & Chandler 2013</u>)
4. Reputation	Fair CSR is an approach to ensure the status, the brand and the organization picture as well. The brand relies on upon <u>open view</u> of the organization. (Kramer & Porter 2006; Werther & Chandler 2013)
5. Moral Obligation	Organizations take CSR into account because they trust that they have an obligation to be a great president and they have the maturity to "make the best decision" (Kramer & Porter 2006)
6. Sustainability	Meeting all the requirements of the existing day without compromising the capability to meet the requirements of the upcoming generations in order to meet their personal requirements (WCED 1987), the organizations' concentrate on natural and group administration since they trust that it will be advantageous for the organization over the long term (Kramer & Porter 2006)

The current amplified attentiveness on CSR is an outcome of persistent exertion by the authorities, media, and NGOs, investing large organizations accountable for the general and ecological concerns of their trade exercises (Porter & Kramer 2006). There are a good number of features that completely or incompletely manipulated the escalation of the attentiveness on CSR. The central drivers of CSR are given in the table-1 above: CSR has become extremely trendy and competitive thing to do nowadays in the current business environment. It is also considered the

right thing to do. The bond between society and business is what the corporate social responsibility frontiers are shifting to. Among both the management and practice education, it is an innovative method of regarding the role of companies in society and the companies themselves (Waddock & McIntosh 2009). In an altered form, the management education has a crucial part to play, even though it has been criticized in the economic crisis period. We can safely say that one of the newest members of the social movement is the corporate responsibility (Ditlev-Simonsen & Gottschalk 2011). The management practices that have a positive influence on the environment and society and the role of business in society are what the foundation of CSR refers to. "The responsibility of enterprises for their impacts on society" is the definition of CSR according to the European Union, through its European Commission on CSR (European Commission 2011). In close alliance with the stakeholders, the effects of the companies on the society that are assimilating human rights, social rights, environmental in their actions and policies are the focus of this definition. By deploying a durable strategic approach, to the development of pioneering business models, products, services and the CSR, the creation value of the shareholders, stakeholders and the community is to be maximized according to its main goal. The potential negative impact also has to be identified, averted and mitigated (Gazzola 2012).

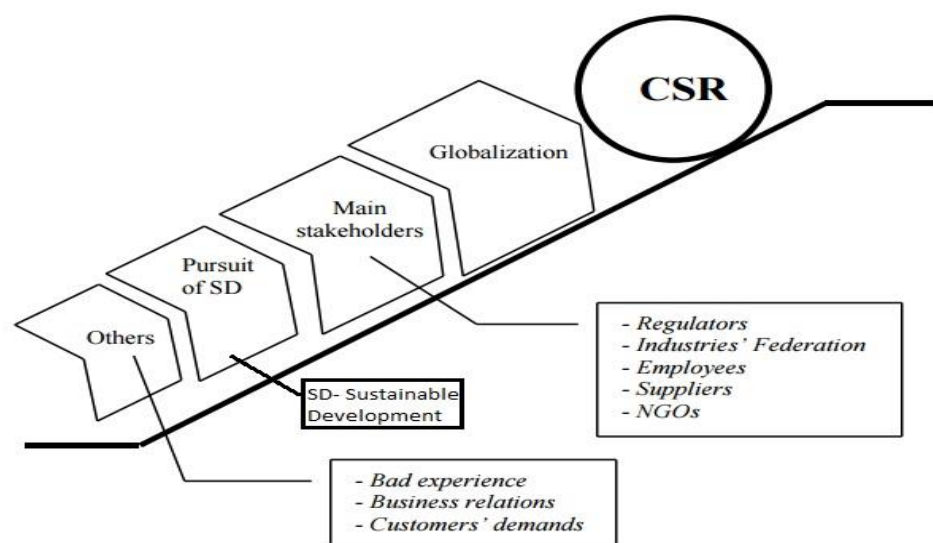


Figure 4. Factors which enhance CSR (Panapanaan, Linnanen, Korvonen, & Phan 2003).

Figure- 4 shows the crucial factors which drive the CSR forward. Globalization is a key factor in emerging of CSR. Also, since the concept of sustainable development has passed into the corporate agenda companies are adopting and managing environmental impacts through CSR. Besides unpleasant experience (strike, boycott, and accident), business relations with buyers/suppliers and customers' demands are some other factors which drivers CSR advancing.

Strategic and logical communication with the public is significant for a company because any prospective benefits of a company might get hindered by disconnect between public awareness and CSR initiatives. (Maignan & Ferrell 2004; Morsing & Schultz 2006). Informing the public about all the good things accomplished by the company is the company's responsibility even though news media will report all the business scandals to the public anyway. Identifying and reviewing all the factors which help create an effective message, is the first vital step for any public communication campaign. Making sure that all the potential company benefits are obtained, is the preferred outcome for CSR initiatives. It is vital for the company to explain the inspiration behind its participation and their commitment to particular selected cause to produce favorable attribution for a company CSR programs. (Du et al. 2007.)

2.6 The Organization of CSR activities

As per Brønn (2004) and Cornelissen (2008) CSR is viewed both as a means of establishing stakeholder relations and reputations and as an organizational function. In this paper, CSR organization will be considered as a wide managerial organization as the writer pursuing to create an alignment of Corporate communication activities with CSR activities. The problem is such CSR organization is found only in the definition of CSR. Institutionalized CSR organization is inconsistency could be seen in the CSR activities in the firm, but in large-scale CSR organization is unsystematic both in SMEs and big business firms. (tnsGallup 2005.) Small business firms are relevantly more engaged in CSR activities in its own way, still, uses little-institutionalized CSR instruments compared to large firms (Graafland, Ven & Stoffele 2003).



Figure 5. Stakeholder of CSR organization (Carroll 1991).

The figure-5 shows the different stakeholders of CSR organizations. A study conducted in Finland reveals that CSR practice in companies runs chaotically because of lack of information, lack of structured managing system, and lack of managing guidance. The study concluded suggesting an organized procedure of CSR managing body with CSR guidance. (Panapanaan et al. 2003.) Several years later a Dutch researcher said that companies could manage their CSR effectively through organizing their international production chains by taking in account the particularities of their supply chain relationships (Cramer 2007).

Corporate social responsibility' (CSR) is managing the business responsibly and sensitively for long-term success, for and by working with the customers, shareholders, colleagues, communities and other stakeholders. (HSBC's CSR definition 2005). This definition of CSR depicts the whole business organization as CSR organization considering all the functions of the organization as CSR function. In many of North American companies, managing company's role in society has become a formal and regular part of both in corporate structures and management. Many companies are adopting CSR as a function of the corporate departments and cross-departmental matters. There CSR organization could be seen both horizontally and vertically. (Accenture 2009.)

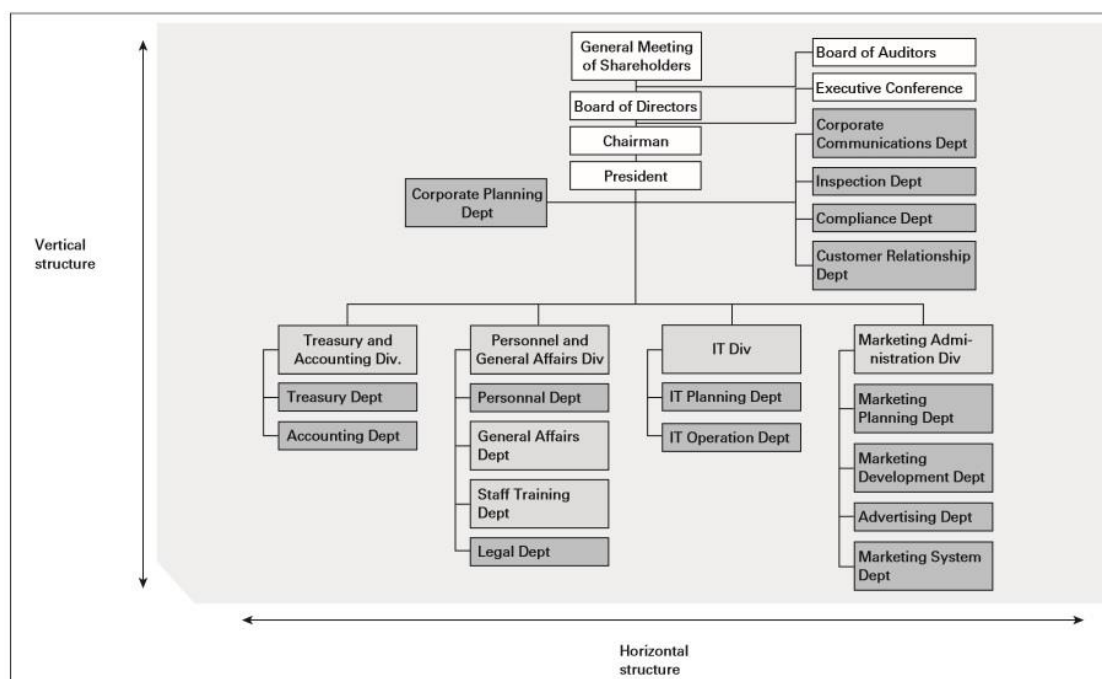


Figure 6. Organizational CSR structure (Cornelissen, J. 2004, 129).

The structure of CSR organization is shown in figure 6. Most of the companies who are constantly improving to create shared value for society and business are setting sustainability in the core of their business operation which is making Corporate social responsibility the core business

strategy according to the chief executive officer of a nonprofit organization name Net Impact. (Liz Maw 2014) Nevertheless, there are a huge similarity and a widespread of diffusion among employees of management as Corporate social responsibility actors remain underprivileged in both the research related to human resource and organizational behavior (Brammer, Millington, & Rayton 2007; Aguilera et al. 2007). Even after that the employees are the most important part in planning and implementing when the organization employs its Corporate social responsibility which makes them most valuable group of the stakeholders (D'Humières & Chauveau 2001). Crowdfunding philanthropy platform Givelocity's one of the founders Susan Cooney said that the talented youth of present world chooses to work only with those companies whose Corporate social responsibility planning gets focused. She said in an interview that after the recession, corporate revenue has been getting stronger. Companies are encouraged to put that increased profit into programs that give back. (Post 2017.) With Business News Daily Susan said that the next generation of employees would be desired to be working under the employers who are focused on the triple bottom line: people, planet, and revenue. (www.businessnewsdaily.com n.d.)

3. CORPORATE COMMUNICATION

Corporate communication emerged from the earliest traditions of the brand and reputational management. The variety and wide range of content making the definition of corporate communication broader and wider. The field of corporate communication range from reputation management, image management, public relations, investor relation, marketing management, stakeholder analysis, corporate citizenship management, media relations, crisis management and corporate advertising. The objective of vast activities is to maintain various and diverse relation with different stakeholders of the organization. This chapter will discuss the theoretical and practical aspects of CC (corporate communication) in the organization which will identify the common grounds for both CSR and CC.

3.1 Internal Communication

Through internal communication in business, it communicates with its employees to improvise strategic goals. Internal communication is an exclusive tool by which organization communicates with its employees to ensure that strategic goals of the business are truly acknowledged and met- this is the theoretical perspective of the internal communication. Both internal and external communication models are quite similar while both emphasize on finding the subjectivity of the strategies which meet the highest proportion of the expectation of the companies, such as participatory dialogue or two ways top-down information flows. (Orsini

2000, 31.) In external communication, it emphasizes on the public image of a certain company, but in internal communication, it focuses on a company's functional image which gives assurance to its customer that the high-quality deliveries will be on time and within the budget. In order to create a more democratized and flexible workplace, two-way dialogue between employees and upper level of management can be helpful. If an organization includes it, employees, to represent business ideas it can help as a catalyst to increase efficiency in some sectors also it will help to in cost cutting and decrease staffing. (Orsini 2000, 33.) From the practical point of view, internal communication comes prior to external communication as it allows employees to understand deeply the organization including roles of the employees in the organization, goals, means, etc. (Argenti 1998, 200; Little & Little 2009, 60). Internal communication also helps to consider the organization goals more closely by employees and clients and to understand it which is more important for larger companies who have a variety of employees (Argenti 1998, 200; Pearson 1990, 31).

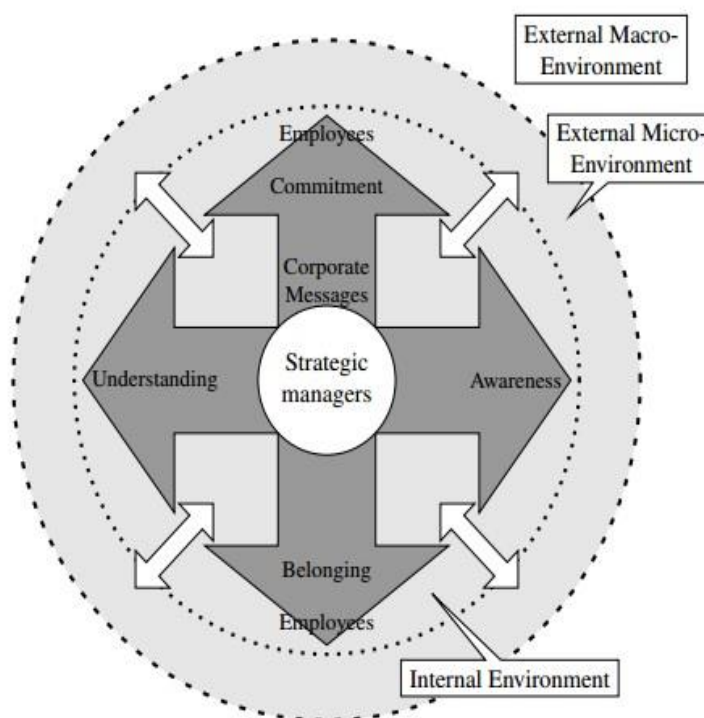


Figure 7. Internal Corporate Communication (Welch & Jackson 2007).

Figure- 7 symbolizes the internal communication where in the center managers stays and communicates vertically with employees and horizontally with other managers or same level employees. The purpose of horizontal and vertical communication is different. The dotted circles depict the working environment of the organization.

When internal communication is established in a proper way it serves the company in several ways including but not limited to, establishing employee relationship, employee-employer relationship, participatory

communication, positive feedback culture and innovative developments concerning the organization. (Grunig, Grunig, & Dozier 2006, 34-35). Internal communication has two strategical aspects. First one is the organizational strategy which includes planning of strategies and to find the way how to achieve it. Internal communication helps to support and deliver the ideas regarding this aspect. The second one is the strategy of internal communication itself; how the communication strategy should be planned precisely and more strategically which is more than a simple planning to support the daily activities in the business. (Little & Little 2009, 60.)

3.2 External (Shareholder) Communication

Any information that the business shares with the public (or stakeholder outside of the organization) is called external communication. It can be about the company or their product or the services they provide. Not only is to attract the targeted market but it focus on the overall audience effectively it important to have a well thought out communication plan. The main goal of external communication is to increase the revenue by promoting the company. External communication is a big part of overall marketing strategies (Colombo & Gazzola 2013). People or organization who are operating it from the outside external communication is an effort put communicatively. Internal communication looks after the internal part which is employees and management where external communication spreads the news about that organization everywhere. It helps the company's stakeholders, employees, and clients to like with the organization. Newsletters, direct mailing are a part of external communication. Also, financial records of that company and press releases are also communication externally (McKinsey 2009).

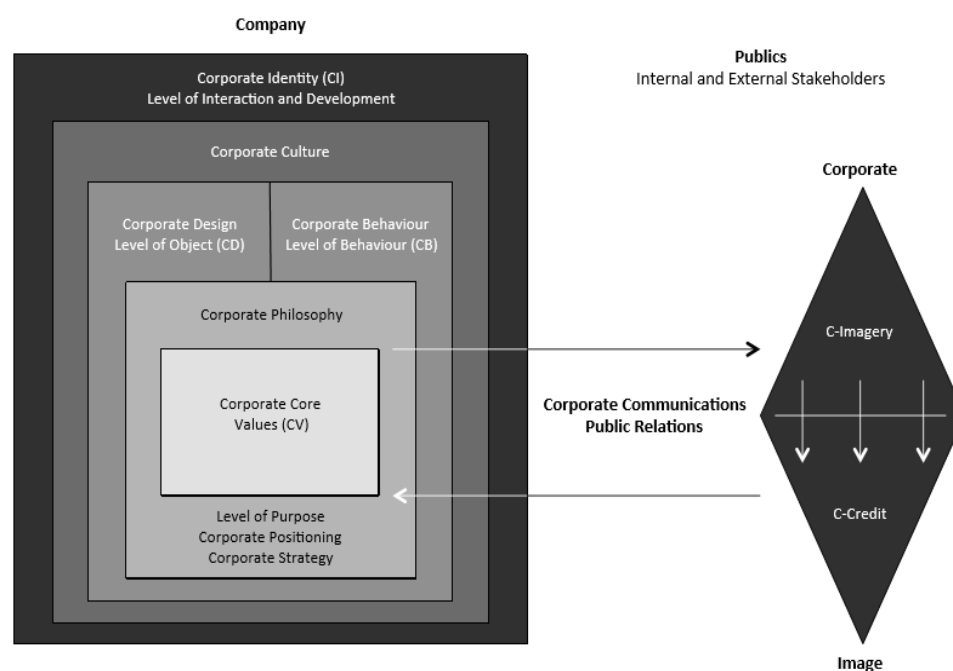


Figure 8. External organization communication (Pflaum & Linxweiler 1998)

Figure- 8 shows the scenario and different stakeholders of external communication. The picture also mapped the various drivers and factor as well as the different objective of external communication. Some of the most important objectives of effective external communication are listed below:

Mass-media: Media are the main component of spreading news which makes it an important mechanism of external communication. Through media relations or public relation plans, they are targeted. For that have to find out the media which cover the story of certain business and then develop external communication which includes press releases, press tours, press conferences, open houses and product demonstrations (Molteni 2007).

Existing loyal customers and future customer: Any business organization would never want to lose its current customer but to grow the relationship. Those customers are the asset for the company as the company has successfully gained their trust. External communication should include the online connecting option so that can inform them about the new products and give them offer. Also, if asked the current customer can share their positive experience about the business which can be covered by the media or upload in the websites. To improve the relationship with the customers and generate loyalty many training options can be offered (Colombo & Gazzola 2013).

Some customers might never have bought from (or feel interested about) a company unless attracting communications mechanisms, such as videos, demonstrations and print collateral have not caught these customer's eyes. Also by promoting the company's name in billboard, paper, television, website and radios- it is possible to attract future customers and gain their confidence (Ditlev-Simonsen, Caroline, & Gottschalk 2011).

External image of organizations: In order to direct external communication outside look of different organizations can be important. Because:

1. In the general business community, this approach shows a positive sign.
2. The partnership opportunities with different organizations increase as it stretches the effort and resource.
3. By increasing awareness in the media and the customers, it can fulfill other communication goals (Freeman & Hasnaoui 2010).

Example of this three can be seen when a company deals with a charitable fund that they will give a certain amount of profit to the charity it spreads like a good attempt in the business society, other businesses get interested

in being their partner, and it also gets attention from the media, hence bring benefits for that company (Ganescu 2012). Also, external communication keeps regularity in relationships between shareholders, community, government, suppliers, financial institutions, and eliminate the gap with other competitors.

3.3 Communication Channel

For an organization, its lifeblood is its information and to correctly flow of the information needs a great attention, and so communication is very important. Communication can be of different forms. It can be verbal or can be written. It is very much important that these communication methods should be understandable to everyone. If it is failed to understand then, it will be a waste. Therefore, a business can suffer for this (Molteni 2006). Figure-9 illustrates different types of communication channels used by organizations.

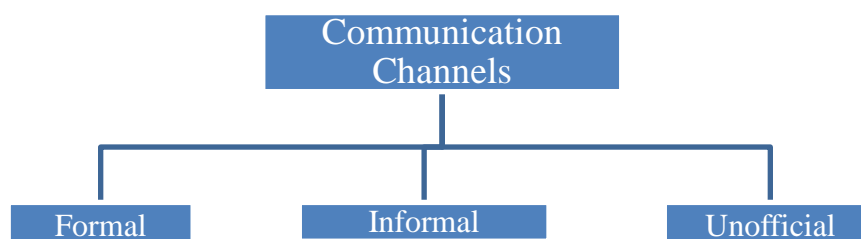


Figure 9. Types of communication channels. Self-developed from Zmud, Lind, & Young 1990).

- a) **Formal Communication Channels:** In these kinds of communication channel information concerning the organization such as the goals, vision, mission, policies, strategies, tactics and procedures of achieving this goal of the organization are transmitted. Chain of command in delivering and receiving process is one of the most significant characteristics of such channels, which means information flows like downstream from the managers to the subordinates, and they pass on the information to the next level of staff. Newsletter, which gives employees as well as the clients a clear idea of a company's goals, mission, and vision. Memoranda, reports, directions, internal intranet emails, scheduled meetings (group and individual), business plan, customer satisfaction survey, annual reports, employer's manual, and review meetings are all formal communication channels. (Meehan et al. 2006.)
- b) **Informal Communication Channels:** This type of communication channel may disrupt the chain of command; a good manager needs to find the fine balance between the formal and informal communication channel. Lunchtime chatting at the organization's cafeteria/canteen, discussions in a relaxed atmosphere which encourage and boost employee engagement, managers walking around, adopting a hands-

on approach to handling employee queries are an informal communication channel. Besides, communication in quality circles, teamwork, training programs are outside of the chain of command and the category of informal communication channels. (Zmud et al. 1990)

- c) Unofficial Communication Channels: Sometimes communication takes place within an organization is interpersonal and considered as grapevine of the organization, which circulates rumors. The grapevine has positive implications in sharing experience among employees, while exaggerated negative grapevine may cause unnecessary harm to employees as well to the organization. These channels are unofficial channels of communication. Minutes of a meeting discussion among employees, social gatherings among employees, sports, politics, and TV shows also share the floor. It is important to be aware of information circulating in this unofficial communication channel and should take positive measures to prevent the flow of false information. (Zmud et al. 1990)

3.3.1 Significance of external communication channel

In both internal and external communication channels, effective communication is important for a successful business. Viable business can be kept by internal communication. If there is a lacking in communication proper direction of in all the levels cannot be completed and also will slow down the growth of the business. External communication is the lifeblood of business. Without proper communication between a business and its clients, between seller and buyer no company can prosper (Jarzabkowski 2005). In both kinds of the channel effective communication needs to be clear and correctly conveyed. Without proper communication misunderstanding, can take place between upper-level management and employees which can slowly break down a successful business. If there is a shadow lies between communications, then there can be a decrease in the sale, and it can affect negatively the bottom line of the business (Adams 2002). Without Communication channels, the message wouldn't be delivered from the sender to the receiver, the message couldn't be conveyed, and managers and employees wouldn't be able to interpret work orders, responsibilities and influence the ongoing work, which made communication channels very important in communication realm (Lengel & Daft 1988). It is even more important to choose the right channel for delivering the right message to the right person (Lengel et al. 1988; Zmud et al. 1990) because every channel has its own different strengths and weaknesses (Lengel & Daft 1988; Zmud et al. 1990). The category and spirit of the media can boost or misrepresent the message to the receiver (Lengel et al. 1988), as well as influence the receiver's interpretation and understanding of the meaning of the message (Daft, Lengel & Trevino 1987). The medium is the message (McLuhan 1960), hence emphasizing the significance of the medium.

3.3.2 Communication Drivers

Drivers of corporate communication are forces which shape the strategy, policy, and practice of communication in the organization to achieve organizational goal. These drives have a huge impact in company's decision-making level while the decision is related to communication topic. Strategic communication is an integral part of corporate management. So, executives and managers would like to have a clear understanding of communication process and the result of such communication process which includes strategy and communication channels. The knowledge about such force helps to identify the threats and opportunities for the organization. Observing the trend of communication drivers keep the organization on its direction and most importantly to figure out the possible change needed concerning communication matters such as, to choose the proper channel of communication. public opinion in the mass media, especially social media influences corporate reputation which consequently influences the decision making of the organization. Positively, CEOs and board members highly value corporate communications and its contribution to overall organizational goals. These inter-relations among drivers and other matters shows the importance of communication drivers. (Zerfass & Sherzada 2014.) The strategic drivers of corporate communication and their descriptions as well as some examples are shown the table-2 (below).

Table 2. Corporate communication drivers in an organization (Siano, A., Vollero, A. & Siglioccolo, M. 2007)

Strategic Drivers of Corporate Communication	
Vision and Leadership	The spirit of leadership in a business or organization is to act deliberately like a catalyst which inspires positive change, by promoting the vision of the organization towards betterness or at least on a new way to see (and act) for positioning the company as the professional in the field. By successfully acting as "positive change," the organization is achieving differentiation, gaining "share of voice" and building collaborative relationships with key stakeholders, who will perceive the company as a market leader and a trusted source. (Kettler & Halderen 2011, 3)
Social Responsibility	Corporate communication departments have full responsibility for media relations and the corporate website which is strongly involved in branding and corporate design.
Planning of strategic, financial, marketing and communication	<ul style="list-style-type: none"> - public relations - media relations - investor relations - advertising

Results of Communication (Advantages/disadvantages)	- actions and communications around a core theme
Corporate cultures	-Workplace environment - Leadership style
Distinctive competence of organizations	Distinctive competency could be the outcome of technological advancement and implementation, the position of the industry, production cost, business/manufacturing process (shortened), market relations, people related to the business, customer satisfaction or simply just being first. This competency is unique to a business organization, a competency superior in some aspect than the competencies of other organizations, which keep ahead of the production/service of the organization in a unique value position in the market. (https://createadvantage.com/glossary/distinctive-competency)
Visual Identity	- Logo - Trademark - Brand slogan
Channels	Internal corporate communication channel.
Flows of communications	- Internal and external. - Vertical (amongst people engaged in organizational operation) and horizontal (amongst governance group and system).
Implementation of Communication plans	Following the step by step processes of the communication plan and adopting the process of the plan implementation.

3.4 The Organization of Communication Activities

The Corporate Communication provides a framework in the organization which contains an efficient coordination between stakeholder from inside and outside of the organization. This coordination is kept with and by the corporate communication that serves the interest of the organization and the stakeholders on whom the organization is dependent. (Cornelissen 2008, 5). Thus, corporate communication can be found as working to secure the corporate image of the organization, also as an organizational function of the organization. When communication is pointed as the function of the organization, it relates the words 'strategic alignment and integration' (Cornelissen & Lock 2001). From this point of view, organising communication in aligned and integrated, can be seen as a matter of establishing alignment and integration in corporate communication (van Riel 1995, 142). Establishing alignment refers to whether the function or functional unit is organised in a way as a strategic issue at the top management level to pursue its strategic goal (Kathuria, Joshi, & Porth 2007; Galbreath 2008). In simple words, conventional corporate communication is communication within the organization, while from

different point of view corporate communication can be seen as organization as functional integration of communication activities is closely linked to their departmental organisation (Argenti 2006).

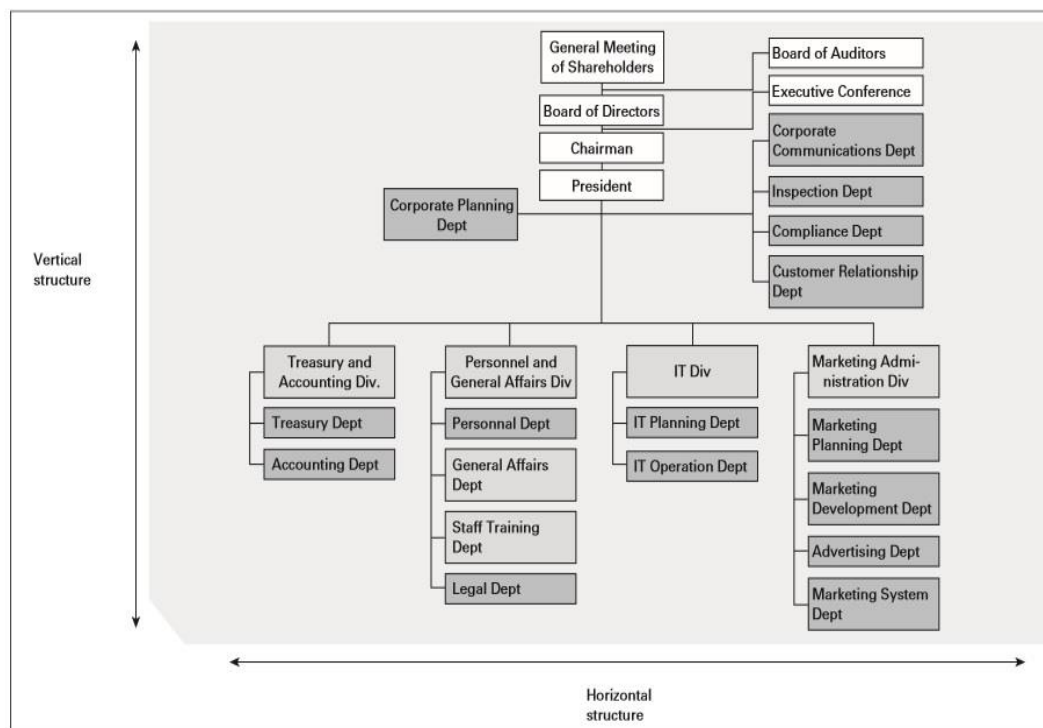


Figure 10. The vertical and horizontal structure in communications organization (Cornelissen, J. 2004, 129).

Figure- 10 shows both vertical and horizontal organizational structures of corporate communication. In any big corporation or organization, the main thing is efficiency in communication. If an organization can maintain their efficiency in communication with expert skills, then the productivity of that company will be much higher than others with a lesser amount of efforts needed. However, it is quite impossible for every employee to be that skillful in this field. But by offering various train programs, they will be able to polish their frameworks at different sectors. Managers of a company hold a very important role as they have to involve themselves in work like organizing, aiming, guiding, controlling and all other works related to management. So, for them to improve their effective communication part is a must (Visser 2010).

In order to build a solid base communication, 'related skill and experience' is the most important thing, especially for the managers; it helps them to bring out the best in them. For example, if a company wants to execute a plan, all the employees should give their opinion through communicating to the manager and also the manager to communicate through planning to enact them. Communication for the manager and the subordinates are really important, and that is how a team can achieve its goals. Through written and mostly oral communication one can control a plan (Waddock & McIntosh 2009). Managers' primary work is to think and to communicate. They communicate with their subordinates, seniors,

customers, dealers, etc. they also use written way like emails, reports, letters and sometimes memos whenever they cannot face to face talk or use the telephonic system.

3.5 Organizational Integration of Communication and CSR Activities

There are discussions amongst scholars about the functional integration of communication department and CSR for decades. But this integration is partial where some academics suggests that PR department and marketing department should handle CSR (Maignan & Ferrell 2001), while other discussed about the interrelation among communication, marketing, and PR department (Cornelissen, 2008). The organizational relation between CSR and communication was less focused amongst the academics and professionals. On the contrary, some have engrossed on the strategic importance of CSR and suggest that corporate executives should take the lead role in developing and integrating CSR aligned with the strategy of the organization rather than leaving CSR for the marketing or public relations departments. (Murray & Montanari 1986.) Even some have suggested to separating CSR from communication department rather than integrating them together (Galbreath 2008). Though these literature, necessity of separation or disintegration of CSR and CC may be not settled, but it clearly demonstrates the importance of both CSR and CC in the organization. The concentrated focus is reflected in the emphasizing of the respective activities and their placement in the organization, even if they are departmentally separated or centralized form. (Pollach, Johansen, Nielsen, & Thomsen 2012.)

CSR issue has gotten importance in CC (Cornelissen 2008), also communication is considered as very important aspect for CSR (Morsing and Schultz 2006). This is expected to find some sort of integration of CSR and CC activities as a consequence. But In this context, integration refers the "cross-functional and organizational coordination enabling greater interaction across communication and CSR disciplines" (Cornelissen & Thorpe 2001, 415).

3.6 Communication strategy through CSR

According to the marketing point of view, the proper communication skill is very necessary to peruse both customer behavior and consumer attitude. CSR is a very sensitive issue and in order to maintain the proper consumer attitude as well as behavior selecting the correct communication strategy can be of great help. It is stated by Stanaland, Lwin, and Murphy (2011) that the awareness of an entity's outlook toward CSR is controlled by the efforts of corporate marketing such as its communication. Liviate (2011) also states that communication is the root of managing actual CSR. CSR communication is" the process of communicating the social and environmental effects of organizations' economic actions to particular interest groups within society and society at large" (Gray, Owen & Adams 1996, 3). The strategy of basic

communication can be classified into proactive vs. reactive, abstract vs. concrete also the use of composition strategy (Wagner, Lutz, & Weltz 2009). Corporate social responsibility's aggressive form is proactive communication. Here a company spends most of its resources in looking after its CSR and through advertisement it can be highly active in using reactive communication which is a contrast of this a company invests very little in their CSR engagement. They do not care much about this CSR communication, and this happens at a low frequency. Proactivity of corporate social responsibility communication in this thesis are concerned with a highly-maintained thing checking the perceives of the customers. The company's CSR communication consumer perceives frequency, and the low amount is defined as reactive communication.

Ligeti and Oravecz (2009, 138) state that "corporate social responsibility and the related communication are inseparable." An effective communication of CSR suggests that a clear strategy which will open opportunities and risks for the brand and this will deliver different messages to different stakeholder group stated by Dawkins (2005). It is warned by Bhattacharya and Sen (2004) that Corporate Social Responsibility communication is becoming a risky job as a business nowadays are trying to sell their information related CSR. So, CSR communication should be taken reactively by some companies. There is an argument that customers want to spend for the good deeds rather than communication. Companies should create one-way communication to give information about the CSR communication to the stakeholders suggested by Morsing and Schultz (2006). But they should not communicate at a very high frequency. They should involve in corporate advertising to communicate. The most effective way is to publish an annual report among the companies also this is a very popular method (Ligeti & Oravecz 2009). In another had some companies are taking communication in a more proactive way for various reason. It includes the education if the society or they try to gain profit. The intention is to support different NGOs and to strengthen their communication so that they can achieve more benefits (Ligeti & Oravecz 2009).

3.7 HR Alignment

HRM is all about people and management of people which concern people related matters. Thus, HRM is the core of an organization and implementation of its strategic plan. (Righeimer n.d.) HRM alignment is a well-used term in management study. HRM alignment means to integrate decisions about human resources with decisions about the organizational goal for which the organizational activities are taking place. Many types of research show that organizations which were successfully in aligning human resources management with their organizational strategy were accomplished by integrating HRM into the organizational planning process, emphasizing HR activities that support mission goals, and building strong HR/management relationships. (US office of personnel management.) In addition, HRM alignment is the highest level of HRM accountability, while

HRM accountability must begin with basic legal compliance which supports the achievement of the agency strategic goals. HR has the most to contribute towards the success of an organization's strategy (both in planning and implementing), and for doing so, it needs to upgrade in individual level (Galford 1998).

Usually, HRM is most of the time busy with administrative functions, where these activities are traditionally solely associated with HR, such as recruitment, employee selection, training, performance appraisal, and compensation plans (Huselid, Jackson, & Schuler 1997). The strategic functions of HRM are normally unrecognized in the organization (Righeimer n.d). Whereas according to Ulrich (1997) Organizations need HR people who are equipped with good knowledge about business, who can influence the culture in (and out) the organization, and make motivated for positive change which often happens within an organization; doing so will bring personal creditability to HR. To be considered as a part strategic functions of the organization, HR must escape from the only role of supporting incompetent staff rather aligning staff with the views, values, and strategic goal of the organization. (Ulrich 1997.) In order to align HR effectively with the strategy of an organization, it must present top management with solutions that address the strategic need and support of the organization (Freedman 2003).

HRM alignment with organization's strategy depends on how organized way it can play a role in the strategic planning of the organization. Human Capital leverages all areas of an organization. Thus, HR department needs to ensure that human asset is effectively aligned with the strategy that is chosen by the organization to reach its goal. The alignment between HR and the strategy of the organization initiates with a strategy oriented professional. (Becker & Huselid 2001.) Besides, HR personal need to build their financial skills, professional knowledge, as well as consulting skills. Additionally, HR personnel will need to be technologically well adopted which will make them free from routine administrative work, as well as leverage information about the workforce. Technology empowered HR can play a more strategic managerial role in the uplifting the organization (Frangos 2002).



Figure 11. HR alignment (Ulrich 1997).

Similar plan and strategy to establish HR alignment in every organization cannot be adopted as it is difficult and elusive. Figure-11 shows both vertical and horizontal alignment of HR in the organization. Over decades the attempt to define people strategy as an inside coherent set of HR policy and practice has proven failed. The ideal type of strategy with a set of HRs aligning policies and practices cannot be found as all the human being and nature cannot be put in the same form. (Gratton & Catherine 2003.) HR alignment depends on of management culture, leadership and other human-related strategies of the organization.

3.7.1 Vertical HR alignment

In practice, the HR strategy varies according to the environments of the organization (Baron & Kreps 1999). The key conditions of a business are its goal and strategies. In order to play the strategic role in the organization, the HR policies and practices should replicate, emphasize and support the goal and strategy of the business objectives. (Ulrich 1998.) A solid bond between the holistic vision of the organization which is apprehended in the thought of the senior executives and the goal, objectives and based philosophy of the organization's method of managing its people is needed to reach to the pick of the HRM alignment. This bond ensures HR intervention as a creator of something new but not as an inhibitor, which keeps continuous of competitive advantages. (Delery & Doty 1996.)

This bond between HRM strategy and other business- unit strategy is termed as vertical alignment. The term alignment suggests fluid dynamic which allows the variation and flexibility between the entities. Vertical alignment is not an alternative of fitting or matching. Vertical alignment in HRM indicates people's readiness to set their mind and act for achieving the same business goal, even the actual role of people's in the organization are not same; top to bottom or bottom to top. Matching of strategic objective and HR strategic are not only feasible but also acts as a constraint. (Wright & Snell 1998.) As a substitute, the vertical alignment process is developing which sets a mutual understanding of business goals, HR insinuations, and the clear interpretation of these into a predominant HR strategy which could be the foundation of exhaustive HR policy. (Gratton & Catherine 2003).

3.7.2 Horizontal HR alignment

The vertical alignment is the bondage between the corporate and business strategy as a whole and the HR management strategy of the organization. Vertical alignment is a key dimension of an HRM strategy. But it is not the sufficient end. So, the second dimension of HR integration is horizontal alignment. (Baird & Meshoulam 1988.) Horizontal alignment of HR operates at the level of individual HR policy areas. The object of this kind of alignment is the attainment of a coherent and constant method of managing people which infuse the entire functions of the HR activities and

other areas of organizational function. The alignment here is at the policy level, not the practice level. (Grattan & Catherine 2003.) This difference is significant because HR strategies are put into action in a separate dimension of alignment. High degree of horizontal alignment in an organization shows that the organization has successfully incorporated the value of emerging and enunciating vibrant HR policies those are constantly relate to each other. This ensures that the organization is able to communicate reliable and reinforcing messages to its employees. (Gratton & Catherine 2003)

These two dimensions of HR alignment function at distinct levels. Vertical HR alignment is related with whether (or not) the principal HR strategy followed or implied in the actions of an organization supports the strategic direction of the organization. While, horizontal alignment, is related to the degree of internal coherence and consistency in the HR policies of the organization. Thus, an organization with a high level of vertical HR alignment may not show strong horizontal HR alignment and the vice versa. (Gratton, Hailey, Stiles & Catherine 1999.)

4. THEORETICAL FRAMEWORK AND METHODOLOGICAL CHOICES

Despite increasing emphasis put on integrating CSR into business practices, according to Freeman and Hasnaoui (2010, 420), it is still not an idea fully understood in the corporate world. A management system that tries to incorporate CSR into their daily practices should, a) provide substantial proof that key strategies align with the CSR activities; b) give way to successfully changing operational practices. Doorman and Kramer (2006) consider the significance of the coordination amongst system and society, and between upper hand and corporate social duty, proposing a systematic model given the social effects of the esteem chain and the part of corporate social obligation in the focused setting. According to Mirvis and Googins (2006) incorporation of social responsibility and organizational strategies requires recognizing five stages; elementary, engaged, innovative, integrated, and transforming. The interconnected connections among administration, association group, and technique are being highlighted by the triangular model. These three fundamentals help to combine social values and the firm's operations together. According to Bonini, Brun and Rosenthal (2009), most of the management systems run weak despite strong agreements on strategic interest of CSR by the executives. This happens because none of these comprise completely of CSR characteristics. Very minimal amounts of research time have been invested in integrating CSR into business even though it has become a mandatory rig in the modern era (Adams 2002; Berland & Essid 2009; Norris & O'Dwyer 2004). Corporate communication is an administration capacity or division, such as advertising, fund, or operations, devoted to the spread of data to key stakeholders, the execution of the corporate

procedure and the advancement of messages for an assortment of purposes for inside and outside the association.

4.1 Stages of the framework

According to the writer of this paper, the integration of CSR strategy and Communication strategy (also practice and culture) into firm's strategy could be established through the development of the following stages:

- (1) Introduction Stage: This stage points out to issues regarding diffusion of ethical beliefs and their combination shared mutually by the constituents of the organization. Initially, for attaining goals, prescribed plans are discussed. Preparation for clear communication map is needed to be created for easy interpretations by employees and the stakeholders of the company (Berland & Essid 2009).
- (2) Implementation Stage: This stage formally sets out the implementation of CRS plans with Communication strategy as well as HR practices alongside the potential development to acclimatize the structure of the organization to the newly faced circumstances (European Commission 2011).
- (3) Generalization Stage: This is the stage where CSR is added into the strategies of the organization. It is mandatory to fulfill the previous stages to imply this stage and bring about a global transformation into the company's cultural environment, its mission statements and also its core values (Rangan, Chase, & Karim 2012).

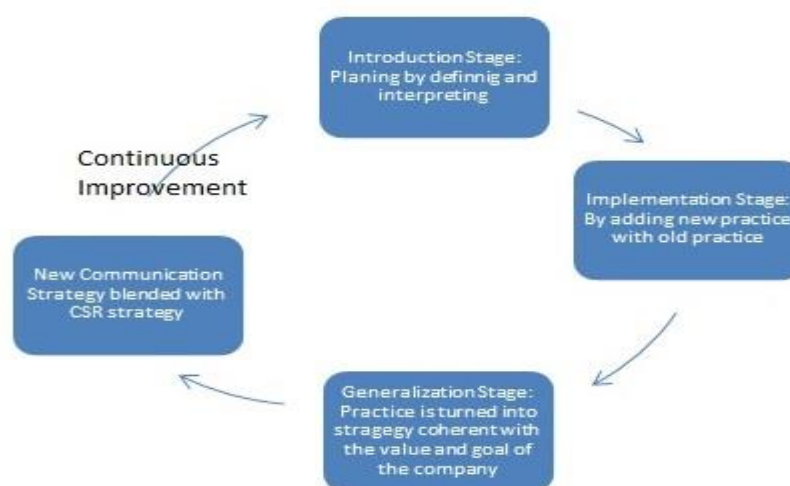


Figure 12. Process to align CSR stages with corporate communication (Self-developed by the writer of this paper)

4.2 Explanation of the Framework

In the framework above, is a modified version of PDCA (Plan-Do-Check-Act). Though the PDCA cycle developed under Total Quality Management umbrella, still it could be considered as a convenient and suitable model to frame such process. Nevertheless, the application of PDCA framework has not to be limited as it is a learning method. (Cowley & Domb 1997.) Corporate communication is one of the key aspects of the corporate strategy holding all the four steps in position. The office directs correspondence methodology, media relations, emergency interchanges, inside interchanges, notoriety administration, corporate obligation, financial specialist relations, government issues and also advertising correspondence (Simons 20015). A set of actions that engage in coordinating internal and external communications is known as corporate communication. It is intended for forming constructive perspectives amongst the stakeholders on whom the company is relied upon. Every organization tries in conversing a coherent message to all the stakeholders for increasing credibility as well as ethics. This cohesiveness helps fulfill the mission, vision, and values to the stakeholders (Sharp & Zaidman 2010).

Taking after the three phases already called attention to in Figure 12, one might say that formal CSR arranges which are set up from the moral stance of directors, the impact and force of the partners and the authoritative key destinations can be connected with the representatives just through legitimate correspondence. This step communicates the purpose to the stakeholders and the ones who are subjected to the consequences (Van-Bommel & Harrie 2011). The reputation of the organization is highly affected by the influence of different strategic plans. Success is being communicated through multiple documents. Next, these activities are actualized bringing about results in ecological, financial and social ambits. These outcomes must be surveyed with a specific end goal to legitimize the advantages and expenses of the activities. The evaluation must be founded on criteria related to monetary or financial execution, as well as regarding created or potentially enhanced immaterial assets (Surroca, Ribó & Waddock 2010). Self-governing institutions develop these evaluations with the help of audits and other indexes. The head of responsibility is being assigned in this process as well. Also, the procedure appeared in figure 12 is a dynamic and repetitive process. Because of changes in key destinations brought on by CSR speculation, partners' needs and their impact on the corporate system may also adjust (Mitchell, Agle, & Wood 1997). Even though maintained within confined restrictions; values, attitudes, and priorities formalize the moral posture of the evolution of the managers along with the changes in the environment. In this way, a fragmentary learning process is operated, and new knowledge is being created. (Vera & Crossan 2003.) Alternatively, for the survival of an organization, learning becomes a crucial part. Due to the ethical values guide the behavior of employees and managers, we can appreciate that

they are conditioned in what they learn, which is of great importance for company performance and results.

In this framework, the main point is determined by the implementation of CSR plans on aspects such as KM systems, organizational culture, leadership or human resources (HR) practices through corporate communication. In general, all these factors could be considered as propellants or, on the contrary, as barriers to the CSR implementation if they do not fit among them or are not aligned with the main company objectives and plans. In general terms, culture can be understood as a set of rules, values, and beliefs that are shared by the members of the organization and which influences their behaviors, along with the configuration of the organization's image and identity about its environment (Schein 1985). This concept has been linked to implicit aspects, sometimes of an abstract nature, such as ideologies, beliefs, basic assumptions of behaviour or shared values. Although other more observable and explicit elements such as rules and organizational practices, symbols, language, rituals, myths, and ceremonies have also been included as being related to culture. (Alavi, Kayworth, & Leidner 2005, 194.) As beliefs and shared values are at the core of organizational culture, it will act as a propellant, or instead, as a barrier, about CSR plans implementation. If organizational culture is rightly aligned to CSR, it will be likely that these kinds of initiatives can be accepted and institutionalized better than if they are not. When this alignment happens, it is also very important that a clear leadership exists to push employees towards goals achievement, among which those of the stakeholders are included (Maak 2007). On the other hand, the communication culture will be affected by changes that CSR practices (among which ethical behaviors are included) introduce in the company. Which reflects the fact an organization's culture socializes people (Schein 1985) and that ethics along with responsible behavior about stakeholders are an integral part of the organization's culture. Therefore, organization's culture will affect the way CSR is implemented in the company's communication strategies and will be affected by ethical and CSR practices.

4.3 Proposed Methodology

The choice in methodology outlines both what the researcher does and understands the phenomenon under scrutiny. The decision of methodologies highly influences the way data would be collected and how it will enable the researcher to meet research aim and objectives. So, in that sense, the methodology can be said as a major aspect of a complete research. The method is a matter of making choices amongst many and being conscious of conducting research. (Kotzab, Seuring, Müller, & Reiner 2005, 37.) Methodology refers to the philosophical assumptions and rationale that underlie a particular study whereas method means to be a specific technique of data collection under those assumptions.

This chapter deals with the methodologies underlying the current thesis and the methods used in collecting data. The prime objective of the chapter is to provide the readers with some real insights about the procedures and a well understanding of the research process. It will also justify and discuss the methodologies used for research design and data collection methods in the thesis.

4.3.1 Research Design

While conducting research, the role of the researcher is to build a rational link between related theory and what occurs in practice. To build such link, these are not any straightforward way to follow. The research questions and topics determine the suitable way. There are two different approaches in conducting research to take on while determining a relationship between theory and research; deductive and inductive approaches (Zikmund 2000). Both the deductive and inductive approach need a substantial number of samples of adequate numerical size in order to qualify the generalized results (Saunders, Lewis, & Thornhill 2009). A strict use of inductive or deductive approach may bound a researcher to be locked in their strict approaches. But taking an abductive approach let the researcher be freer in carrying out the research (Patel & Davidsson 2003). Relevant theories concerning the variables were chosen and the aim is to try to confirm the empirical results/observations by relating to the theories.

An exploratory research usually investigates unstructured and less understood research problems (Ghuri & Grønhaug 2005). The main characteristic of exploratory research is flexibility, where new information may come out and change the direction of the research (Ghuri & Grønhaug 2005). Exploratory research often tries answers research question deal with “what” (Yin 2009). On the contrary, descriptive or explanatory research addresses well-structured and understood research problems (Ghuri & Grønhaug 2005). This kind of research tries to describe people, events or situations in a very specific manner by documenting the most stimulating and core features (Hirsjärvi, Remes, & Sajavaara 2010). The main features include structure, particular rules and procedures (Ghuri & Grønhaug 2005). Descriptive or explanatory research usually tries to answer question dealing with ‘who’, ‘where’, ‘how many’ and ‘how much’ (Yin 2009, 9). For this thesis, the authors applied a combination of the explanatory and exploratory studies.

The scientific structure that takes into account the gathered information to be researched is known as the research design (Churchill & Iacobucci 2005, 145). This is considered as the appearance of one of the important part of the investigation. As the thesis is an article based on combining an empirical case study, for the purpose of continuing this investigation, the writer had to depend on secondary data, in some case primary data. Also, the writer has referred some case studies that has been conducted on

hierarchical culture and change assessment of the specialist regarding this topic of investigation. The primary information that was collected displayed in a reference format, and on the other hand when it was essential, the secondary information was used to clarify the primary data. Conducting the examination structure is very expressive in its nature. Through the expressive nature, it portrays its business virtues to the fullest (Bell 2005, 79).

The figure-13, shown below a well-structured process which is followed by the research in a planned way to come up with the desired end result that will be neutral and bias-free. Firstly, the topic for the research was identified according to the best interest of mine in this particular field, and secondly, the theoretical framework was revised exhaustively following due process within the literature review. It further helped the research by developing a well understanding and insight about previous relevant works and the researched findings that have emerged from the process. The research design and approach for the research was another step toward building the foundation of this thesis. The step is highly concerned with the ways in which the researcher had collected the data to answer all the issues related to the objectives of the research and satisfy the goal set for the research.

Formulate & clarify the research topic
Critically review the literature
Research approach and design
Collect research data
Analyze and interpret data
Write the project report

Figure 13. The followed research process (designed by Saunders et.al 2003)

4.3.2 Data Collection Techniques

Data collection discusses to collect necessary data through sources to answer the research questions (Ghuri & Grønhaug, 2005). These sources could be primary or secondary. The strategy if the case study that was worn in this investigation satisfies the requirements. The report has been conducted after categorized examination of subjective strategy related to the management and administrative knowledge of the factors which

clarify the organizations' CSR approaches and as well as the corporate communication policy and practice.

Several data collection techniques can be used in a research study to take all different viewpoints into consideration (Waite & Harrison 2002). The report has confirmed with suitable and useful subjective information relating the key topics of the thesis. The data for this report was collected from applying two different techniques and analyzing them both qualitatively and quantitatively. A case study could also include some quantitative techniques or be even completely quantitative (Ghauri & Grønhaug 2005). Background study of the case company concerning the topics and a Skype interview techniques. These techniques were chosen to balance each other out and gain a comprehensive understanding of the research phenomena.

4.3.3 Data Sources

Background research: Background material of the case company was collected by a background research about strategy and practice of the company's CSR and CC was done earlier before starting the thesis. The basic information was found on the company's public Internet website. Besides, relevant and interesting information was found from the case company's internal material, which are Company's brand videos, communication plan, annual reports, public interviews of managers, etc. These learning materials were used to get a deeper understanding of the case company's strategy and practice about CSR and CC. The gathered information was designed as maps to be compared with the earlier literature.

Interviews: To know detailed practice-related data and opinion concerning integrated CSR and CC, a semi-structured interview was conducted with the related CSR and CC manager. Semi-structured interviews highlight and focus on the viewpoints of the interviewees relating a topic (Hirsjärvi & Hurme 2000). These interviews were chosen as the second technique of data collection in this study because it is an efficient way to gain access to arrange, empirical and targeted data (Marshall & Rossman 1995). Semi-structured interviews are more like a guided discussion rather than structured queries (Yin 2009). The semi-structured interview technique does not have a detailed set of pre-planned fixed questions, but what the interview topic follows (Hirsjärvi & Hurme 2000), which allows a flexible and informal setting (Collis & Hussey 2003). The themes of the interview discussion in this study were based on the research questions.

The aim of these two interviews was to find out multiple issues. For instance, what are CSR and CC like in the company, how structured and visible the CSR and CC organizations in the company, how do they communicate CSR and CC issues; especially strategy, what channels do they use to communicate internally and externally, how much do the HR

people know about CSR and CC strategies themselves (also other employees) and how do they turn these strategies into practice, what do they think about the integration of CSR and CC in strategy level, the challenges of CSR and CC practice in the entire company and, finally, about establishing the relation between CSR and CC in their organizations. These themes also aid in keeping track of what is being researched (Hirsjärvi & Hurme 2000).

A Communications professional and A CSR professional; Two professionals were chosen from different organizations to get the in-depth information relating the CSR and CC at the companies, but also to be closer to capacity by interviewing employees from different organizational levels (Marschan-Piekkari, Welch, Penttinen, & Tahvanainen 2004). The communication professional was from the different organization than case organization. These interviews were conducted in the different days (weekends). The question relating the interviews were almost same but slightly broadened and improved in the second interview which was with communication professional. This will allow the interviewees to talk broadly about the issues at hand (Hirsjärvi & Hurme 2000). So, the duration of the interviews was not same. The communication language in the interviews was Bengali which was noted down and translated following a proper guideline.

4.3.4 Case study method

A case study is an empirical analysis which examines a contemporary phenomenon in depth and within its real-life context, especially when the borders of phenomenon and context are not clearly apparent (Yin 2009, 18). A researcher is free to follow research methods of which rules and procedures will help the researcher to solve the research problem (Ghauri & Grønhaug, 2005). Research methods are smaller compact concept than the whole research strategy (Hirsjärvi et al. 2010). There are three benefits of case studies. The first benefit is in the continuous reality check, as the process is constant between theory and data. The second benefit is the possibility to use several quantitative and qualitative techniques. The third benefit is in creating a border in this study. (Harrison 2002.) The research purposes of this study point towards (at least, but not last) a case study method. The research method chosen for this study is an embedded single-case study (Yin 2009).

An exploratory study can use a case study method (Yin 2009; Hirsjärvi et al. 2010). Also, a case study method can cover in a descriptive research purpose as well. Subsequently, a case study method can itself include several kinds of research methods or techniques to attain an inclusive view (Ghauri & Grønhaug 2005). Besides, according to Daymon (2002), a case study method is suitable for research which stresses on the communication process. As the thesis includes communication strategy in the organization (and out the organization), the case study is method is appropriate (Yin 2009).

This research design of this thesis includes a research purpose; which consists of explanatory and exploratory, a strategy; which is both qualitative and quantitative, and method; which is single-case study. The chosen “case company” for this thesis is a leading Bangladeshi steel manufacturing company which is the biggest steel manufacturing company in Bangladesh. This group of companies has approximately 2000 employees. It has its main office in Chittagong, Bangladesh, and other offices around in Bangladesh. In this study, this case company is referred to as “the company.”

4.3.5 Issues of reliability and validity

The validity of the data collection of the thesis refers to the extent to a test-measures what we actually wish to measure (Blumberg, Cooper, & Schindler 2005). While reliability refers to a measurement that supplies consistent results (Blumberg et al. 2005). In relationship to reliability, validity is more important. If a research work is not valid, it hardly matters whether it is reliable or not. The conducted research needs to be valid to be able to answer the research question. The ideal situation for conducting research is that it is both reliable and valid (Blumberg et al. 2005).

Validity dispenses with the formation of a very particular and scrutinized operative measures for the thinking of being investigated. In an essential respect, lawfulness turns on how proficiently a research has been measuring the regulated justification of the examination. Utilizing several wellsprings of highlights and generating organizing of verification at the time of congregating the facts that are being provided those of which could designate this (Churchill & Iacobucci 2005, 74). Furthermore, the instigator could enhance construct validity by using various wellsprings or provided facts triangulation (Yin 2003, 34).

Reliability is being characterized by the excellence at which the revelations, the disclosures and the terminations accomplished could be duplicated by an additional or a substitute evaluator, at a substitute period (Malhotra & Krosnick 2007, 267). Reliability is always contingent on three building blocks (Patton 2009) which are:

1. The qualities which are carefully evaluated, concerning subject matters of reliability, lawfulness, validity, and triangulations are detailed methodologies and different procedures for the accumulation of highly valued information.
2. The uprightness of the professional, those of which falls upon the training, experiences, ability, status, placing and the showcasing of the identity; and

3. Theoretical interpretation in the phenomenological representation, to say, a very basic matter of true-to-life evaluation, preliminary research, particular techniques and a wide-ranging idea.

It is essential to take both the secondary and primary data into consideration to ensure validity and reliability in conducting research. Most of the data collected for this research is from established academic international journals, and it is, therefore, a reason to believe that the gathered data is reliable. The secondary data that is used directly in the thesis is considered valid. The primary and secondary data are collected by the writer by following Blumberg's et al. (2005) observations guideline. So, It is easier to acknowledge whether or not the data is valid and reliable. In this case, the observations are valid as well as reliable.

4.3.6 Data analysis and interpretation

Data analysis refers to obtaining meaning out of the collected data. (Ghauri & Grønhaug 2005.) The data analysis method is used to summarize the received data without losing its essence (Eskola & Suoranta 2008). After the interviews had been transformed into texts, it was time to read them through several times in order to get familiar with the data. This was also the beginning of the thematization process. Thematization is usually the first approach to a qualitative data analysis. The aim of the process was to find mutual themes in the different data that would help shed light on the research problem (Eskola & Suoranta 2008).

4.3.7 Ethical Consideration

In an investigation, it gets very complex to take the moral angles into account. It is very tough to separate among the correct morals when it is about an investigation, but we have to choose among them and consider correct morals is taken as models. Morals are always helpful in case of deciding among the wrong and correct deeds (Cooper & Schindler 2011). Morals assume an essential part when it comes to making restrictions on what is ethical to do by the science and what is not in an investigation. The writer of this specific paper has considered the moral viewpoints since the constraints are indispensable. It is additionally being expressed by the author that the data being utilized as a part of this specific paper has been amassed morally. It is very significant for the author to totally regard the ethical matters which are associated with the CSR exercises.

5. EMPIRICAL DISCUSSION

This chapter presents the discussions and analysis of the findings of this study. The main finding is how to integrate the CSR and CC in strategy and practical level, which includes the organizational structures and inside-outside activities of CSR and CC in the organization. The contribution of

HRM and the alignment process of HRM to pursue the integrated CSR and CC. The findings are discussed throughout this chapter.

5.1 Description of the case company's strategy and practice in CSR and CC

The background study about the strategy and practice regarding CSR and CC reveal the strategy formulation and implementation processes, as well as the activities, will be described in brief. The brief history about the company and its corporate profile will be presented first. Then its generic CSR and CC strategy and activities will be presented, where both components will be explained. The description of the background study is presented to give the context for the main findings.

5.1.1 BSRM- corporate profile

The founder of BSRM group is Late H. Akberali Alibhai Africawali, the father of the present chairman of the company; Mr. Alihussain Akberali, along with his other four brothers (of late Akberali) contributed in establishing BSRM in 1952 when they have just moved to Chittagong from another country. Though the country in that time was unknown to them, they have

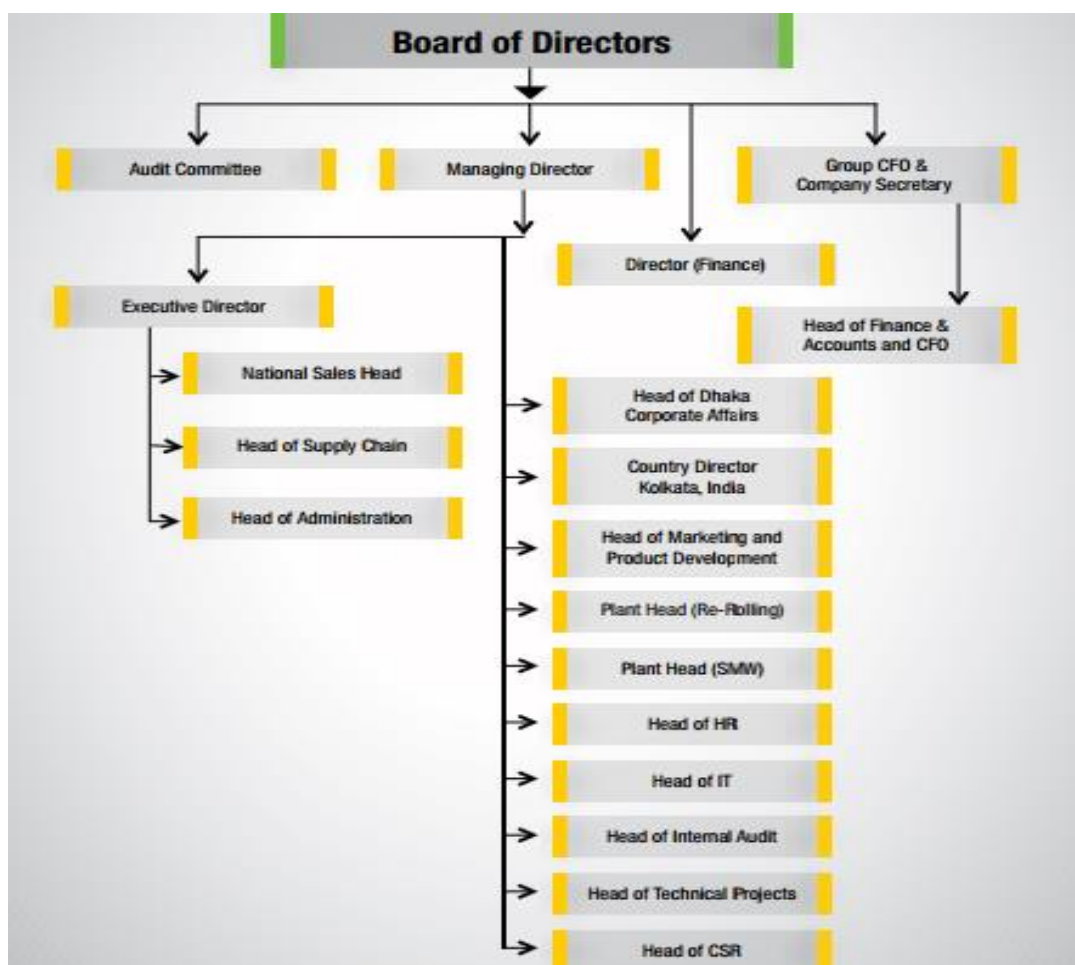


Figure 14. Organizational structure of BSRM (BSRM annual report 2015)

understood the potentiality of the steel industry in a growing economy. The company started as a privately-owned family company which is now an enlisted public company in stock markets of Bangladesh. Parametric Portfolio Associates LLC; a New York-based investment company also owns shares of BSRM company limited. Figure-14 shows the organizational management structure of BSRM.

The BSRM started its operation by setting up a manual rolling mill, which was equipped with the most modern technology of its kind in that era. This mill was basically produced plain bars and girders etc. for construction purposes. Gradually from one mill, the company expanded to four mills, all of those were manually run mills. The company later also opened a nut-bolt factory, a wire factory, and some more cluster factories over the years. The present Chairman of BSRM group of companies in 1974. As he began his career in a well-established running company, where he did not have pass the initial hassle to initiate a company, he had a certain vision to broaden and widen the realm of BSRM to next level. In 1994, the company bought a second-hand automatic re-rolling mill from the UK and set it up in the old factory premises in Chittagong. That was the first automatic steel re-rolling mill in the whole country. Then the company started to produce world-class high-grade quality steel materials for infrastructure construction. In the same year, the company started to renovate the whole plant including an old and new factory to upgrade its safety and production as well as environmental measurements. This costly up gradation process charged hundreds of crores of taka. That was the year when the company actually started to look and shape the future of demanded steel market. The slogan was no looking back, but to figure the future and to capture its value. The headquarter is at Chittagong in Bangladesh. The company is mainly engaged in manufacturing and selling of steel products. It offers BSRM Xtreme bars, deformed bars, structural sections, and flat bar springs steel products, as well as offers M.S. billets. In 2015 BSRM Steel Mills Ltd. enhanced its capacity of producing furnace based billet from 600,000 MT/year (Metric Ton) to 700,000 MT/year which makes the factory one of the largest induction furnace based billet producers in the world.

5.1.2 Company's Vision and CSR

The vision of the company is stakeholder oriented. It is clearly stated in the vision of the company where the company looks forward to contributing to the society through its CSR activities. According to BSRM, "To integrate social responsibility into core business decisions, BSRM integrates CSR at every step of the business process. BSRM envisions CSR strategy that demonstrates the intent for Caring, Supporting, and Developing the society where it began its journey decades ago – this is how BSRM defines CSR and searches and supports interventions encompassing this scope." (BSRM webpage) Here, one thing needs to mention that steel industry and environment issues are always a matter of debate, especially in Bangladesh, which is a densely-populated country. The economy of

Bangladesh is growing rapidly. Consumption of iron depicts a nation's financial capabilities, economic growth, and economic development. From that perspective, Bangladesh is "Iron hungry" developing country. As the country does not have any iron mine, the main source of consumed iron comes from scrap metals, taken from broken ships and imported from abroad. Bangladesh has the largest ship-breaking yard in the world, which has many environmental and labor rights as well as human rights allegations. So, CSR matter is a concern in the manufacture of raw materials production which was confirmed by the statement of Tim Cook, CEO of Apple Inc. He said that if a production process can be made safer, it will seek out the foremost authorities in the world, then cut in a new standard and apply it to the entire supply chain. In relation to environmental issues, steel industries can put a deeply negative impact on the environment where the establishment is installed. Air pollution, emission of CO, CO₂, SO, NO and other gas might cause slow but chronic health issues to the worker. The company is following strict environmental laws of the country, but CSR looks far more than law. CSR activities are made in light of natural issues and weights, yet organizations are presently extending their concentration to social, wellbeing, differences, work and security issues. While many organizations still concentration a lot of their time and assets on ecological issues, CSR has developed to incorporate any issue or worry that influences the operations and notoriety of the organization.

Through background study, the writer tried to find BSRM's implications and focus of CSR, the strategy and regulations they are following to back my assumptions in the thesis fulfilling my objectives of the research. Choice of a developing country like Bangladesh required further courage as CSR has produced critical verbal confrontation in scholarly and corporate circles lately. This open deliberation recognizes the significance of CSR in the primary world. However, it brings up issues with respect to the degree to which enterprises working in creating nations have CSR commitments (Jamali & Mirshak 2007) whereas numerous CSR ponders have highlighted that the created nations like US, UK, and numerous European nations are solid with the idea of CSR (Crane & Matten 2007). Furthermore, At the point when contrasted those are developing nations and developed nations are more worried about the ecological obligation and expanded natural administration practices (Mazurkiewicz 2004).

5.2 Organization of CSR in BSRM

"Growth through Sustainability"- this mission statement complies the value of social responsibility of the company. According to Vaccaro, Andreaus & Assleander (2011), there are three different models of management in the company related to the conception of CSR. These models are:

Traditional (1.0): this kind of model of CSR organization is typical in the old economy. The CSR organization here is bureaucratic, competitive, rigid,

dehumanizing, tayloristic (which follows the theory of Taylor), and management is not much interested in CSR.

Handmade: this type of organization of CSR models are seen especially in the socio-economic organizations (NGO). The characteristics of such model are disorganized, based on the community/society, flexible, centered on people, simplistic.

Hybrid (2.0): this type of organization of CSR are found in the new economy. This model is well organized, centered on people, flexible, humanizing, and decisions are basically centered on CSR.

BSRM's organization of CSR is the hybrid type. By comparing the structure, functions, and decision-making processes of management reveals that BSRM's CSR organization is well organized, flexible, humanized and centered on people. The decision-making process at every level in the company first put their concentration of the ethical and sustainable business which is a part of CSR said the interviewee-1. The organizational structure of executive management in BSRM is centralized in shape, but if the functions of the management on CSR is explained, it is very clear that the structure is decentralized.

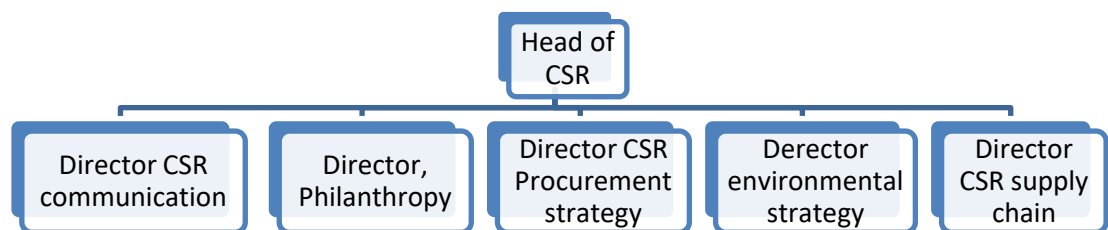


Figure 15. Organizational structure of CSR based on management (self-developed, based on interview)

The charts on the Figure- 15 shows the simple illustration of the CSR structural spectrum in BSRM. It clearly shows that the structure is fully centralized. All roles considered as a part of the CR portfolio report directly to the head of CSR or the head of the office of CSR department. CSR office has full and clear control and coordination of the CR portfolio and budget. From the structure, it might seem like CSR office of BSRM has less designation of responsibility into the business units, decision making policy/process and present as well as future projects of the business to have participation in establishing CSR as part of the daily activities of the business. But as CSR department has access to all level of decision-making process this centralized CSR department looks decentralized and omnipresent in the organization. CSR was seen at first as a delicate train inside the company structure, but environmental law imposed many mandatory obligations in the industrial sector. That was the beginning of the era of ethical responsibilities for steel industries in Bangladesh. Besides, the former chairman of the company was involved with many

charitable and welfare organization where the labors of the industry, as well as the local community, was the stakeholder of those organization. Gradually the company has expanded its wings, with the same pace globalization and social awareness influenced the company to form a structured body of CSR management in the organization. Today it has advanced into a strategy where CSR is an inseparable part of the company that specifically influences productivity, said by the interviewee-1.

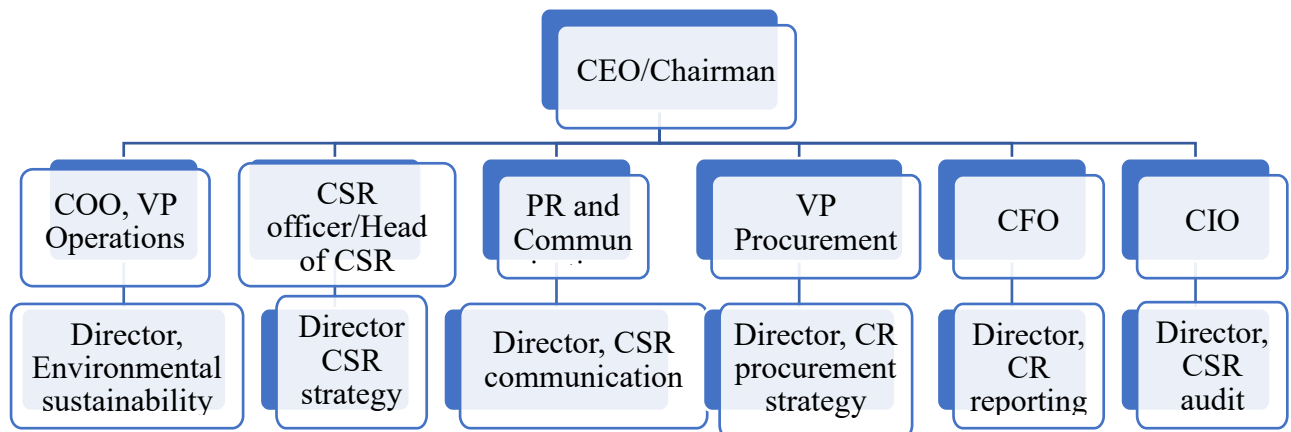


Figure 16. CSR structure in BSRM based on functions (Self- developed)

Figure-16 above shows the organizational structure of CSR in BSRM. Management of BSRM believes that a company which is separated from the environment, the communities the business operate in, the shareholders whom they serve, and the employees who work for the company cannot survive for a long time- said the interviewee-1. So, BSRM keeps in mind in their every decision and every level of operation CSR as a connector of stakeholders with the company and its functions. In BSRM, CSR practitioners, head of CSR, and CSR office are doing the job to keep the company well-connected with the community, the environment and stakeholders from all level at large. These large tasks are done by connecting CSR officials as supervisors over the departmental task, sometimes CSR officials are acting as the final decision maker on some projects. For example, the interviewee-1 mentioned their coal-based power project. This project will make the company independent on producing and consuming electricity, which is very essential. But, because of CSR office of BSRM, the overall project had to change its layout as CSR found out that the technology which was supposed to use in producing electricity from coal may not cause strife with the existing environmental laws of Bangladesh, but in the long run, it will impact the local community negatively. So, the CSR office has proposed for changing the technic in the production of electricity. Finally, it was taken into consideration. The ramification of this has changed the pattern of the whole coal-based power projects technological mechanism. (Interviewee-1.)

The things are running as COO keeps it pace running, the CFO manages profitability by minimizing risks of the business, the CIO gathers

information and utilizes them. The CSR office keeps the company connected to the community and environment also maintains the other issues so that company can operate without harming anything. CSR is not about how the company spends money rather how the company earns revenue. In BSRM like other businesses, the CFO tries to find the financial opportunities which could be implemented into the business. The field of CFO concerns financial field where by identifying internal-external risks, by the planning of costs reductions processes, by creating energy efficiency and wastage reducing technology the CFO office looks for new financial prospects for the business. Especially in the environmental realm the energy efficiency and waste reduction are reagents for broader competence improvements. CSR and CFO office ensure that their departments construes, disseminates and assimilates these issues into their reporting and future plans accordingly.

5.3 CSR Activities and Commitment in BSRM

BSRM Steels Ltd is focused on conveying quality and modernized items to meet the necessities of clients, accomplices and other invested individuals on time. They are committed to guarantee ecological change and to keep away from its all effects through constant change of business performance by conforming to pertinent universal and nearby enactments as there has been expanding weight on national and multinational companies in Bangladesh to consider the social ramifications of their activities. (Belal 2001.)

BSRM's dedication to interface business choices to moral, social and ecological concerns stays to be one of the most grounded establishments of the Company. From the beginning of the story of BSRM was adding their moral values to the welfare of the employees, examined the situation and way to develop it, and improved it for the insurance of the employee's benefit. It came then from the thought of moral duties of a solvent person, as they have extra obligations to the society to the insolvents. Moral obligation originates from the humanistic, religious and good introduction of organizations (Lantos 2001). As the local government did not have the much financial capability to build all the infrastructures for the families of employed labors of BSRM. As a private company in the 1960s it was totally beyond reality to build schools, employ teachers and other staffs to run the school where the children of BSRM employees would study. "The area where BSRM is situated was completely newly build area, it was a suburb where most underprivileged people were living then. BSRM has changed the area by establishing and collaborating is establishing schools, madrasahs (religious school), mosques, local markets, etc. there not only employees of BSRM was got access but those were open for all. All these social activities were done as charity. The idea of CSR even did not exist in Bangladesh."- Said interviewee-1. At present BSRM has many CSR projects which target internal stakeholders as well as external stakeholders.

BSRM has CSR vision which is to integrate social responsibility into BSRM core business decision. The company wants to have CSR at the focal point of every step of their business process. The company as well envisages a CSR strategy that demonstrates BSRM's determination for caring, supporting, and returning to a society where the company anchored the business decades ago. In their words, this is how they define CSR and these involvements incorporates the scope which was maintained with the view that Davis and Frederick (1984), That CSR is an association's commitment to participate in exercises that ensure and add to the welfare of society, including general groups, clients, shareholders, nature, and representatives. Regarding CSR, BSRM has some principles to follow. BSRM binds resources to the extent so that it is reasonably affordable-achievable and not in one-off philanthropic project but in a set of strategically planned efforts consistent with BSRM's own corporate strengths and complementary to programs offered by the Government, to sustain and improve a healthy and prosperous environment, and improve the quality of life of the people living in poverty. (BSRM annual report 2015.) BSRM is engaged with many internal and external CSR programs. BSRM Desk was made in 2013 to help and engage poor and the distraught individuals and add to social advancement by building up manageable sought-after strategies/ventures.

Table 3. CSR initiative of BSRM (BSRM annual report 2015)

Internal CSR initiative

- Training
- Healthcare
- Energy and water conservation
- Employment of backward section of the society
- Job security and pension system
- Profit sharing with employees
- Trade Union and corporate governance
- R & D

External CSR initiatives

- Environmental development
- Community development
- Social healthcare
- Awareness creation
- Providing alternative training and employment
- Invest in various R & D

5.3.1 Internal CSR initiatives

BSRM group maintains both defined contribution plan which is provident fund and defined benefit plan that is a gratuity. In Bangladesh, these kinds of benefit funds system are related only for governmental and semi-governmental employees. The vast number of employees who are working non-government, private or self-employed firms do not have any kind of benefits rights after retirements. BSRM has introduced for the first time in the private job sector the idea of provident and gratuity fund. This system was made BSRM a brand of trust and security in the job market. Moreover, BSRM has the yearly system of profit sharing scheme with the employees of the company. The scheme is slab based which ensures equity between all levels of employees. Before incorporated as a public limited company in CSE and DSE, BSRM allowed the employees of all level of the company to buy its internal shares. This program created motivation amongst the employees that workers are also at the level of an investor of the company. Yet, the bond amid employers and worker became reliable and long lasting. (Interviewee-1)

The internal CSR begin from the recruitment process. BSRM is a steel manufacturing industry. The form of the work in non-managerial (production level work) is not suitable for a female in compliance with the present social system of Bangladesh. But in managerial post BSRM is gender neutral in the recruitment process. The offspring or dependent of existing employees get privilege in the recruitment process, but it is not certainly reserved for them. People with disabilities are also usually welcomed in the recruitment process. Physical disabilities of candidates do not impede them from eligibility of requirements. Relevant training for production workers is very common in BSRM. Personal safety, fire safety, emergency safety and health care training is a routine in BSRM. Fire drills and earthquake evacuation safety training are held at regular intervals to prepare employees in the event of any fire and earthquake hazard. For managerial workers, inhouse training, public and customized training are provided with company's funding. In many cases, employees were sent to foreign land to have developed professional training which enriched both the individual and the company to develop its professional skills. Work rotation is very common for managerial employees. BSRM is intense to help its employees to have the balance between their personal and professional lives. Although considering the nature of the work it is not a suitable option for employees to work from home as the work involves dealing with machines and sensitive customer information on a regular basis, BSRM employees enjoy favorable and reasonable working hours to ensure the balance between the professional and personal life. (Interviewee-1; Ahmed 2014, The Daily Star 28.02.2014)

Workplace Safety is another important concern of CRM. BSRM is active beyond the labor law which ensures the maximum security and safety in workplace environment and energy conservation. The nature of the

activities of the company exposes BSRM employees to the minimum occupational health and safety risks. Also, the company maintains a safe, healthy and hygienic work environment at all factories and offices of the BSRM group. Adequate ventilation system, lighting and other utilities, and separate toilet facilities are available. The company provides emergency health insurance for every worker working in factories which are totally new in Bangladesh. A trained paramedic is always standby in each factory of BSRM. A trade union is not allowed in BSRM which is not obligatory for companies to provide according to labor rights law of Bangladesh. The interviewee expressed the reason behind prohibiting trade union in BSRM because of present political unrest in Bangladesh which do not do any betterment for working class but damage the economy of the individual and the country.

5.3.2 External CSR initiatives

CSR activities towards another stakeholder than employees and shareholder are very vibrant and widespread in BSRM. The investment of CSR projects raised from 4,060,407 BDT in 2014) to 18,981,845 BDT in 2015. BSRM responds to a commitment to the community by addressing various major aspects such as providing education, skills development, promoting renewable energy using, sustainable/ alternative livelihood generation, proving technology for safe drinking water, investing in R & D and preventing deforestation. Most of these projects are revolved around based, some of these are ongoing like skills development, vocational training for disabled people, infant care of RMG workers. Underprivileged citizens from North and North-east part of the country are benefitted by the livelihood program while for the slum dwellers higher educational schools are perpetual program done by BSRM.

BSRM has taken the initiative to save the environment by preventing deforestation program. The objective of this initiative is to give an alternative earning the option to the people who are dependent on forest and divert their source of income from forest to agriculture. To assist conserve and save the forest from damage, BSRM partnered with other organizations to set up several Briquette factories in several areas where inhabitants were completely depended on the earning from the forest. To reduce anthropogenic pressure on the hill forest and thereby help to alleviate climate change, the briquette will have a number of benefits such as providing an alternative to wood as fuel, help regeneration of the forest, and provide income to poor women who will serve as a sales agent of the briquettes. These projects will support maintaining ecological balance and purifying the air as well as preventing air pollution by absorbing carbon dioxide that makes the environment poisonous. Tree plantation is another project to achieve similar environmental objectives. These trees will consume the gas and other poisonous material in the air and keep the environment safer. Besides, these trees will give an opportunity to the

factory workers to earn extra income by engaging in these CSR projects. (BSRM annual report 2015.)

Promotion of usage of clean energy is another environmental as well as lifestyle development program initiated by BSRM. The company has launched a project to provide electricity to houses produced from daylight. The scarcity of government facilitated gridline electricity is huge in Bangladesh, especially in rural area. Without electricity sufferings of the residents were endless. BSRM has provided solar cell to the local people which are free, safe and clean. Locals are amazed by solar system as it is far more better than kerosene lamps are dangerous for health. After accomplishment of the project, houses have been lighted, ensured lower fuel cost, increased income, reduced health hazard and better quality of lives. By using solar power water pump had been installed in a hilly area where earlier people had to climbed hills to get water. This project has changed the life of 300 families by preserving water in a reservoir having a capacity of 15, 000 liters on the top of the hill. (BSRM annual report 2015.)

Water-related problems, especially the shortage of pure drinking water is a gigantic problem in Bangladesh. The desertification of Bangladesh is happening by India with its mass destructive interlinking river projects and other water removing projects from the river. This impacts climate change and rising of sea level which are critical issues for Bangladesh, also coastal and riverine flooding, enhanced dry season are causing drought in certain areas. Water for daily use and water for irrigation has become a very crucial matter. BSRM and other NGOs have partnered under the projects to provide water for safe drinking, and household work to 2, 000 families in 25 villages and 25 deep tube-wells have water for irrigation which will benefit the population of 100, 000. BSRM also set up a water purification project to supply fresh drinking water to poor people who do not have access to water for safe drinking and household uses. Approximately 1 million people will be furthered by these water projects done by BSRM. (BSRM annual report 2015.)

In Bangladesh, the extreme poor especially those who are living in the most remote rural locations do not have sufficient option to eradicate their poverty. Even, microcredit organizations are not working there. BSRM has organized livelihood options for these remote dwellers. These people are too poor to be good microfinance clients as the high incidence of extreme poverty and pronounced seasonality of agriculture, combined with vulnerability to natural disasters. BSRM partnered with an NGO is supporting these poor people to improve their living standards through training, providing technical help and funding livelihood programs. This program will support and empower the displaced, landless and poor people living in remote areas over a period of 3 years. During this period, these people will be given proper training in the various profession and fund to begin their small business and firms like dairy, poultry, fishery, and other vacation profession based own business. This program will help

more than a million people to transform their life from poverty to prosperity. (Interviewee- 1; Interviewee-2; BSRM annual report 2015.)

The company is also supporting to create revenue opportunities for underprivileged farmers by supporting them with access to environment-friendly technologies, training in primary health, fisheries, water sanitation. These farmers will contribute to the rural economy, and involve in decision-making processes at the local level of management, work in a group for overall development of their own community. 358 farmers will come under this project gradually over the next five years. It had been a very successful project, and it will be enhanced for future in a broader scale. Women who want to have the opportunities to work from home, the company provided them vocational training to work and earn in cottage industry where they do not go out of home to earn and support their family. (BSRM annual report 2015.)

To prevent women trafficking, education and the opportunity of employment is very important. For this aspect, BSRM initiated this project for village women/girls to create an alternative option of earning, attain self-support and avoid the false temptation to go to city/another country. This program has changed and showed light to lives of many women who were vulnerable and intended for irregular migration which may lead to human trafficking. BSRM has taken this initiative to extend helping hands to CRP an organization that heals disabled people to support rehabilitation and eases the sufferings unfortunate people who are from very poor families. This program will change the lives of these disabled people. Also, disabled people, who are trained, educated and skillful are recruited to BSRM to let them take off the economic and emotional burden of their families. This is turning a disabled to a self-confident, financially independent and having a normal life. (BSRM annual report 2015.)

BSRM has established a school which gives free education from elementary to grade 8 where books and school uniforms are provided for free, extra coaching, computer training, and sports/arts facilities are provided for free to the slum dwellers children. After grade 8, BSRM supports these students financially and logistically to continue their study in nearby schools for pursuing the higher study. The company has made an agreement with a renowned educational institute to provide higher education of 10 hardworking students where they will have access to the highest degree of education for free. In exchange, the educational in the state will collaborate in the field of education, sports, research, and cultural ventures. BSRM directors observe the general affairs of the school through an independent school management committee. BSRM has connected to 3, 000 schools of over 250, 000 students in Bangladesh by sponsoring a program, which motivates school going student to study, improves their habit of reading books and enhance the knowledge. Moreover, the scheme has a series of events to create opportunities for the students to speak in public that will make them confident to face the

audience, logical in thinking and build a network by socializing. The company has donated 30 Libraries to the 30 schools located in remote areas. Research shows that 'reading' helps in vocabulary expansion, improves memory and cognitive skills and promotes stronger analytical and thinking skills. Also, reading is fun, and it is one of the best ways of learning a new language by developing its four main core skills; reading, writing, speaking and listening. More than 25, 000 young students will be benefitted by this program as it will enhance the realm of knowledge of these students. The company has given UTM (ultrasonic thickness measurement device to several universities for R & D purpose. R&D about steel would get a new dimension through using such machine by students, professors, and professionals. (BSRM annual report 2015.)

The company has launched a project jointly with other organizations for enhancing the infant care and breastfeeding skills of female workers in RMG. This CSR initiative will give support to pregnant women and women with babies. Here the female worker will have the opportunity to leave their children while they are at the job. Besides, the pregnant female worker will get necessary health checkup facilities during pregnancy and post-delivery time. The company has also provided financial support to create awareness for autistic people who are effected by a brain disease called autism. Autistic children are unable to respond adequately to stimulation and initiate social behavior towards family, friends, and peers. Many people do not have a proper idea about autism which leads people to behave improperly with autistic people. To create social awareness, and to provide quality and affordable treatment facility with necessary awareness within the general people BSRM has signed an agreement with Autism Welfare Foundation (AWF). AWF will provide training, education and livelihood support to help establish a number of children in life. The company has provided financial support to AWF to build its own premises. To control clubfoot deformities, the company has initiated to provide treatment to children who are suffering from clubfoot deformity and challenges. This medical treatment is costly as it requires five years of continuous treatment to get a child fully cured. The project by BSRM to treat children with clubfeet deformity will use the Ponseti technique, and it will be absolutely free of cost. About 275 children will be cured under this program over a period of five years. (BSRM annual report 2015.)

5.4 The Organization of Communication activities in BSRM

Various communication activities in BSRM clearly draw the clear picture of the organization of communication of the company. Some of the communicational happenings in BSRM are described below.

5.4.1 Structure of Corporate Communication in BSRM

Regular contacts between employers and employees or between employees are the flow of blood of business, this flow and

data/information which can be symbolized as the blood of inside business activities can be enhanced through a well-structured and organized communication process. Communication is also valuable in enhancing the connection between a company and its customers. Without such outside communication, business is absolutely impossible. This kind of communication allows a business to acquire better tactics to know the customers and to let know the professionalism, quality, and experience about clients which the business has gathered about the services and products. Operating within a steel industry, communication can play an excellent role in marketing and add value to the products.

BSRM does not have separate communication department. This communication is combined with PR and CSR department. Although the company earlier hired experienced communication leaders, at present, the company has taken the initiative to create leaders in communication field (Xtreme talk 2010). The idea is that communication staff will start their job as generalists. After a certain period when the personnel have clear idea about the vision, mission and strategy of the company the personnel will be shifted to the combined department, where they will be focusing on just one corporate communication and CSR affairs discipline like, media relations, public affairs, internal communications, public relations, social media communicators, and CSR communicator/officer. Job rotation in inter-department is a regular system to broaden out the skills and knowledge of whole communication affairs to manage multiple disciplines. (Interviewee-2.) As the company is growing rapidly, the communications team have a superior role in such expansion. To manage this policy about communication process and leaders creationary vision, necessary changes in leadership, business strategy, communication strategy, and budgetary approach has been taken (Interviewee-1; Interviewee-2).

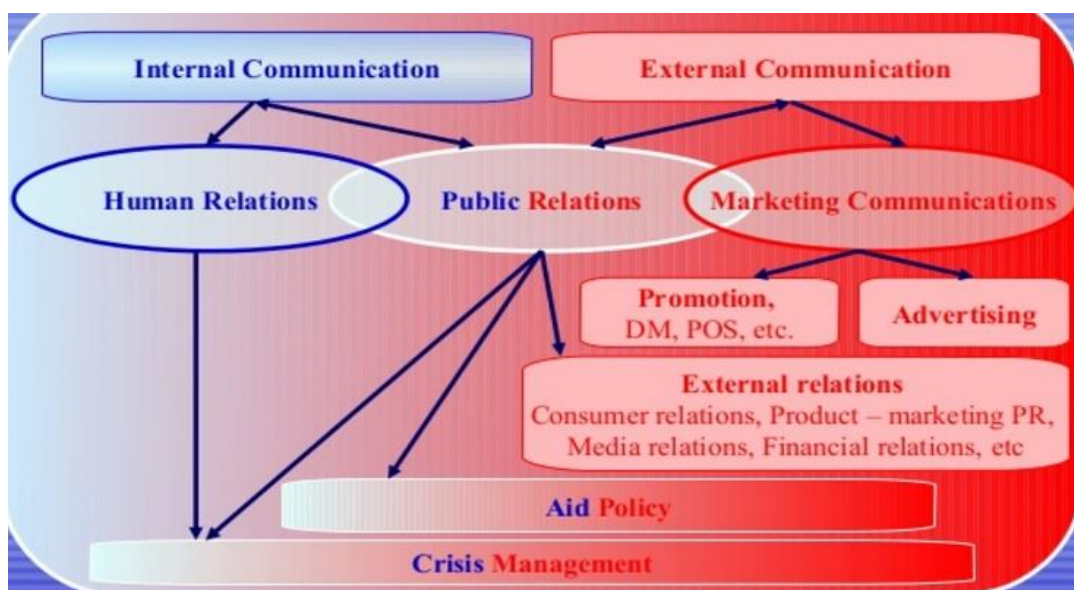


Figure 17. Inter departmental relations in Corporate Communication (Barat 2008)

Corporate communications include advertising, marketing communication, marketing, and public relations. In BSRM for marketing and marketing communications, there is one separate department named, marketing and product development. Figure-17 shows a clear picture of the relation between CC department and other departments. The type of business defines the structure of the departments of the business. So, the BSRM has separated the marketing department to compete in the competitive steel market. Finance related inter-departmental communications are monitored and controlled by marketing and product development section, while the advertising, other internal communications in the business along with mass public relations are monitored and controlled by the office of CSR, PR, and communications. The both offices collaborated each other and reported to the office of MD/CEO. But the CSR strategy has given the office of CSR, PR, and communications privileged to monitor the reports and proposals by marketing department before reporting to CEO's office. The CSR, PR, and communications also work as a collaborating part of HR and IT department. The By analyzing the structure of the whole communication system, it is assumable to consider CSR, PR and communication department as the corporate communication department for BSRM company. The crisis management responsibility also another important responsibility of the office of CSR, PR and communication in BSRM (Interviewee-1; Interviewee-2.)

5.4.2 Communication activates in BSRM

The communication activities policy has been derived from the communication strategy, the management structure, existing communication plans and practice, and formal/informal discussions with stakeholders. The objective of communication activities is to maintain the free and fair flow of information in and out the organization to help to run the business flawlessly. The specific objectives are,

- to inform the key groups about the information which need to send in a two-way flow of communication system, to keep all relevant parties up to date with relevant information;
- to keep all level employees informed about their responsibilities, duties, challenges as well as to make them understand about their contribution to the company;
- to communicate about the information about all stages development, information about decision making outcome and effects in a clear and transparent way with the stakeholders of the company;
- to provide easily accessible, relevant and reliable information for the employees as well as for the stakeholders who will empower the staffs, shareholders, and customers, also will provide feedback and suggest about the quality of products and services as well as the ways to develop better and safer products for customers;

- to build loyal, long-lasting, and confident relationships between all levels of stakeholders, especially among employees through active communication, staff engagement and PR related communications;
- to hold regular effective general meetings and annual meeting. (BSRM annual report 2012.)

Corporate communications departments play the important key role in creating a depiction to employees, investors, customers, clients and public about a company. CC department often reports directly to the company's CEO and serve as a messenger from society and public by letting know the managing board about company's reputation and brand image. On the other hand, CC also conveys the message about the products and service to the customer/public acting as a messenger from the company. The CC department maintain relation with mass media and prepare company leaders for media interviews, and develop messages to deliver to the shareholders and employees of the company. The communication takes various initiatives to keep the quick and responsive relation between the company and their stakeholders. In CSR, PR and communication department manages matters mentioned in following sub-section (Interviewee-1; Interviewee-2):

5.4.2.1 Employee Communications

The communication department act as message manager as the department delivers company's messages to internal audiences which may include notices in notice board, designed printed publications, written letters and emails to broadcast benefits information, company related new, training opportunities and other notices. Communication department also develop for employees to let them learn important issues concerning front-line employees while the department advises leaders on improving relationships with the staffs. Communications staff takes care/control the company's intranet system (with the help of IT department) and manage company's other publications.

5.4.2.2 Media and public relations

This is one of the most important roles of CSR, PR and communication department. Media and public relations work include responding (managing relation with) to media writing and distributing press releases, producing newsletters, brochures, and other printed materials, building relationship with customers, the design of advertisings, maintain company's website and social media presence, which include monitoring and managing customers and client's feedbacks/quires. The communication staffs also oversee all planning for news conferences, event arrangement, and management, arrange graphics, displays, and banners, creating names and logos for different products, make speeches for leaders at news conferences/annual meetings/general meetings. The department is also responsible for finding opportunities for CSR programs. The communication department monitor newspapers, television news

broadcasts, and other outlets to make reports about the company's corporate image and prepare to handle any kind bad reputation of the



company. Communication professionals respond directly to calls and emails from publics and customers, in necessary case they act as a communication between relevant department and clients.

Figure 18. Communication activities in BSRM

In maintaining Buyer-Supplier Relationship Management, this department plays a most effective role to make the deal efficient. Figure-18 shows the image of various communication activities that take place in BSRM. In exposing CSR activities to the targeted people or targeted area, to media, to shareholders and stakeholders, the department has a very primary important role to play.

5.2.4.3 Crisis Communication

BSRM's communication department is well aware of the possible sudden threat to public safety or events which can compromise company's reputation. The communication staffs are trained and ready to function as adviser to CEO/Chairman and other superior leaders to manage such crisis situations like violence in the workplace, accidental death or injury on the job, chemical or mechanical trouble which might create problem to factory workers and inhabitants from surrounding areas, layoff announcements or allegations about company's wrongdoing and its aftermath. Nowadays managing company relations in social media sometimes create such tricky situation which is very important to tackle in a successful way. The staffs are needed to be trained and prepared throughout to develop crisis communication plans and process of handling before disaster strikes. The communication department also works as an instructor in the organization to train its employees to communicate and manage such crisis situation.

In BSRM communication process means active involvement (both oral and written) of exchange of mutual understanding and experience to keep

running the functions of business management. This process includes staffing, guiding/directing, planning, organizing, explaining and controlling. By communication, leaders keep functioning both inside the organization and dealings with the outside of the organization. Communication is used to motivate employees to attain higher performance. Communication is used to reach sales objective sometimes just clarifying the expectations from employees and providing possible guideline and incentives for reaching or exceeding expectations. Maintaining control over employees and their work environment by communication is another aspect in BSRM. HR policies and procedures can direct employees to the way they are permitted to act in the workplace in a functional way. Annual performance review creates strong control as it leads to a decision whether an employee receives extra remuneration or attains a promotion. (Interviewee-1; Interviewee-2.)

Communication is very important for employees who are working in a team, in a project are in the training process. It eases personal tension, creates an environment of active socialization and to share the experience. Employees in BSRM may interact socially both at work and outside the workplace. Communication Department arranges an annual picnic, and other events based social and religious programs in BSRM. Communication, whether it is written or verbal, is a way to gather and distribute information throughout the organization. Like other usual business firm each department express and explain their work to other departments by communication. To start interaction between the customer and resolve their issues communication is the best primary tools. In BSRM feedback is important, especially from customers. The company has a team of engineers, who give clients free consultation about what kind of steel and how much steel they need to build their infrastructure. Basically, this service is for them who are considering to start building their infrastructure project. Communication department maintains the whole process of consultancy with such potential customers. (Interviewee-1; Interviewee-2.)

Communications activities in BSRM complies with all possible standards: timely, clear and transparent (plain language, not open to misinterpretation), accessible (easy read formats), responsive (two –way feedback based), corporate (allied with the communication guidance of BSRM communication strategy) and targeted (the right message to the right audience); Which is called SMART (Specificity- Motivated- Adapt- Repeat and Reinforce- Timely) communication. (BSRM newsletter 2014.)

5.3 Aligning the employees to the CSR and CC strategy of BSRM

Employee alignment is a continuous process of assembling human capital to achieve company's objectives. It is a specific process to setup employee goals to the overall organizational strategy. If the entire workforce of the company is on the same level regarding direction, accomplishing the company (departmental work objective) plan becomes much more easy and realistic. HRM emphasizes on human capital management programs in BSRM which has long term objectives. It focuses on internal human resource issues also addresses and solves the problems that effect management programs in the long term. The main goal of HRM in BSRM is to increase employee performance that boosts productivity. Alignment is very important to achieve such goal. HR department of BSRM employs strategies alignment with the employees of the firm that help to develop the business' performance of BSRM and help to create an environment of learning and flexibility among employees. The office of CEO/Chairman identifies HR areas as a key area where strategies (of the company) can be implemented in the long run of progress the overall employee motivation and productivity. HRM also analyses internal strengths and weaknesses of the company, that is very important as identifying such strengths and weaknesses of a company as it has a straight effect on the company's future in reaching the business goal.

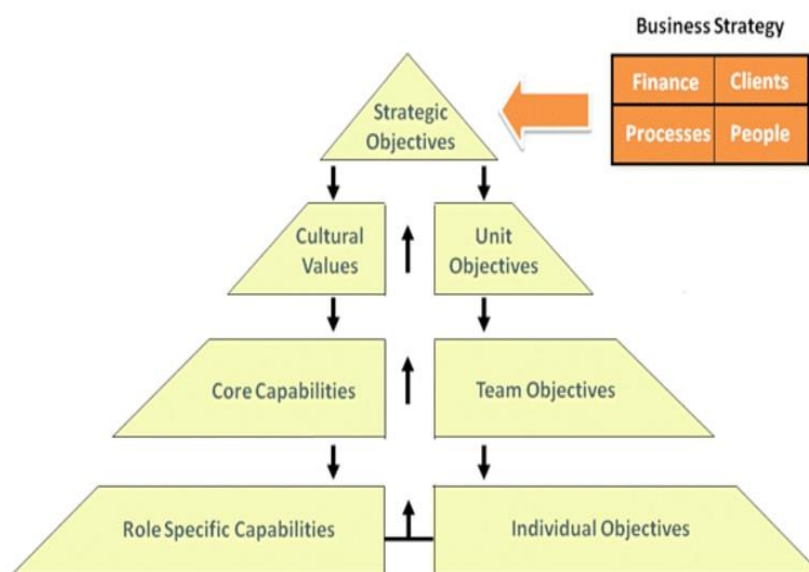


Figure 19. Employee alignment process in BSRM

Theoretically, employee alignment could be achieved by setting business/organization level objectives and synchronizing departmental goals and individual goals to meet those business level objectives which are known as cascading goals. Employee alignment process is shown in the figure- 19. This ongoing process ensures that every employee has a clear understanding of strategies of the organization and the way how their individual goals and efforts link fulfill those strategies to obtain business success. Employee alignment is supported by integrated goal management

and performance review systems. The combination of these two processes into an all-in-one function make engaging employees successful with the business. (Interviewee-1; interviewee-2.)

In BSRM the employee (from each department) alignment process is an organization-centric model where organizations gain an advantage over the individual's goal aligned with the business goal. In this process, the organizational objectives are defined clearly and understandably first for the company and then are these objectives are broken down across the organizational hierarchy (top to bottom), so that most of the employees understand the described objectives. Understanding the objectives leads employees to create their own goals which are linked to overall organizational objectives. This organization-centric model of HR alignment makes the way of tracking and communicating the progress and results in an easier way in a business unit or department. The outcomes are measured in individual, team and departmental level. In this process, personal success is geared towards the organizational success, by minimizing the risk of leaving or changing roles of the particular individual within the company. This process is well adopted and practiced in BSRM that enabled the company to quickly adjust to changing business priorities, as people and opportunities are constantly changing in the business market, such alignment process helps the company to keep the pace and prevent becoming slow and ineffective. (Interviewee-1; interviewee-2.)

The process of organizational centric alignment does not restrict individual and teams from working for common goals, as the individuals' goals are aligned with a single business objective. This process of employee alignment provides larger visibility that how can the employees achieve the organizational objective that can be more easily measured. BSRM expands their CSR activities in a regular basis with new innovative ideas that engage society and its components. That is why BSRM needs a lot of skill and experienced employees to meet their CSR activities growth and execute CSR plans. BSRM's CSR operations are scattered across the country in 17 various places and these concerns over 250,000 people and also the more than 2000 employees including engineers, labors, management employees, sales agents are part of the CSR projects. In these situations, HR plays a vital role. It recruits employees and trained them in a specific way to execute CSR scheme from their own responsibility and duty, according to the policy and strategy of the company. BSRM is operating its CSR related programs in and out the business all over the country and the HR needs to keep aligned and informed its employees (from all levels, all departments) to provide a socio-cultural environment to its employee relationship and workplace. (Interviewee-1; interviewee-2.)

BSRM considers their corporate culture as a source of sustainable competitive advantage which helps to integrate the stated core values and business principles into HR-related processes. The value is reflected in employee recruiting/hiring policies, orientation programs, leadership development activities, performance management/development system,

compensation and benefits programs, and other HR activities. To align employees with the CC and CSR strategies and their implementation BSRM take the necessary step to make employees learned, trained, understood and well-known about the policies of the company in regarding the issues. And the strong learning and nourishing culture are beneficial to absorb the company's values and strategy into the daily activities as well as into the decision-making processes of the employees from all level. (BSRM newsletter 2010; BSRM annual report 2014.)

6. FINDINGS AND OUTCOMES

The discussion about CSR and CC in this study gives a deeper overview of the CSR organizational structure and activities as well as CC organizational structure and activities in both theoretical and practical way since the study was conducted through desktop research and interviews of professionals. To find out the answers to the research questions, in this chapter the analysis (combination or deduction of data) of the contents will be conducted.

To find the precise answers to the research questions. First, the focus will be put on the relation between CSR, CC, and HR. Then the integration scope and benefits of such integration. The role of HR in integration will follow the answers as interviews were conducted with experts who are experienced within the HR functions. A survey would have expanded the study and might have given a broader and more correct picture of the integration of CSR and CC in the industry.

6.1 Relationship between Corporate Communication and CSR

Corporate communication is an important part of the organizational activity that is, in turn, a part of overall business strategies. Also, corporate communication is one of the parts that come under the shade of corporate responsibility. Hence, corporate communication is transitively related to the same elements of which corporate responsibility is embraced. CSR can be considered as a model of business management where corporate responsibility is performed by a business organization to support socio-economic development in achieving business growth simultaneously economic growth in the society by not doing harm to the environment and by supporting the society which means by supporting the human of the society. CSR is a terminology in which the business companies premise of sustainable business growth sets out the vision, performance areas, environmental and social goals that business firm should focus on and pursue to achieve. This terminological roof of CSR, the concept of sustainable business growth is adamantly positioned along with the

concepts of corporate communication. CSR occurs through the contact of communication.

The relation between CSR and Corporate communication is not a single folded but multifold. CSR in the organization ensures that the organization takes a right and responsible measures to make the profit from the business, and contribute positively to the communities, in a broader way to the society where they operate in. In the organizations, the CC department coordinates the relationships between the business and its internal and external stakeholders. If CSR (profit of the business) is done correctly and addresses the harm done to the environment, it boosts a company's image and reputation to the society for being environmentally friendly and supporting the local society which can be good for an organization's image.

A communication professional's job is to manage the two-way flow of communication inside the organization and between an organization and publics. In other words, the CC department wants to receive feedback from the stakeholders as well as the society to know their thoughts, expectations deeply and needs to improve and maintain the quality of their products/service as well as to build/improve the image in response to stakeholder's concerns. By this way, the consumers feel as their concerns are matter and are involved with the organization, at the same time the organization is creating such involvement with the society which ultimately leads the organization to its competitive benefits. This is how Communication activities make a tie between society and the organization through CSR activities. Internal communications, media relations, public affairs, and Investor relations are the main element of CC while the department has to manage and develop the brand image, brand reputation, human relation, consumer relation, financial relation, and last but not least the marketing relations of the company. The organization reaches out to the community and society to inform the public about the initiatives of the organization. CSR plans and activities are the better communicative options except for the products or service for the communication professional to inform mass society about the company. CC can help informing the society about how an organization is bonded out with the community, working to better the lives of their employees, consumer, customers and other stakeholders by becoming eco-friendly.

From competitive advantage aspect, CC communicates the organization's endeavors to the society which benefits the organization significantly. Having an appropriate CSR plan and implementing those plans accordingly can bring the organization huge advantage over its competitors. The society shows respect to the image of the business that let them have faith, trust and engage them which the organization while the organization is giving back the rewards to the community through CSR actions. These activities are benefiting consumers as well as whole society and having proper CSR also benefits the company itself by rich revenue, creating

employee morale, engage employees and society, improves recruitment rates, and reduces staff turnovers.

From the empirical observation in the case company BSRM, the relationships between CC and CSR can be seen in a vivid way. The departmental relation between CC and CSR based on the departmental arrangements for CC and CSR, it shows out that the company has both a communication and a CSR unit separately while the CSR and communication department takes care of both units. The arrangement of work for CSR and CC unit is combined and monitored by the head of the department.

Practically both (communication and CSR) unit (or the department as a whole) of the company report to the same person, who is either the CEO/President/Chairman, which means the same board member is responsible for both corporate communication and CSR. The relationship between the corporate communication unit and CSR unit cooperate can be seen in the frequently collaborated activities under the unified platform in the majority of daily organizational functions. The everyday jobs where CC and CSR are functioning in the company are mostly in HR-related activities, Internal organizational communications, reporting about CSR and sustainability, CSR policy making process, CSR initiatives, managing media/social media relations, event management and publicity, company branding, and advertising, managing internal training programs, daily managerial work, product recalls, setting sells goal, setting production goal, attracting investment and sponsors, and reporting to board, etc. which shows the importance of integration of CC and CSR. These show that how widely the relationship between CSR and CC is strongly formalized in many extents. In making annual reports and CSR reports CC and CSR departments have responsibility for a lesser extent as other departments have to contribute to it. The Same contribution is needed for advertising and sponsorship areas where CC and CSR department contributes, but typically do not do all the work. They can be strongly integrated and interrelated if the unified practice platform is developed and formalized in an organization.

6.2 Integration process of CC and CSR

The integration of CSR and CC in an organization in starts from the strategy level which could be established through the development of the following three stages initiatives:

1. Introduction/diagnosis stage: In this stage, the basic issue is the analyzation of the situation and current reality of the organization as well as the present organizational culture which is shared by the organizational members. The vision, mission and the business strategy is very important to take in consideration while analyzing the current situation. The evolutionary history of the organization helps to define the latent cultural

practice of the firm. The firm must take into account its strategic objectives which are influenced by the stakeholders' and shareholders' expectations, needs, power and legitimacy (Mitchell, Agle, & Wood 1997) and the leadership's ethical position.

In this point, formal dialogue with stakeholders and shareholders which are duly processed according to the recommendation of ISO 26000. The plans and strategy of integrated CC and CSR as well as the benefits of such integration are elaborated in order to attain tangible goals. Also, the strengths and weaknesses of the company are evaluated. After all assessment, an integrated CSR and CC strategy and plans for implementing the practice of such strategy is developed. A simple but effective communication (training) plan is important to develop so that the employees and other stakeholders have a clear perception that CSR is an aspect of strategic importance for the company.

2. Implementation of the integrated CC and CSR plan: In this stage, certain factors come into the field when integrated CC and CSR strategy/plans are implemented. These are mainly related to HR structure and practices, capabilities of transforming the business model and reshaping organizational culture and practice in order to adapt the organizational structure to the new situation under the new strategy. Strategical changes in some other department might be needed to cope with the changed structure. In this stage, knowledge management of the managers and employees is needed which can be achieved by planned training and guideline. Organizational culture can be adopted by leadership development which is another essential aspect. HR alignment with integrated strategy and function of CC and CSR is the main key factor in this stage.

3. Generalization of CSR. This is an essential part of the CC and CSR integration in the company. This stage is only possible to be seen only if the previous two stages have been successfully accomplished. This stage implies a revolutionary change for the company as CSR will be merged into organization's communication policy and actions which are sorely engaged with vision, mission, culture and values of the company. Communication is everywhere, so CSR will be seen everywhere after achieving this stage. From recruitment process to retirement policy, purchasing to selling CSR will be seen at both a strategic level and practical level. This stage is

completed with reports complies with CSR reporting in order to measure advancement in integrated CC and CSR, and benefits for the stakeholders.

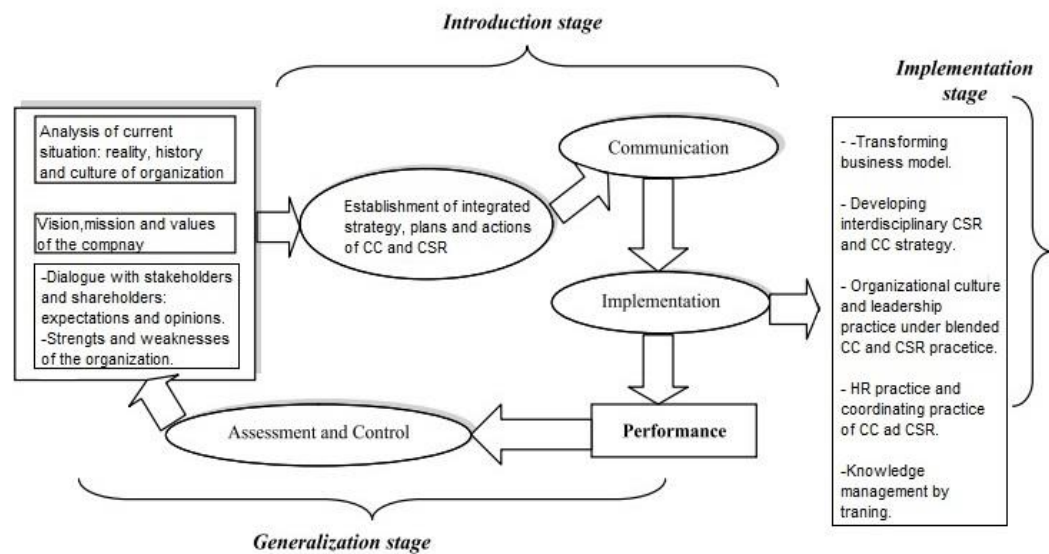


Figure 20. Formal process plan of integration of CC and CSR

The three stages previously pointed out, Figure- 20 shows that formal process plan of integration of CC and CSR. The process and the success of the process importantly depend on the moral willingness and posture of managers and leaderships including the stimulus and power of the stakeholders and the organization's strategic objectives. Communication or flow of information about these initiatives and objectives to the stakeholders concerned and those affected by their consequences is very important so that all level stakeholder understands their part of duty and responsibility in the process, especially communication professionals as the communicated information has an important influence on the legitimacy and reputation of the organization. These results should be assessed to justify the benefits and costs of the initiatives. Measuring the implemented resulting in outcomes in organizational, environmental, economic (both tangible and intangible profit/benefit) and social ambits is a continuous task, as it allows to fix and repair if anything goes wrong. The valuation should be based on criteria related to financial or economic performance, and also respecting generated and improved intangible resources, such as brand image, trust or reputation (Surroca, Ribó, & Waddock 2010).

6.3 HRM role in integration process

In the integration of CC and CSR, some very important points are determined by the KM systems, organizational culture, leadership which means human resources (HR) practices. Amongst all these HR has the prime role to play as it deals with the human in the organization. The points mentioned above could be considered as propellants or conversely, as barriers in integrating CC and CSR depending on how the do/do not the HR

is aligned to the process and strategy/plans. Employees are the most important and essential for an organization in developing the organizational functions and innovations. As the integration between CC and CSR is an integration of organizational structure and activities that can influence employees both positive way (for example, integration of CSR means integration go CSR philosophies and values that might inspire employees) and in negative way (for example if employees do not work according to ethical conditions on the excuse of excessive work pressure is created merely to achieve booming performance in terms of profitability or efficiency).

Employees naturally and actively participate in any kind of organization change only when it seems like the end-result would not affect them negatively which means the ethical values and motivations are must need in their work, especially when the integration of CC and CSR occurs. Also, the active participation of employees in the integration process is crucial, as they possess skills, abilities, creativity and implicit knowledge of high strategic value, all which they have to be willing to share and to apply to their work. The role of HRM is to help build such motivation and ethical values amongst the leaderships/managers and as well as amongst the employees or the organization. Besides this, HR plays a great role in mitigating possible conflicts between managers/leaderships and employees. In such integrating process, it's natural for managers that any kind of change is motivational for them while for employees it's a matter of stability to thrive in their career. By recognizing the needs of integration and making the change the managers/leaderships might feel like they have contributed to the company's success which leads to more small changes in departmental or unit level to make a feeling of self-efficacy in the company even though, the change in an organization actually begins by stepping first on employees. This kind of contradictory opposing factors creates conflicts in the human of the company. HR management can play the vital role in solving those issues and to make success the integration of CC and CSR.

Attitudes and priorities shape the moral posture of managers/leaderships change as a function of their experience and environmental changes, even if these attitude and priorities are maintained within certain boundaries. In this way, a learning process is carried out continuously, by this learning process new knowledge is developed and spread out that helps in making future decisions to be efficient, from financial and moral points of view. Learning is a key matter for the survival of an organization and its business performance. As the moral values guide the behavior of employees and leaderships, it is obvious that they are accustomed to what they learn, which is very important for the organization in raising better performance

and bringing desired results. Kotler's 8 step change management model is very relevant in this integration process.



Figure 21. Model of Kotler's 8 step of change management

The very two aspects where the HRM should focus the light in the process of integration are facilitated professional training and developing cultural environment for the new atmosphere. Culture can be understood as a set of rules, values, and beliefs that are shared by an organization's members and which influences their behaviors; which are linked with implicit aspects like ideology, beliefs, basic assumptions along with the configuration of the firm's image and identity in relation to its environment. Culture also includes rules and organizational practices, symbols, language, rituals, myths, and ceremonies. To develop learning and organizational culture amongst employees HR can roll the dice of training which empowered employees with cultural matters as well as professional training which will highly motivate them. Also, the HR can take initiatives like:

- (1) facilitate training to promote learning and professional development.
- (2) introducing incentives in relation to achieving short-time success.
- (3) considering the specialization, active involvement in some of the company's decisions, especially in which decisions might affect their objectives.
- (4) promoting fluid and two-way communication among employees and other stakeholders regarding the integration process and the possible result which will positively benefit the organization. Lack of proper information and communication spreads rumor and false information.
- (5) providing equal opportunity, non-discrimination, and labor conciliation.

Managing employees' skills and developing employees' cultural knowledge by training allow employees to actively involve themselves in the process of creation, acquisition, and transfer of knowledge in which motivation and inspiration are based. These will act as the propellant of the integration of CC and CSR in the organization not as a barrier. In summary, HRM's role is to rightly align strategy, plan, and practice for the integration of organizational culture and HR objective.

7. CONCLUSION

The study shows the relationship and integration of CC and CSR theoretically and existence of integrated CC and CSR in a targeted company. The most conventional idea of CC where CSR is merged is in financial reporting or commonly named as CSR reporting. CSR reporting is designed to provide stockholders, shareholders and even stakeholder with the key information relating fiscal and social responsibility performance. The prime aim of the study was not limited only to the reporting version of CC and CSR, rather the organizational and strategical integration of CC and CSR, where the strategic alignment and departmental arrangements between CC and CSR can be analyzed in companies. The existing academic literature has examined and analyzed the resemblances between CC and CSR as well as the possible integration of CC and CSR, but practically no empirical findings were found available about the departmental and strategical integration of CC and CSR in organizations. The study thus confirms that strategically, departmentally and practically integrated CC and CSR can accelerate the effectiveness of the both department than their solely and separated performance. At the same time, the communication and CSR strategies could be engaged in interdepartmental collaboration with other departments at the level of policy-making and level of activities which will boost the competitiveness of the company, as the levels of interdepartmental collaboration for many organizational activities are frequent and strongly correlated. The process of such integration is like other organizational changes process which begins both internal and external urgency and ends with reporting where the fixing is a continuous way to correct and lead the process. As regards research question concerning HR role in alignment with the strategy of integrated CC and CSR, the study concludes that the role of HR is very important to have a success integration in both organization structure point of view and activities of integrated performance as HR provides the concerned training and motivational activities. Also, HR manages and develop the cultural aspects to manage such integration. Integration discussed in this study could be the best option for the companies where CSR is found both in activities and organizational level which mean a separate formal or informal CSR department is existing in the organization. Especially, in a company where CSR exists as an umbrella where other business strategies and policy making strategy happens to breathe under CSR strategy, such

integration will be benefited from all business aspects. The study will provide academics and practitioners from the CSR and CC field with a better understanding of the different (concealed and active) way in which CSR is incorporated with CC in the organization.

7.1 Suggestions for further research

The rare practice of integrated version of CC and CSR clearly shows the limitation of the study, yet the result might offer the insight of the study. The organizational and strategical, CC and CSR might not be seen in the SMEs where the formal institutional integration of these two may not be possible, but in the activity and practice level, SMEs can follow the essence of the result of the study. The insight of the study is not unique regarding the culture of CSR practice as Maignan and Ralston (2002) have shown the cross-cultural differences in CSR and CC practice between different part of the world and economic zone. Because the CSR regulation and concerning laws as well as financial capacity shapes the activities of CSR in a certain the society as per Matten and Moon (2008). This aspect is very crucial for designing of future academic research in this area within particular industries in specific countries.

The absence of previous research concerning the research topic, the study was designed as a descriptive and exploratory in nature which is not suitable for making recommendations on the effectiveness of particular configurations. Besides, the study has used interviews from a single industry and from a company where CSR strategy is above all other strategies as it stated in its vision, might not give the actual scenery in the other industry and country. The case company practiced CSR in an exceptional way than other companies in the country based on the vision of the company where ethical and responsible business is the prime vision of the company. So, the study does not suggest any particular recommendation concerning the CSR and CC integration rather than a suggestion for further research. Further research is necessary to observe the phenomenon of such integration of CC and CSR. One of the suggestions is to include finding the urgency of such integration in the different industry from the employees point of view. Besides, since this study was a single case company study, it would be good to do a comparative case study including direct survey amongst the several targeted sample (e.g. employee, leadership, managers and other stakeholders (Ghauri & Grønhaug 2005), and have a comparison the results whether the demands are similar in other companies/industries. The manner of the research topic is like that to dive to deeper in the topic needs wide space rather than diving deeper in the single company.

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Interviews:

Interviewe-1: Sabekun Nahar Shammi
Officer at CSR and PR department, Head Office, BSRM

Interviewe-2: Nurul Amin Azad
Communication manager,
Office of CSR and PR, BSRM

INTERVIEW QUESTIONS?

1. What kind of company it is?
2. Would you please give the detail description of the organizational structure of the company? What about departmental arrangements for corporate communication and CSR? (Corporate communication departments and departments taking care of CSR).
3. (Supplementary question) Please describe the interdependency of the departmental units.
4. How exactly does BSRM define corporate social responsibility/ Corporate communication? Details about CSR/ Communication department. functions, responsibilities and reporting. What's the source of the corporate social responsibility effort at BSRM? Where did it all begin?
5. What is the CSR strategy of the company? How clear the strategy is to the employees of the company? What about the other stakeholders?
6. Could you tell us what is your opinion of the current phase of corporate social responsibility? Details CSR activities: Planning and implementation- to whom and why?
7. (Supplementary question) What are the main challenges that the field is facing now?
8. What to remember when implementing CSR concerning corporate communication?
9. What is communication strategy of the company? How organized (separated/ independent in decision-making) the communication department is?
10. How important corporate communication is to the success of the company?
11. What to remember (concerning CSR matters) when implementing communication related matters?
12. What kind of communication channel does BSRM use to communicate internal and external stakeholders? How efficient they are? What are the challenges?
13. (Supplementary question) What is the philosophy/history/reason behind such CSR strategy of BSRM? What is the trend of CSR activity development/expand method?
14. What are the challenges is such development (from stakeholders/shareholders)? How do you face these?
15. From the description, the CSR and CC seems like structurally integrated in BSRM- your opinion? Was this integration was planned or coincidence of cost reduction? How effective this integrated version of CSR and CC- Would you consider having separated CSR and CC department unlike now- Why?

16. What are the major costs and benefits that BSRM gains from its integrated CSR and CC effort?

17. What about the role of the HR function. In what ways does the HR function help to promote integration of corporate communication and corporate social responsibility within BSRM?

18. How do you see the evolution and future of corporate social responsibility/ Corporate communication?

19. What kind of organizational leadership or communication systems have to be in place to ensure that the corporate social responsibility effort will last (from corporate communication point of view)?

20. Your opinion about other companies to have formally integrate CSR and CC department? Will you advocate for such integrate version as a CSR/CC professional? Why? What should be the outline of organizational structure, strategy and role of business?