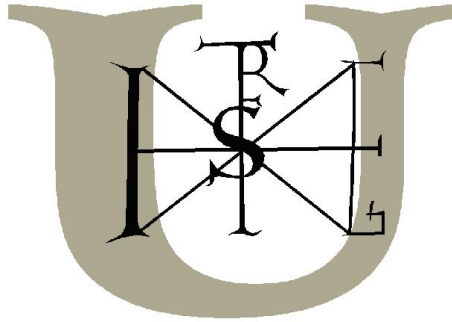**Szent István University**
Doctoral School of Management and Business Administration

Theses of doctoral (PhD) dissertation

THE EXAMINATION OF THE CSR PRACTICE IN THE LIGHT OF VALUES AND ATTITUDES OF CORPORATE LEADERS

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1. INTRODUCTION

Relevance of the research topic

In the last few decades, especially in the 1990s, corporate social responsibility and business ethics have become important concerns in the global business world.

The topic has been examined from different aspect, however, because of its constant change and development it remained a topic of interest in the scientific life. The social responsibility of corporations has become such a multidisciplinary science that many disciplines show interest in it e.g.: politics, political theory, media, finance, law, marketing and business theory (Hemingway, 2012). Topic related articles can be even read in the daily newspapers, articles related to corporate social responsibility can be found in the issues of the Financial Times every second day (Aguilera et al., 2006).

The relevance of the topic, corporate social responsibility, referred to hereafter as CSR, is also justified by the practice of the management trainings and education. At universities, colleges and business training both abroad (Yale University, Harvard University, University of Cambridge, Humboldt University of Berlin etc.) and domestically (Budapest Corvinus University, University of Applied Sciences, Budapest Business School etc.) it is a common practice to include business ethics and social responsibility issues in their curriculum of management education. A great emphasis is put on such issues as business and corporate ethics, environment management and sustainable management.

There are more and more corporations that voluntarily decide to take on such strict social and environmental regulations that re beyond the regulation of the country they operate in. It can be explained by the fact that corporate decisions not only influence the direct environment of the corporation, but also the society. CSR is a complex management approach, which has its impact of all aspects of business activities and on the competitiveness of the corporation.

The question is how to integrate CSR decision-making into the philosophy of the corporation so that it does not contradict the corporation's classic principles, that is to emphasize the interest of the owner and profit maximization.

The real practice depends on the behaviour of the organisation and the socially responsible attitude of the leader as the leader is the determining factor in the operation of any organization.

There are many factors that influence the managers in their decision-making, these concerns include ethical, cultural, technical, ecological and political issues, and the consequences of their decisions can immediately go public due to the internet. The leaders often are involved in such situation where they are confronted with the stakeholders, not only in case of catastrophes (e.g. The Ajka alumina sludge spill or the oil spill in the Mexican bay. The role and responsibility of corporations in the society became a rather important issue, probably that is why so many corporations publicise their CSR-report

The relevance of the topic is also justified by the fact that several researchers (e.g. Angyal, 2009; Carroll, 1999; Chikán, 2008; Davis, 1960; Friedman, 1970; Goodpaster és Matthews, 1982) refer to the importance of the personality of the manager.

2. BACKGROUND OF RESEARCH

2.1. The research problem

There have been several researches carried out regarding corporate social responsibility in recent years, the results were published in specialist journals and periodicals. There are researches dealing with the correlation between individual values and business life (Agle és Calwell, 1999), however, the number of those researches that deal with specifically the relation between the practice of CSR and the individual values of corporate leaders (Koivula, 2008) are small at international level. Domestically researchers only deal with the above mentioned topics separately, hence there is a need to carry out researches in the topic.

In my thesis I deal with a segment of CSR that is the correlation between the realization of CSR-practice and the personal values and attitudes of the corporate leaders.

For a company to be competitive in the long term it has to have distinguishing competences, key-competences that offer sustainable completive edge (Csath, 2012). In order to realize this competitive edge the CSR ensures potential frames for the organizations, however, the leaders of such companies need the appropriate holistic management approach.

In the present research such characteristics, are examined that may carry important information from the point of view of social responsibility.

2.2. The aims of the research

The research is divided into two parts, exploratory and descriptive research. The aims of the exploratory research were the followings:

A1: To define corporate social responsibility, to give an overview, identifying CSR tools and dimensions.

A2: To introduce the role of corporate leaders related to the realization of social responsibility.

A3: To explore the research methods for individual values and attitudes.

A4: To introduce the research mainstream and research results of the values and attitudes related to social responsibility through the related empirical researches.

A5: To define the sample used in the descriptive research, to concept ate the chosen methods.

After the detailed analysis of the specialist literature, the aims related to the descriptive research were formulated.

A1: *To examine the impact of the individual values of the corporate leaders and CSR attitudes on the realization of corporate social responsibility.*
To define those specific values that enjoy priorities in the personality of a CSR cantered corporate leader.

A2: To segment corporate leaders according to their CSR attitudes, and to define the demographic and characteristics of each segment.

A3: To identify the determining values in the value system of the corporate leader segment based on their CSR attitudes and to state which values are dominant.

After the thorough examination of both international and national specialist literature; and after analysing and processing the data through statistical methods of the quantitative research, the new findings will be presented.

2.3.   Defining the research hypotheses

The research hypotheses were established after defining the research problem, the thorough reading of the literature and other empiric researches.
In the thesis the inner values of company leaders are in focus, especially CSR attitudes and individual values and their impact on the CSR. The hypotheses were defined in this respect. From the viewpoint of the CSR realization not the impact of the individual are important but how they determine the leaders values, according to the chosen Schwartz model.

H1: In realizing the CSR practice the appearance and priority of the self-enhancement value is characteristic among the values of the company leaders.

H2: The different value map and priorities system of the segments of the company leaders have different impact on realising the CSR.
H2a: Regarding the individual values the segment of leaders with modern CSR approach are significantly sensitive to responsible management.

Based on the psychological literature and statistical data (correlation) it can be assumed that not only the individual values have direct impact on the realisation of the CSR, but also the CSR attitude has its role.

H3: The individual values of the company leaders are not the only factors having their direct impact on the realization of the CSR, but also one or more mediator factors (CSR-attitude) play important role.

Regarding the specific attitudes the following hypotheses were established in this respect.

H4: The majority of the domestic small and medium enterprises in the sample, regarding their CSR attitude have already overstepped the traditional CSR viewpoint (keeping in mind only the interest of the owner).

H5: Leaders with modern CSR approach are members of the Y generation.

The different segments have different individual values therefore the extent of the values impact and the extent of CSR realisation are also different.

H6: In the segment of company leaders with modern CSR approach the base values (universalism, benevolence, conformity and tradition) related to community values enjoy priority.

In the followings the aims and hypotheses, the related survey, the applied theoretical models and statistical methods are shown.

3. MATERIAL AND METHODS

The research was carried out in three phases. First the necessary specialist literature and the related empirical researches were examined. The meaning of CSR was defined, the history, the roots and the tools of CSR were overviewed and then the individual values and attitudes were examined.

It was followed by an exploratory research where the role of the company leader in the CSR practice was defined and the related empiric research results were the base for further researches.

In order to gain the necessary information primary in-depth interviews were carried out. Regarding the findings the sample, the research environment and research methods could be defined.

In the third phase of the research a descriptive research were carried out based on secondary exploratory research findings.

3.1. The descriptive, empirical research and the characteristics of the sample

The data collection happened through surveys. The quantitative survey can be divided into two parts. The core of the research was three groups of questions aiming to find out the correlation between the company leaders and the company. The personal values of the company leaders, their attitude to CSR and the CSR practice of their company were approached first, so the realization of CSR and the related factors were examined.

In the second part of the survey the characteristics of the company and the demographic characteristics of the respondents were focused on.

The questions examining the CSR practice of the corporations

The questions were formulated based on the published CSR report on the websites of the corporations, the CSR self-assessment Handbook[1] by the UNDP (United Nations Development Programme) and several researches dealing with CSR practice, also the content of the GRI (Global Reporting Initiative) and the SAIP (Self Assessment & Improvement Process) were used. 26 items were formulated observing the domestic and local characteristics, and the characteristics of the SMEs.

The questions focusing on the realization of the CSR practice were grouped as follows:
1. environment (environment protection)
2. human factors (workplace relations, human rights, workplace safety, social questions etc.)
3. community relations (cooperation with the concerned – partners, suppliers, consumers etc., communication with the local community)
4. business environment (economy, ethical operation of the corporation, transparent operation of the corporation, lobbies)

To avoid the monotony of the questions, the questions of the different categories were mixed.

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[1] (CSR self assessment handbook for companies; http://www.kovet.hu/sites/default/files/knowledge/csr_self-assessment_handbook_for_companies_a4_hungarian-final.pdf)

The questions of the CSR attitude

The second group of questions focused on the CSR attitudes of company leaders. The question whether to examine the explicit or implicit attitudes was raised at this point. Several international and domestic researches dealing with the attitudes were examined in order to decide the question. Due to the high cost considerations of the examination of implicit attitudes and the more common explicit research methods in the business field, the examination of the explicit attitudes were chosen. This decision was also justified by the fact business decision are basically conscious decisions and also so far no researches regarding implicit attitudes were carried out in Hungary, this field is usually the research field of psychology.

The questions personal and individual values

Before formulating the questions in this group several research methods of international and national secondary researches were examined. Therefor the 21-item-survey of the European Social Survey (ESS) were used, this survey was successfully applied in 29 countries in representative researches, out of which 27 were European. The value examination of the ESS is based on the Schwartz model, which plays an important factor of the secondary research of the present research. The value test of Shalom Schwartz (2001) consists of statements (third person singular) regarding ten values.

The questions of company characteristics and of the demographic characteristics of the company leaders

The questions regarded the usually examined features of companies i.e.: the number of employees, the ownership, legal form, the characteristics of the branch and the sales methods of the products and services of the company. As during the research the individual inner factors of the human personality are analysed, it was also necessary to ask certain questions regarding the demographic characteristics of the company leaders i.e.: gender, age, education, address-location, marital status.

The demographic characteristics had to be asked as these characteristics play important role in the formulation, development of the personality. One's personality is always influenced by the given environment (social status, marital status, society etc.) (Geréb, 1996)

3.2. The introduction of tools, applied scales in the research

The itemized assessment scale method was used during the above mentioned research phases. The respondents were asked to evaluate the CSR practice of the company, the individual values and the attitudes on a six-level Likert item.

During the quantitative standard survey a 6-level Likert was used as this method is recommended in the specialist literature (Malhorta, 2008) and the aim was to force the respondents make a statement in certain questions. This type of scale is also used by the Schwartz test which enables a comparison with other researches. The respondent collected points from 1 to 6, however, by creating different categories their total points were different. In order to be able to make comparison these points were transformed and hence the maximum total points became identical. A reliability test was carried out and the guideline was considered to be above 0.6 Crombach's Alpha.

The characteristics of the sample

First the multitude was defined, the target multitude became the leaders of those companies which had at least 10 employees. It was decided to ask leaders of SMEs in my neighbourhood, that is Central Hungary and Northern of Hungary (Budapest, Pest, Heves, Nógrád and Borsod-Abaúj-Zemplén country). See in Figure 1.
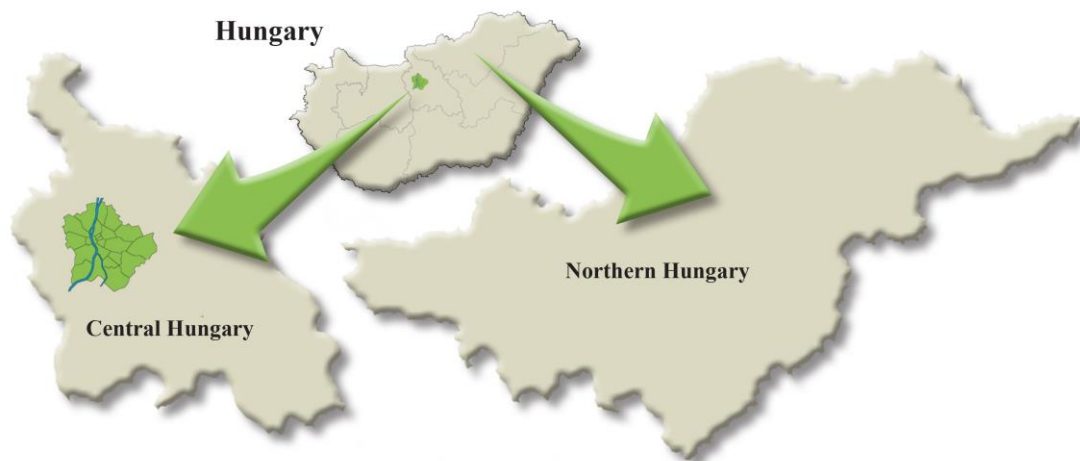

Figure 1. The regions of the sample
Source: own construction

By defining the sample the list of companies was the guideline. During the research one of the non-random sample methods the so-called snowball sampling and personal interview methods were used.

The interviewers were students of Róbert Károly College, Óbudai University and Budapest Business School. In order to have a representative sample the students were asked to register the name and accessibility of the CEO of the manager to avoid duplicate appearance in my database. 416 CEOs were asked, however out of the survey's only 202 could be used. The interviews were carried out during 2013, autumn and 2014, spring.

Table 1. The research aims and hypotheses and the applied methods

Research aims	Hypotheses	Related theoritical model and the applied survey questions	The research tools to justify the hypotheses
A1: To examine the the impact of the individual values of the corporate leaders and CSR attitudes on the realization of corporate social responsibility. To define those specific values that enjoy priority in the personality of a CSR centered corporate leader.	H1: In realizing the CSR practice the appearance and priority of the self-enhancement value is characteristic among the values of the company leaders. H2: The different value map and priority system of the segments of the company leaders have different impact on realising the CSR. H2a: Reagarding the individual values the segment of leaders with modern CSR approach are significantly sensitive to responsible management.	• Schwartz value model • Füstös value grouping • Survey: questions titled 1 and questions titled 3. 1-26 questions related to CSR practice and questions 1-21 referring to individual values	• Spearman rank correlation • factor analysis • cluster analyis • multidimensional scaling (MDS) by PROXSCALE • mixed-effects model ANOVA • One Way ANOVA
	H3: The individual values of the company leaders are not the only factors having their direct impact on the realization of the CSR, but also one or more mediator factors (CSR attitude) play important role.	• Schwartz value model • Survey: questions titled 1., 2. and 3. 1-26 questions related to CSR practice, questions 1-21 referring to the attitudes and questions 1-21 referring to individual values	• Mediation (Spearman rank correlation)
A2: To segment corporate leaders according to their CSR attitudes, and to define the demographic and characteristics of each segment.	H4: The majority of the domestic small and medium enterprises in the sample, regarding their CSR attitude have already overstepped the traditional CSR viewpoint (keeping in mind only the interest of the owner) H5: Leaders with modern CSR approach are members of the Y generation.	• Scwartz value model • Füstös value grouping • Survey: question 2. questions 1-21 raleted to attitudes	• factor analysis • cluster analyis • multidimensional • mixed-effects model ANOVA • One Way ANOVA • crosstab
A3: To identify the determining values in the value system of the corporate leader segment based on their CSR attitudes and to state which values are dominant.	H6: In the segment of company leaders with modern CSR approach the base values (universalism, benevolence, conformity and tradition) related to community values enjoy priority.	• Füstös value grouping • Survey: questions titled 1., 2. and 3. 1-26 questions related to CSR practice, questions 1-21 referring to the attitudes and questions 1-21	• factor analysis • cluster analyis • multidimensional scaling (MDS) by PROXSCALE • mixed-effects model ANOVA

Source: own construction based on the standard interview, 2013. autumn and 2014. spring; n=202

4. RESULTS

4.1. Segmenting the CEOs based on the CSR attitude

In order to be able to handle the variables factor analysis was carried on the 21-statement survey. During this analysis four factors were established, which were the followings: rational benefit, altruistic benefit CSR≠PR and moral benefit.

Hierarchical cluster analysis was carried out to see the correlation among the attitudes of the company leaders. It was also analysed whether the managers of the domestic SME sin the sample can be grouped homogeneously based on their CSR attitude.
The aim was to see whether the research sample can be segmented according to the Quazi and O'Brien (2000) dimension. If, yes, how the company leaders fit in the CSR two-dimensional system.

The 1st cluster is the managers and leaders with *the traditional CSR approach*. 28% of the research sample belongs to this group. They achieved higher score on the rational benefit attitude scale than on the other scales (*altruistic benefit, moral benefit, CSR≠PR*), on which they achieved rather low points (see Figure 2).
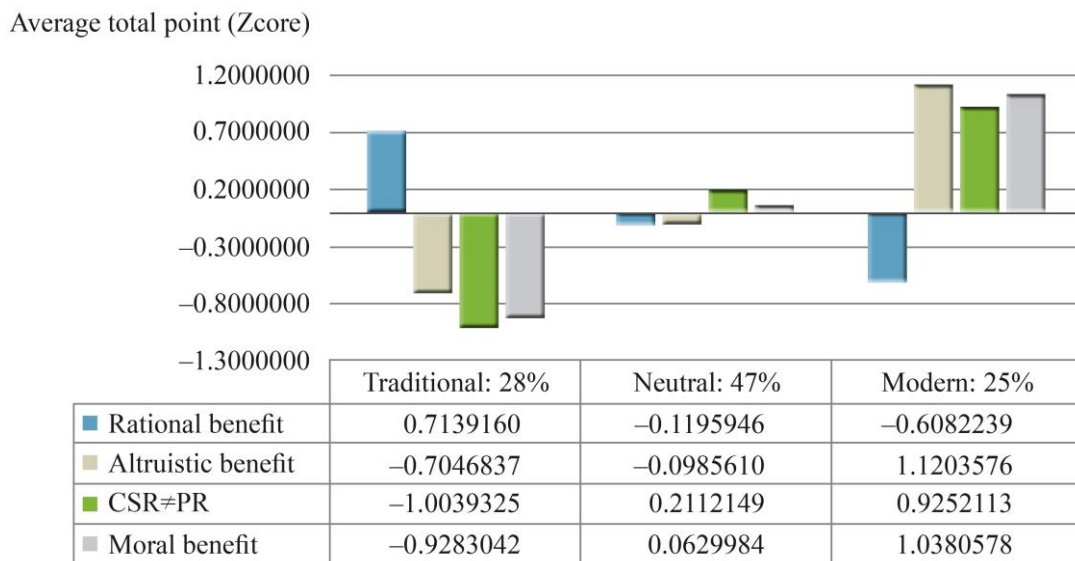

Average total point (Zcore)

	Traditional: 28%	Neutral: 47%	Modern: 25%
■ Rational benefit	0.7139160	−0.1195946	−0.6082239
■ Altruistic benefit	−0.7046837	−0.0985610	1.1203576
■ CSR≠PR	−1.0039325	0.2112149	0.9252113
■ Moral benefit	−0.9283042	0.0629984	1.0380578

Figure 2. The achieved points on the attitude scale in each cluster
Source: own construction, standard interview, 2013. autumn and 2014. spring, n=199

In the 3rd cluster is the group of the leaders and managers with *modern CSR approach*, 25% of the sample belongs to this. This segment achieved high average points on the altruistic, moral benefit and CSR≠PR attitude scaled, and achieved rather low points on the rational benefit scale. The identification of these two clusters were obvious.
The 2nd cluster is the cluster of the leaders and managers with *neutral CSR approach*. The leaders of this cluster did not achieve significantly high point on either attitude scale hence further segmentation could not be carried out. It could be clearly seen that almost half of the sample (47%) has neutral CSR approach, which means that they are not committed regarding corporate social responsibility, but they do not prefer over everything in their management and they do not condemn the importance of social responsibility.
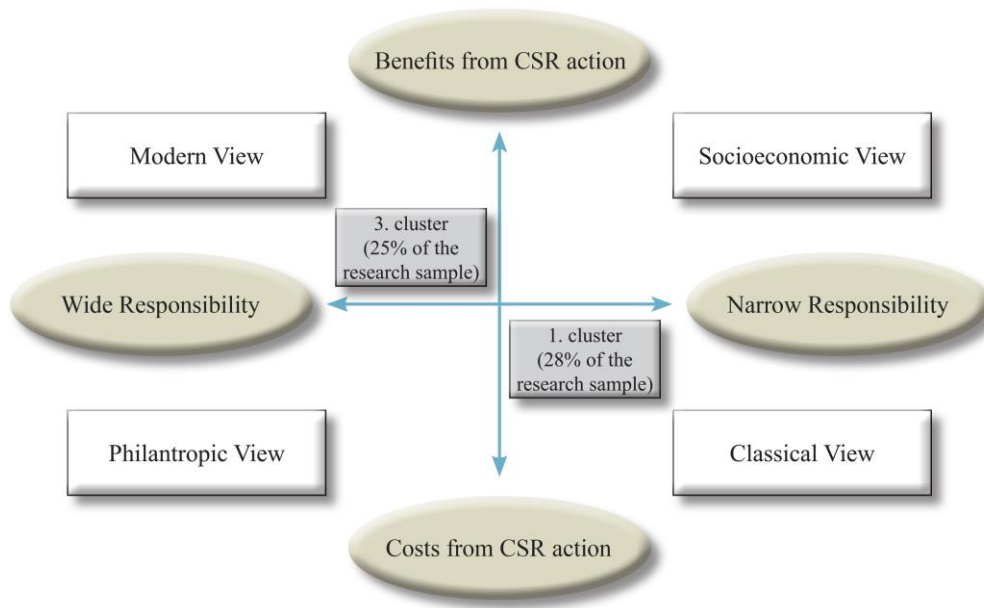
Figure 3. Position of the national company leaders in the two-dimension model of social responsibility.
Source: own construction, standard interview, 2013. autumn and 2014. spring, n=199

However, the 3 cluster and their title is different from the four segments of Quazi and O'Brien (2000), similarities could be identified in the CSR attitude of the leaders of each clusters (See Figure 3).

Out of the three cluster two – the traditional and modern cluster – are represented in the research of Quazi and O'Brien (2000), this was also justified by the finding. The traditional CSR approach segment was defined as classic in the literature and the modern was defined as modern.

Although the CSR became a practice much later in Hungary than in the Anglo-Saxon or European part of the world, still according to H4 most of them are beyond this. They do not see the realization of corporate responsibility in maximizing the welfare and interest of the company owner, only one stakeholder, but they try to incorporate the stakeholders in the operation of the company. Hence H4 was justified by numeric taxonomy.

> ✓**H4:** *The majority of the domestic small and medium enterprises in the sample, regarding their CSR attitude have already overstepped the traditional CSR viewpoint (keeping in mind only the interest of the owner).*

According to the research findings the leaders of the domestic SMEs need to develop more as there rather many unsure. The 47% of the respondents feel that there is a need for change, however, they are unable to make unambiguous CSR decisions because of the lack of information. This can also be seen by the fact that the cluster analysis could not identify this cluster unambiguously.

They tend toward responsible thinking regarding their individual values, however, in their actions this is not realized.

Although the high number of unsure company leaders it can be stated that 72% of SME leaders overstepped that approach according to which the only role and aim of the company is to take into consideration the interest of the owners. This type of paradigm change is progressive and encouraging regarding the future.

4.2. The study of priorities, correlation between the individual value of the company leaders and CSR practice

The base of the company leader's value study was the Schwartz-value scale. In the first phase of the research the values of the leaders were defined. The question of the research was which are those values that go along with the CSR practice.

According to the Spearman rank correlation the self-enhancement and CSR realization has a medium strong positive linear correlation (rho= 0.327; p=0.000). Out of the ten base value the benevolence has a medium strong positive (rho=0.302; p=0.000) and the universalism has a weak positive (rho=0.281; p=0.000) correlation.

Those company leaders for whom universalism and benevolence are important values are more CSR centred and this can be clearly seen in their CSR practice.
The other key point was the priorities of the company leaders. The self-enhancement of the company leaders does not guarantee that when making decisions the above mentioned values are dominant, so that is why the individual values were investigated.

Using the mixed –effects ANOVA for the value priorities it can be stated that the leaders with modern CSR approach out of the four examined base values (p<0.05) achieved higher average total point in every case, than those with the neutral or traditional CSR approach. The leaders with the neutral CSR approach achieved higher total than the leaders with traditional approach.
The mixed-effect ANOVA proved unambiguously (p=0.000) that the different company leaders prefer different values. This is illustrated in Figure 4. The Mixed effect model was only applied for those base values (independence, tradition, universalism, benevolence) where the One –way ANOVA and the Kruskal–Wallis-test showed significant value (p<0.05).
It can be clearly seen that the company leaders with modern CSR approach the self-enhancement and independence value have their own rank they are linked in the personality of the individual (Figure 4).

The company-leaders with the traditional CSR approach have an opposite rank regarding the value priorities. However, it is interesting that in both group the independence value has its place whereas in the value system of the neutral approach it is not at a preferred place. The community values played dominant role in their priorities.

The leaders with the neutral CSR approach differ from leaders with the traditional approach regarding their base value priorities as they achieved higher points on the individual value scale (Figure 4) than the traditional ones.

According to the detailed research findings it can be stated that H1 is justified.

> ✓ **H1:** *In realizing the CSR practice the appearance and priority of the self-enhancement value is characteristic among the values of the company leaders*.

Those leaders in whose value system benevolence and universalism enjoy priority are more CSR centred and this can be seen in their CSR actions (Figure 4).
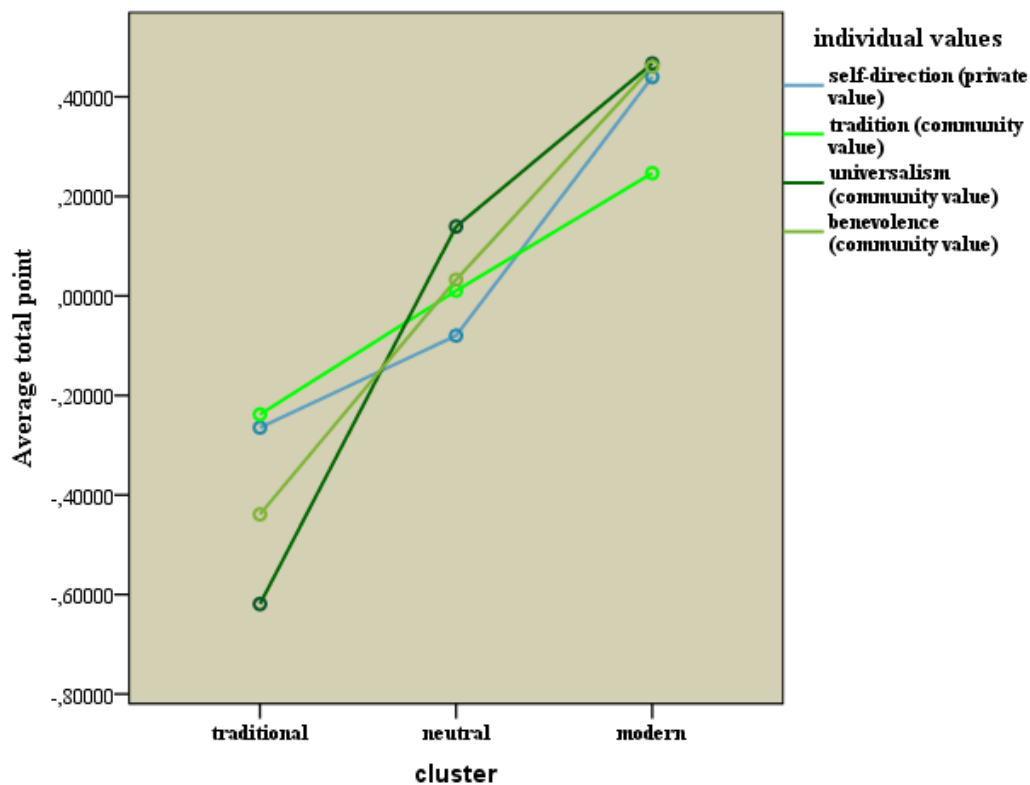
Figure 4. Value priorities of the segments in correlation with the clusters, regarding the base value
Source: own construction, standard interview, 2013. autumn and 2014. spring, n=202

In the value system of the leaders of the neutral CSR approach the base values connected to community values enjoy priority before the independence, individual value. However, it is interesting to see that the leaders with the modern CSR approach are not so strict with the importance of the community and individual values, a sin their value system independence is ranked at the third place. Hence the research findings disproved H6.

✫**H6:** *In the segment of company leaders with modern CSR approach the base values (universalism, benevolence, conformity and tradition) related to community values enjoy priority.*

Besides the community values and the responsible thinking of leaders with the modern CSR approach, those values are also relevant that are individual values and influence the competences of the competitive leader.

4.2.1. The differences of individual values appearing in the CSR practice

The company leader segments differed significantly (p=0.000), in their value system and in the realization of CSR, which was shown by the One- way independent ANOVA test, so the research findings proved H2.

✓**H2:** *The different value map and priorities system of the segments of the company leaders have different impact on realising the CSR.*

The management of modern cluster was the most matured regarding the CSR, as they achieved the highest total (0.5372674 average total /Zcore). This segment is more CSR centred, they are more committed to environment protection and CSR than the neutral or traditional leader segment.

They were followed by the neutral leaders (–0.0543510 average total/ Zcore), and than by the traditional cluster (–0.4227643 average total/Zcore).The findings proved H2a.

> ✓ **H2a:** *Regarding the individual values the segment of leaders with modern CSR approach are significantly sensitive to responsible management.*

In conclusion it can be said that the different segments have different value maps, out of which the leaders with modern CSR approach stand out. The neutral segment is an important segment as they have the potential for responsible thinking, so from CSR point of view they should be more informed and dealt with.

4.3. The value priorities of the leader generation groups and the correlation of CSR practice

Several researchers mention the age as a factor that influences the action of a person and the value priority changes with the age as well.

When the demographic data were compared to the corporate responsible behaviour the independent sample T-test and the One-way ANOVA showed significant differences only at the generation group $p<0.05$.

The impact of gender and foreign experience could only be proved as a tendency.

The One-way ANOVA and Kruskal –Wallis test showed significant difference among the value system of the generation, safety, tradition, performance and benevolence ($p<0.05$), and hedonism ($p=0.000$).

It can be clearly seen from Figure 5 that the leader from the Y generation achieved higher points for hedonism and performance than the other two generation groups (boomer and X generation), whereas achieved lower point regarding community values (safety, tradition, benevolence and universalism).

The mixed effects ANOVA validated the interaction in a significant measure ($p=0.000$), that is the leaders from different generation group has different value priority (Figure 5).

In the value priority of the boomer group only the individual values connected to community value are ranked, the X and Y generation gives hedonism an important role. The boomers are work centred, and at their workplace they work in a hierarchical system, which is also seen in their value priority, as tradition is put at the second place in their value hierarchy. The boomer generation experienced privatization and several economic, social and political changes, they avoid uncertainty, and in their value priority safety is at the first place.

During their socialization the learnt collective and community value priorities can be seen whereas during the imprinting of the other two generations a completely different value priority was established by the moral development (Figure 5).
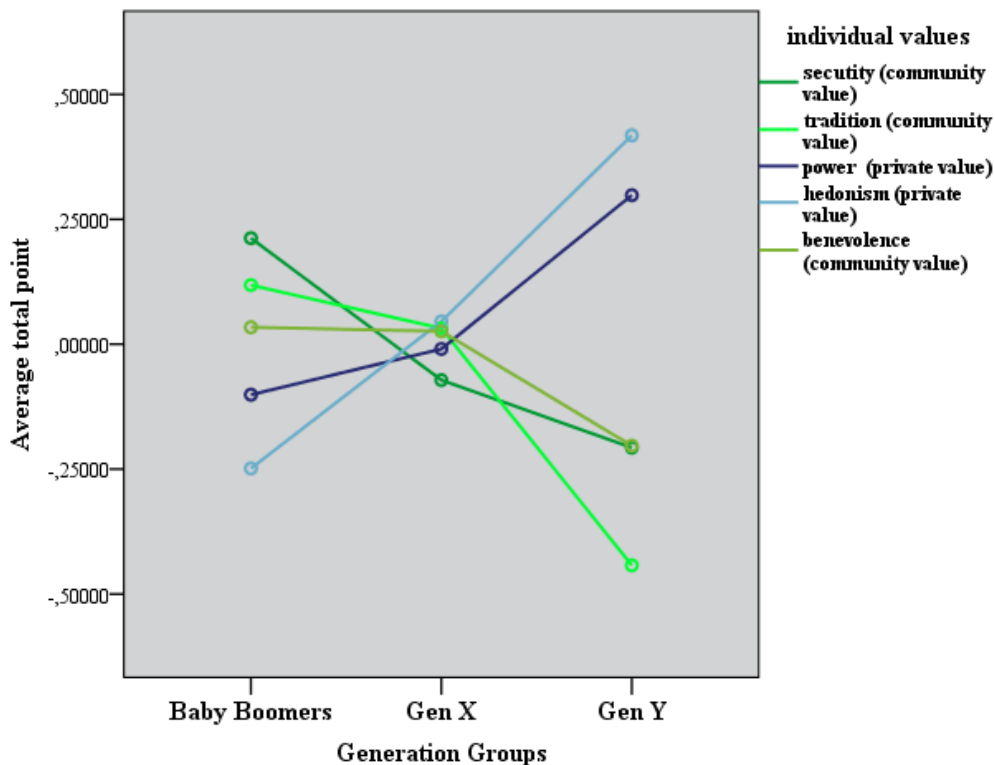
Figure 5. The value priorities of the leader generation groups and the correlation of CSR practice
Source: own construction, standard interview, 2013. autumn and 2014. spring, n=202

Hedonism is a dominant element of the value system of the X and Y generation. The difference is that the tradition value was built in the personality of the X generation, the Y generation ignored this completely. The Y generation wishes to achieve results in short-term, they have a hedonist lifestyle and this is dominant in their value priority as well.
The study of the individual values of the Y generation showed that value priority of the company leaders of this segment is dominated by their hedonism and performance/achievement. The self-enhancement values are outstandingly positive whereas conservation have outstandingly negative results. These significant differences influences their appearance on the labour market and their management mentality.

4.3.1. The differences in individual values in the CSR practice of the generation groups

The differences in the value system of the different generations showed significant differences in the realization of the CSR practice p=0.000. The One-way independent sample ANOVA test proved unambiguously (p=0.000) that company leaders belonging to the boomer generation have amore committed approach to CSR. They achieved the highest total on the CSR practice scale (0.535309 average total/Zcore). They were followed by the X generation leaders - 0.0227292 average total. The most significant lack of company management could be seen at the leaders from the Y generation, which could be foreseen by the analysis of the individual values (- 0.2056660 average total/Zcore).

According to the crosstab analysis the CSR attitude of the generation groups (χ^2 p=0.005) is the most balanced (29% traditional, 41 % neutral, 30% modern). The most uncertain came from the boomer generation 61 % of them had the neutral CSR approach. 21% of them had modern CSR approach which is significantly higher amount compared to the 12% of the Y generation. Therefore H5 was disproved.

✘**H5**: *Leaders with modern CSR approach are members of the Y generation.*

4.4. Attitudes and values of company leaders and their correlation to CSR practice, a complex analysis

Further on a complex analysis was carried out to study the impact id the individual values on the CSR. Before the mediation analysis a rank correlation was carried out on the correlation of CSR attitude and CSR practice.
First the priorities of the generations were identified, where significant differences could be seen, the analysis was applied only to those base values that showed statistical differences.

4.4.1. The study of the correlation of CSR attitude of company leader and the CSR practice

The CSR attitude factors were separately examined. Those leaders who achieved higher scores on the altruistic benefit and CSR≠PR attitude scale their CSR practice was more significant. In case of the two mentioned factor the spearman's rank correlation showed a medium strong, positive linear correlation (altruistic benefit CSR attitude: rho=383, p=0.000; CSR≠PR: CSR attitude: rho=329, p=0.000). The moral benefit attitude showed a weak positive correlation (rho=274, p=0.000) Table 2. The rational benefit CSR attitude was not significant, so no further analysis was carried out in this field.

Table 2. Correlation of CSR attitude factor and CSR practice

The examined variable pairs in the correlation	Correlational coefficient
Rational benefit attitude – CSR practice	-
Altruistic benefit attitude – CSR practice	0.383**
CSR≠PR attitude – CSR practice	0.329**
Moral benefit attitude – CSR practice	0.274**

Source: own construction, standard interview, 2013. autumn and 2014. spring, n=202
** (p=0.000) shows significance

The research also focused on the fact whether the certain CSR attitudes have mediative role between individual values and CSR practice.

4.4.2. The study of the mediative effect of the CSR attitude factors on self-enhancement and CSR practice

Based on the theoretical literature and the practice it is likely that there is a mediator between the individual values of the company leaders and the realization of the CSR practice.
To explore the correlation between the variables mediation analysis was carried out in which three regression way analysis was needed. The relevance of the mediator can only be justified if all the three regression model is significant (Baron and Kenny, 1986)

The mediation analysis of the altruistic benefit

Before the mediation analysis all the variables concerned were tested, and according to the SPearman's rank correlation all the variables concerned (self-enhancement, altruistic attitude and CSR practice) have a medium strong, positive linear correlation. The first route the self-enhancement and the CSR practice (rho=0.302, p=0.000), the second route the self-enhancement and altruistic benefit attitude (rho=0.399, p=0.000) and the third route the altruistic benefit attitude and CSR practice (rho=0.383, p=0.000) shows an unambiguous positive correlation (Table 3).

Table 3. Correlation among the self-enhancement, CSR practice and altruistic benefit attitude variables

The examined variable pairs in the correlation	Correlational coefficient
self-enhancement – CSR practice	0.302**
self-enhancement – altruistic benefit attitude	0.399**
altruistic benefit attitude – CSR practice	0.383**

Source: own construction, standard interview, 2013. autumn and 2014. spring, n=202
** (p=0.000) shows significance

Table 4 shows the results and routes of the analysis of the mediative impact of altruistic benefit attitude carried out by linear regression analysis.

Table 4. The mediative study of regressive route of self-enhancement and CSR practice

Regressive route	Standard beta
self-enhancement – altruistic benefit attitude	0.370**
altruistic benefit attitude – CSR practice	0.346**
self-enhancement – CSR practice	0.327**
self-enhancement – CSR practice (besides the control of altruistic benefit attitude)	0.230**

Source: own construction, standard interview, 2013. autumn and 2014. spring, n=202
** (p=0.000) shows significance

The results of the regressive routes were significant in each cases, so the analysis of the mediative route is also justified (see Figure 6).
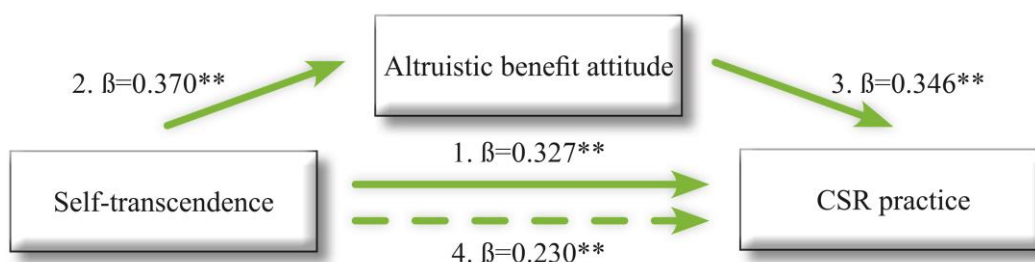

Figure 6. The altruistic benefit attitude as the mediator between self-enhancement and CSR practice
Source: own construction, standard interview, 2013. autumn and 2014. spring
** (p=0.000) shows significance

According to the Sobel test the mediation is significant (Sobel z=3.041; p<0.01), 29.7% is explained of the self-enhancement and CSR practice correlation by the comparison of the standardized beta-coefficients.

The mediation analysis of the CSR≠PR attitude

In case of every variable the correlation was significant (medium strong, positive), even stronger correlation could be shown between the self-enhancement and CSR≠PR attitude (Table 5).

Table 5. Correlation among the variables of self-enhancement, CSR-practice and CSR≠PR attitude

The examined variable pairs in the correlation	Correlational coefficient
self-enhancement – CSR practice	0.302**
self-enhancement – CSR≠PR attitude	0.431**
CSR≠PR attitude – CSR practice	0.329**

Source: own construction, standard interview, 2013. autumn and 2014. spring, n=202
** (p=0.000) shows significance

Table 6 shows the three routes that is necessary to the mediation research, out of which the significant role of the mediator can be seen.

Table 6. The regressive route of the mediation

Regressive route	Standard Beta
self-enhancement – CSR≠PR attitude	0.426**
CSR≠PR attitude – CSR practice	0.306**
self-enhancement – CSR practice	0.327**
self-enhancement – CSR practice (besides the control of CSR≠PR attitude)	0.242**

Source: own construction, standard interview, 2013. autumn and 2014. spring, n=202
** (p=0.000) shows significance

According to the Sobel test the mediation is significant (Sobel z=2.55, p<0.05), based on the comparison of standardized beta coefficients the CSR≠PR benefit attitude explains 26% of the correlation of the self-enhancement and CSR-practice (Figure 7).
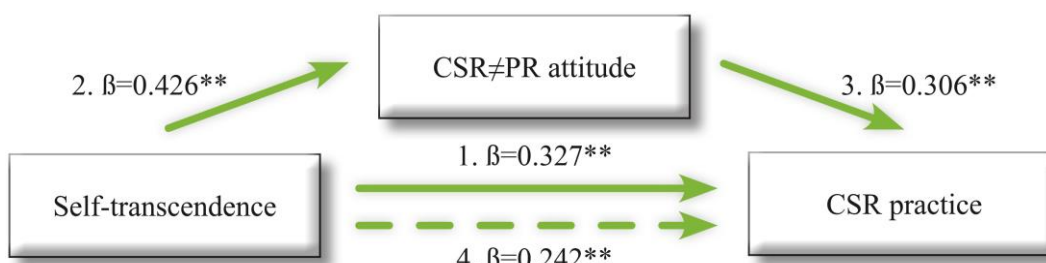

Figure 7. The CSR≠PR attitude as the mediator between self-enhancement and CSR practice
Source: own construction, standard interview, 2013. autumn and 2014. spring, n=202
** (p=0.000) shows significance

Mediation analysis of the moral attitude

However, the correlation between the moral attitude and the CSR practice is weak, positive, the correlation is still significant (p=.000), so this factor had to be analysed. (Table 7)

Table 7. Correlation between the variable pairs

Variable pairs in the correlation examined	Correlation coefficient
self-enhancement – CSR practice	0.302**
self-enhancement – moral benefit attitude	0.268**
moral benefit attitude – CSR practice	0.274**

Source: own construction, standard interview, 2013. autumn and 2014. spring, n=202
** (p=0.000) shows significance

The self-enhancement value significantly (p=0.000) explains the CSR practice and the moral attitude. The moral attitude significantly explains the CSR practice (p=0.000) so the power of the self-enhancement could be tested besides the control of the moral attitude (Table 8).

Table 8. The regressive routes of the mediation

Regressive route	Standard beta
self-enhancement – moral benefit attitude	0.291**
moral benefit attitude – CSR practice	0.258**
self-enhancement – CSR practice	0.327**
self-enhancement – CSR practice (besides the control of the moral benefit attitude)	0.275**

Source: own construction, standard interview, 2013. autumn and 2014. spring, n=202
** (p=0.000) shows significance

As all the three regressive models were significant, the mediation could be shown. Based on the Sobel test the mediation is significant (Sobel z=2.212; p<0.05), by the comparison of the standard beta co-efficient the altruistic benefit attitude explains 15.9% of the correlation id the self-enhancement and CSR practice (Figure 8).

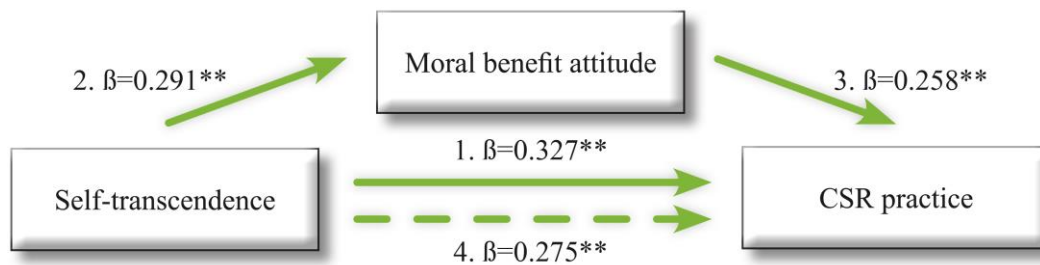**Figure 8. The moral attitude as the mediator between self-enhancement and CSR-practice**
Source: own construction, standard interview, 2013. autumn and 2014. spring, n=202
** (p=0.000) shows significance

In conclusion it can be stated that the altruistic benefit, the moral benefit and the CSR≠PR attitudes all mediate the effect of the self-enhancement on the CSR practice, hence H3 was justified.

✓ *H3: The individual values of the company leaders are not the only factors having their direct impact on the realization of the CSR, but also one or more mediator factors (CSR attitude) play important role.*

4.5. Verification or disproving the hypotheses of the research

The checking of hypotheses was based on the results of descriptive, standard interviews

Table 11. Verification or disproving the hypotheses of the research

Research hypotheses	The research result justified the hypotheses
H1: In realizing the CSR practice the appearance and priority of the self-enhancement value is characteristic among the values of the company leaders.	✓
H2: The different value map and priorities system of the segments of the company leaders have different impact on realising the CSR. H2a: Reagarding the individual values the segment of leaders with modern CSR approach are significantly sensitive to responsible management.	✓ ✓
H3: The individual values of the company leaders are not the only factors having their direct impact on the realization of the CSR, but also one or more mediator factors (CSR-attitude) play important role.	✓
H4: The majority of the domestic small and medium enterprises in the sample, regarding their CSR attitude have already overstepped the traditional CSR viewpoint (keeping in mind only the interest of the owner) H5: Leaders with modern CSR approach are members of the Y generation.	✓ ✗
H6: In the segment of company leaders with modern CSR approach the base values (universialism, benevolence, conformity and tradition) related to community values enjoy priority.	✗

Source: own construction, standard interview, 2013. autumn and 2014. spring, n=202

5. THE NEW SCIENTIFIC RESULTES OF THE RESEARCH

1 The individual values of the company leaders and their correlation with the CSR practice were identified. The quantitative primary research results proved that from the CSR point of view in the value system of the company leaders the self-enhancement enjoy the priority.

2 The priority study proved that the segment of company leaders with modern CSR approach are more sensitive to responsible company management than the other two cluster. Still the neutral CSR approach cluster deserves more attention because of their community commitment and significant majority in number.

3 It was proved by complex methods (mediation) that the individual values have not only indirect effect on the realization of CSR but also have significant role in the CSR attitudes. Out of the attitudes the altruistic benefit mediates to the greatest extent (almost 30%) the CSR practice, then the CSR≠PR attitude (26%) and the moral benefit attitude (16%).

4 By applying numeric taxonomy based on their CSR attitudes the company leaders were divided into three clearly cut group. These segments are the followings: traditional, neutral and modern CSR approach.

5 The statistical methods justified that the company leaders of the Y generation (52%) concerning their CSR attitude have traditional CSR approach, only 2 % of them manage their company in a responsible way, so in this generation group a change of paradigm is necessary.

6 The research finding (priorities) justified that in the value system of the already committed group of leaders not only the community values have their priorities. In the value system of the leaders with the modern CSR approach the inspiring independence plays an important role.

Table 12. The new scientific results of the research

Research aims	Hypotheses	The new scientific results of the research
A1: To examine the impact of the individual values of the corporate leaders and CSR attitudes on the realization of corporate social responsibility. To define those specific values that enjoy priority in the personality of a CSR centered corporate leader.	H1: In realizing the CSR practice the appearance and priority of the self-enhancement value is characteristic among the values of the company leaders.	1: The individual values of the comapany leaders and their correlation with the CSR practice were identified. The quantitative primary research results proved that from the CSR point of view in the value system of the comapny leaders the self-enhancement enjoy the priority.
	H2: The different value map and priority system of the segments of the company leaders have different impact on realising the CSR. H2a: Reagarding the individual values the segment of leaders with modern CSR approach are significantly sensitive to responsible management.	2: The priority study proved that the segment of company leaders with modern CSR approach are more sensitive to responsible comapny management than the other two cluster. Still the neutral CSR approach cluster deserves more attention because of their community commitment and significant majority in number.
	H3: The individual values of the company leaders are not the only factors having their direct impact on the realization of the CSR, but also one or more mediator factors (CSR attitude) play important role.	3: It was proved by complex methods (mediation) that the individual values have not only indirect effect on the realization of CSR but also have significant role in the CSR attitudes. Out of the attitudes the altruistic benefit mediates to the greatest extent (almost 30%) the CSR practice, then the CSR≠PR attitude (26%) and the moral benefit attitude (16%).
A2: To segment corporate leaders according to their CSR attitudes, and to define the demographic and characteristics of each segment.	H4: The majority of the domestic small and medium enterprises in the sample, regarding their CSR attitude have already overstepped the traditional CSR viewpoint (keeping in mind only the interest of the owner) H5: Leaders with modern CSR approach are members of the Y generation.	4: By applying numeric taxonomy based on their CSR attitudes the company leaders were divided into three clearly cut group. these segments are the followings: traditional, neutral and modern CSR approach 5: The statistical methods justified that the company leaders of the Y generation (52%) concerning their CSR attitude have traditional CSR approach, only 2 % of them manage their company in a responsible way, so in this generation group a change of paradigm is necessary.
A3: To identify the determining values in the value system of the corporate leader segment based on their CSR attitudes and to state which values are dominant.	H6: In the segment of company leaders with modern CSR approach the base values (universalism, benevolence, conformity and tradition) related to community values enjoy priority.	6: The research finding (priorties) jsutified that in the value system of the already committed group of leaders not only the community values have their priorities. In the value system of the leaders with the modern CSR approach the inspiring independence plays an important role.

Source: own construction, standard interview, 2013. autumn and 2014. spring, n=202

6. CONCLUSION AND SUGGESTIONS

The CSR is an expression that is used world-wide, however, it is not that easy to find a definition only one well-formed definition of it. The constant change of the definition and understanding of the CSR enables this concept to be alive. The economics, business ethics, organizational market, marketing and etc. have their own approach to the concept. It is a constantly changing corporate management system and practice that changes with the given social, economic and natural environment. The tool system of the concept is rather varied hence the interest of the community and individuals can be formed and harmonized by a sensible use.

The realization of the CSR is influenced by the members of the organization. The leader, manager itself and his commitment, ethical approach and social experience is the dominant element of the CSR centred company management. The moral studies, cultural background, priorities and life experience inspire the responsible human attitude so the leader of the company was examined.

The results of the exploratory research helped to choose the most appropriate theoretical methods, the findings of the in-depth interviews justified the relevance of the Schwartz-value-test. The importance of the self-enhancement was emphasized by the primary and secondary research as well.

The empirical research enabled to identify the three segments of company leaders (traditional, neutral and modern CSR approach). They differed not only in their attitudes but also in their individual values and CSR practice.

With the help of the complex analysis methods the segments can be described as follows:

The values belonging to conservation and openness to change (tradition and independence) enjoy priority in the value system of the company leaders with the *traditional CSR approach*. Regarding their CSR attitudes it can be seen that in their corporate strategy the most important is the profit maximization and to enforce the interests any other activities are components adding to the costs.

The company leaders with *neutral CSR approach* think responsible, are sensitive to social problems and it appears in their value priority. It could be stated that there is not any outstanding attitude of them, they achieved an average total in case of every attitude factor. Maybe because of the uncertain CSR attitudes that mediate the values in the realization of CSR their responsible thinking and commitment can not be seen in their management than the leaders of *modern CSR approach*, however, their commitment is stronger than of the leaders of the traditional CSR approach (justified by the mixed effect ANOVA). The majority of the group concerning its size and inner commitment, from the point of view of CSR is not at all average, it is a dominant group that should be encouraged and supported.

The leaders with *modern CSR approach* concern the CSR as a competitive edge. According to their CSR attitudes they prefer other factors (altruistic benefit, moral benefit and CSR≠PR attitudes), however, their individual inner values indicate their business attitudes by the fact that after self-enhancement independence is still at the third place in their value priority. This segment can be characterised by openness to changes and is able to turn the solution of a problem to their advantage. This can be detected by the fact that this segment is the most successful in realizing CSR practice. This segment is at the top of the scale which studies the CSR practice

In the research the company leaders were not only examined by their attitude, but also from a demographic point of view, which brought interesting findings. The different generation

groups (Baby Boomers, Gen X and Gen Y) appearing in the labour market were socialized differently which had a strong impact on their moral development, base values and attitudes.

From the point of view of company management the Y generation group is interesting. There are not too many leaders from this group and they can be oriented only with difficulty because of their dominant self-centred way of thinking. At the same time they form the company management approach of the future which is rather discouraging. Their way of thinking is rather traditional that comes from their individual values in spite of their young age. The children of the boomer and the X generation having seen their parents do not wish to sacrifice for the common good. The individual interests are prioritized and this can be detected in their value priorities. For them the present is more important, they think in short terms, which is just the opposite of the CSR way of thinking, hence their companies are not characterized by the appearance of CSR tools. For many people it is not easy to the future benefit and that is why their underestimate it.

The solution lies in the appreciation of the future benefit. As for the Y generation the benefits of the present are more important, they aim at maximizing the immediate individual benefit.

According to the prior forecasts the next generation (Z generation) from the point of view of the CSR is a promising segment of company leaders and labour market. They will cooperate and choose environment conscious workplaces with conscious CSR strategy. (Kissné András, 2014.p.1.)

The boomer generation is more sensitive to responsible company management, and this can be seen in their CSR practice. Although both groups are dominant by the neutral approach, 30% of them has modern CSR approach.

Knowing the results it would be advantageous if the leaders with commitment had a forum where they could exchange their experiences. In this the local government and chambers of commerce could play an important role, as with their help the leaders could develop in order to realize the CSR practice.

Because of the authenticity leaders of SMEs with a good example should be involved, through common communication the leaders could realize that their way of thinking is rather responsible and this appears implicitly in their productions and activities.

With the help of marketing communication tools (economic, social and political) information should be provided to the target groups (Y generation, neutral CSR approach cluster) so that the CSR builds in their everyday life of the company. The flood of information can be helped by organizing local conferences, exhibitions and other professional forums so that the interested can get to know each other and the benchmarking to increase commitment.

Experts should be involved to find the most optimized CSR tools and to carry out the realization of CSR practice.

The information gained during education could base the future commitment to CSR.

It would be also beneficial to explore those factors (legal, material, mentality, traditions etc.) that prevent the realization of the CSR practice. So one of the possible aims for further thinking is to explore the details of the above mentioned factors.

7. PUBLICATIONS

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