

Andrea BENEDEK, István TAKÁCS, Katalin TAKÁCS-GYÖRGY¹

DOI: 10.15290/ose.2015.06.78.03

EXAMINATION OF GENERAL MANAGERS INDIVIDUAL VALUES RELATED TO CSR AMONG HUNGARIAN SMALL ORGANIZATIONS

Summary

More and more corporations, both multinationals and SMEs, decide that during their business activities they take into consideration such strict social and environmental aspects that are beyond the rules and requirements of the country they operate in. One of its reasons is that the corporate decisions have impacts not only on the immediate environment but also on the whole society.

The present study examines and reveals the value priorities of the chief executives and the impact of those on CSR among Hungarian small and medium enterprises. The study also represents the value of the sample.

The results of the primary research reveals that the value preferences of the general managers have their impact on the CSR activities of the company and hence certain main values of the individual determine the practice of the CSR.

Those leaders who can be characterised by goodwill and universalism are more concerned with CSR and it is clearly shown in their CSR activities. In the examined Hungarian sample a group of leaders (25%) could be distinguished who consider CSR as a competitive advantage. These leaders are considered to be leaders with modern CSR viewpoint. They are committed to CSR and implement the modern CSR approach into practice, into the strategy of the corporation and into their activity and guide their organisation along these aspects.

Key words: corporate social responsibility, individual value, manager behaviour, SMEs

1. Introduction

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

The topic has been examined from different angles, however, because of its constant change and development it is still a topic of interest. The social responsibility of corporations has become such a multidisciplinary science that many disciplines show

¹ Dr. Benedek Andrea Ph.D. – Institute of Business Sciences, Károly Róbert College, e-mail: beandi75@gmail.com; Prof. Dr. Takács István Ph.D. – Institute of Business Sciences, Károly Róbert College, e-mail: itakacs@karolyrobert.hu; Prof. Dr. Takács-György Katalin Ph.D. – Institute of Economics, Methodology and Informatics, Károly Róbert College, e-mail: tgyk@karolyrobert.hu

interest in it e.g. politics, political theory, media, finance, law, marketing and business theory [Hemingway, 2002].

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.

CSR is mentioned mostly as a good practise of the corporate. 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.

There are more and more corporations – multinational and SMEs – that decide to take on such strict social and environmental regulations that go 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 for the strategic management 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.

The realization of the CSR is greatly dependent on the people of an organisation [Wood, 1991].

2. Theoretical background

Nowadays we hear more and more of corporate social responsibility (CSR), however, it is not easy to find a single well-formed definition for the concept. All the definition seems to be one-sided from a certain point of view. Some definitions emphasize the environmental dimension, while the others focus on the social, economic, and ethical or stakeholder dimension [Dahlsrud, 2008]. The aspects of conceptual definitions are the environment, business and the stakeholders, although the society and the voluntary dimension can be in the focus of the definitions as well.

The realization of the CSR is greatly dependent on the people of an organisation [Wood, 1991] and on the autonomy of individual that is the general manager in the organization.

The corporate culture and norm do not exist in itself, it is formed by the individuals with significant role and the values are adapted by the other members of the organization.

Moral responsibility comes from the character of the leader [Angyal, 2009]. Although the corporations can cause social problems, it is the responsibility of the corporate leaders to solve the problems, and so social responsibility is not the commitment of one person

but of the company, it should take into consideration its deeds and decisions concerning its influence on the society [Carroll, 1999].

A few researchers – including Friedman – argue that only a person can be responsible a corporation cannot be. Goodpaster and Matthews [1982] express their doubt when questioning whether a corporation can have conscience that is social responsibility. One of their main arguments is that a corporation is not a natural entity. It often happens that corporate leaders try to shift responsibility arguing that the corporation is a legal entity [Bendell, 2004], however, responsible businessmen should overstep the legal frameworks and should take measurements beyond [Carroll, 1999; McGuire, 1963].

Davis [1960] also agrees that the social influence of a businessperson is rather great, the bigger the corporation, the greater is the social responsibility.

Dodd [1950] is sceptic whether it can be expected from the managers to have socially responsible and ethical behaviour.

According to Angyal [2009], the habit, the commitment, the ethical behaviour, disposition and willingness, social experience and personal example of the manager is determining.

The personality and its values and attitudes are the determining factors in the corporate behaviour.

According to Bendell, by creating and forming the legal entity it is possible to have limited liability as on the one hand the legal entity of the corporation offers some kind of protection for the managers and leader of the corporation. On the other hand, it offers the option for corporation to establish units that are legal entities such as subsidiaries [Kun, 2009].

As the general managers personalize the objectives of the corporation [Deshpande and Webster, 1989], they play an important role in creating the values of the corporation. The specific literature also justifies this statement [Brammer, Millington, 2004], as the stakeholders – including the general managers – are the main stimulation for social commitment.

Dodd [1950] is on the opinion that the management is responsible for the whole community [Post, 2003].

However, there are not too many international researches studying the personality (values and attitudes) of the general manager, several researchers agree that the personal values of the managers do play an important role in the practice of the CSR [Akaah-Lund, 1994; Connor-Becker, 1994; England, 1967; Meglino et al., 1992; Singhapadi-Vitell, 1993].

There were researches carried out on the influence of the personal values of the managers on the culture of the corporation [Robin, Reidenbach, 1987; Desai, Rittenburg, 1997; Agle et al., 1999; Lightle et al., 2009].

Before the examination it is very important to identify the level of value. The dilemma of several surveys is that it studies several values at the same time, often contradictory ones, and hence the researches receive ambivalent and contradictory results [Agle, Caldwell, 1999]. Agle and Caldwell [1999] identify the following levels of value: personal, organizational, institutional, social and global.

The present research studies the smallest segment of this domain that is the person the general manager.

The present study examines one segment of the CSR domain that is the relation between the values of general managers and CSR among Hungarian SMEs.

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, 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 our research we 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 competitive 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.

The main aim of the research was the study of the impact of personal values of general managers on realizing corporate social responsibility.

It also aimed at determining those specific values that are prioritized in the personality of a CSR-oriented general manager.

H1: *There is a positive relation between the higher value of self-transcendence and the realization of CSR.*

H2: *Only the values belonging to self-transcendence (universalism and benevolence) shows relation with the practice of CSR.*

H3: *In the value system of the general managers the self-transcendence value is prioritized from the realization of the CSR practice point of view.*

H4: *For the general managers with modern CSR approach the personal values belonging to community values (universalism, benevolence, security, tradition and conformity) are prior.*

3. Material and methods

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 of CSR practice of the corporations 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.

The second group of questions focused on the CSR attitudes of company leaders.

Before formulating the questions in this group several research methods of international and national secondary researches were examined. Therefore, 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 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 humanly 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.

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 our neighbourhood, that is Central Hungary and Northern of Hungary (Budapest, Pest, Heves, Nógrád and Borsod-Abaúj-Zemplén country).

4. Results

4.1. The study of personal values of general managers

The value is concept that is examined by several social sciences – philosophy, axiology, cultural anthropology, sociology and psychology.

The study of personal values is not only the privilege of psychology, but also of sociology and other scientific domains (economics, pedagogy and politics etc.). Only a few examples are shown from the domain of economics as it became one of the most often studied areas of the marketing and management researches.

Schwartz studied the nature and behaviour of basic human values to see the cultural similarities and differences.

Based on the results of earlier researches and integrating his own studies, he established his own value test. 21 human characteristics that carry individual values are shown in third

person singular out of which the respondent can indicate how characteristic the statement is on a six-point-scale.

In his studies he builds on the value test by Rokeach, however in his own research denies the dichotomy of goal and tool [Schwartz, 2003]. He is also interested how values organised in a system, so he illustrates it in a two-dimensional model.

He believed that values respond to the needs of survival and welfare that are the results of biological and social interactions, based on this he assumed the existence of a value order of 8 values: prosocialist, conformist, hedonist, achievement-oriented, aiming for maturity, self-direction, security and aiming for power.

Before establishing the value-model an empirical study was carried out involving 5 continents, 20 countries and 8 religions. Since then several national and international study applied his value test including European Social Survey (ESS) for ten years.

In his model 10 universal basic values were identified: achievement, benevolence, conformity, hedonism, power, security, self-direction, stimulation, tradition, and universalism; these values are organised under four higher value groups: self-transcendence, conservation, self-enhancement and openness to change.

The values organised along the horizontal values: openness to change and conservation show similarities with the dichotomy of secular-rational and traditional studied by Inglehard [1997].

The values of self-transcendence and self-enhancement are to be found along the vertical axis [Schwartz, 2001].

During the research of personal values of general managers the most important question was how much the value structure of the responding general managers fit to the chosen Schwartz-value model.

The data processing of the personal values asked in 21 items was carried out by applying multidimensional scale, SPSS 21, PROXSCALE method. After identifying the research problem and data collection, the methods were chosen and the research was carried out, the Euclidean distance was applied for accuracy. The mathematical quality of the research was justified by the s-stress indicator of 0.078 so the pieces of information were appropriate to interpret the results.

Table 1 shows the structure of the 21 items, which were linked to each other as assumed and studied by Schwartz, ten basic personal values were created. It also introduces how the 21 items connect to the basic and higher values, as well as it describes the main characteristics of each value (See Table 1.).

TABLE 1.

The connection of the 21 items to the basic and higher values

Schwartz's individual higher values	Schwartz's individual basic values	Items	Questionnaires
openness of change	self-direction	pvalue01	Thinking up new ideas and being creative is important to him. He likes to do things in his own original way.
		pvalue11	It is important to him to make his own decisions about what he does. He likes to be free to plan and to choose his activities for himself.
	stimulation	pvalue06	He likes surprises and is always looking for new things to do. He thinks it is important to do lots of different things in life.
		pvalue15	He looks for adventures and likes to take risks. He wants to have an exciting life.
self-enhancement	achievement	pvalue04	It is very important to him to show his abilities. He wants people to admire what he does.
		pvalue13	Being very successful is important to him. He likes to impress other people.
	power	pvalue02	It is important to him to be rich. He wants to have a lot of money and expensive things.
		pvalue17	It is important to him to be in charge and tell others what to do. He wants people to do what he says.
	hedonism	pvalue10	Having a good time is important to him. He likes to "spoil" himself.
		pvalue21	He seeks every chance he can to have fun. It is important to him to do things that give him pleasure.
self-transcendence	benevolence	pvalue12	It's very important to him to help the people around him. He wants to care for other people.
		pvalue18	It is important to him to be loyal to his friends. He wants to devote himself to people close to him.
	universalism	pvalue03	He thinks it is important that every person in the world be treated equally. He wants justice for everybody, even for people he doesn't know.
		pvalue08	It is important to him to listen to people who are different from him. Even when he disagrees with them, he still wants to understand them.
		pvalue19	He strongly believes that people should care for nature. Looking after the environment is important to him.
conservation	tradition	pvalue09	He thinks it's important not to ask for more than what you have. He believes that people should be satisfied with what they have.
		pvalue20	Religious belief is important to him. He tries hard to do what his religion requires.
	conformity	pvalue07	He believes that people should do what they're told. He thinks people should follow rules at all times, even when no-one is watching.
		pvalue16	It is important to him always to behave properly. He wants to avoid doing anything people would say is wrong.
	security	pvalue05	It is important to him to live in secure surroundings. He avoids anything that might endanger his safety.
pvalue14		It is very important to him that his country be safe from threats from within and without. He is concerned that social order be protected.	

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

The sample studied covered the general values (21 values) by 10 basic values which are organized into 4 higher values (self-transcendence, self-enhancement, openness to change and conservation) along a horizontal and vertical line.

Further on the research studies the relation, connection of these ten basic personal values, the Euclidean distance was used for the accurate measurement of distant. The relevance and interpretation of the results are justified by the s-stress indicator of 0.088.

According to the priority of value, the competing values are positioned opposite each other thus creating the model of Schwartz.

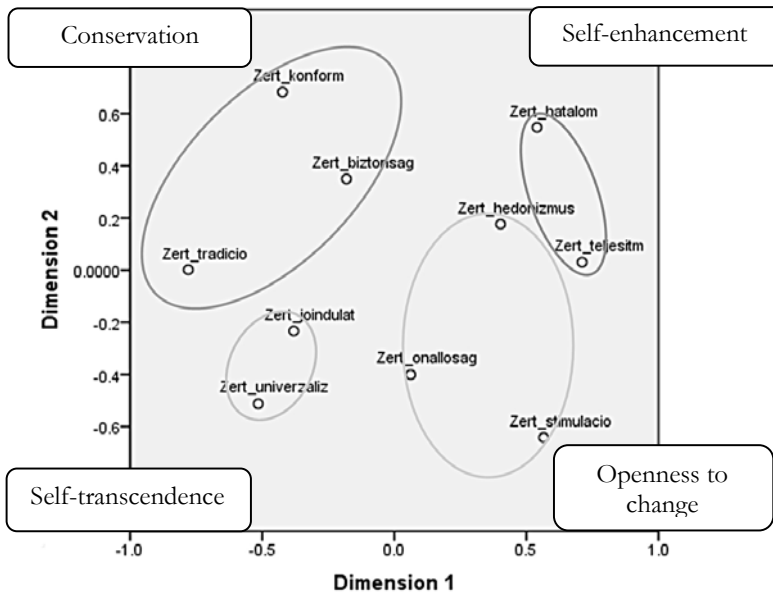
One of the axis opposes the values of conservation with the openness to change, the normal axis contrasts the values of self-enhancement and self-transcendence.

The conservation value includes the values of tradition, security and conformity, while the openness to change includes self-direction, stimulation and hedonism. (See Fig. 1)

It can be clearly seen that hedonism approached the self-enhancement higher value, which connects to the openness to change and self-enhancement in the original Schwartz-model. Thus it is not surprising that this value (hedonism) strongly approaches the self-enhancement value category.

The other axis is between the self-transcendence and self-enhancement. At the self-transcendence end the universalism and benevolence value forms the higher value while at opposing end there is power and achievement forming self-enhancement.

FIGURE 1.
The grouping structure by Schwartz of the 10 basic values



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

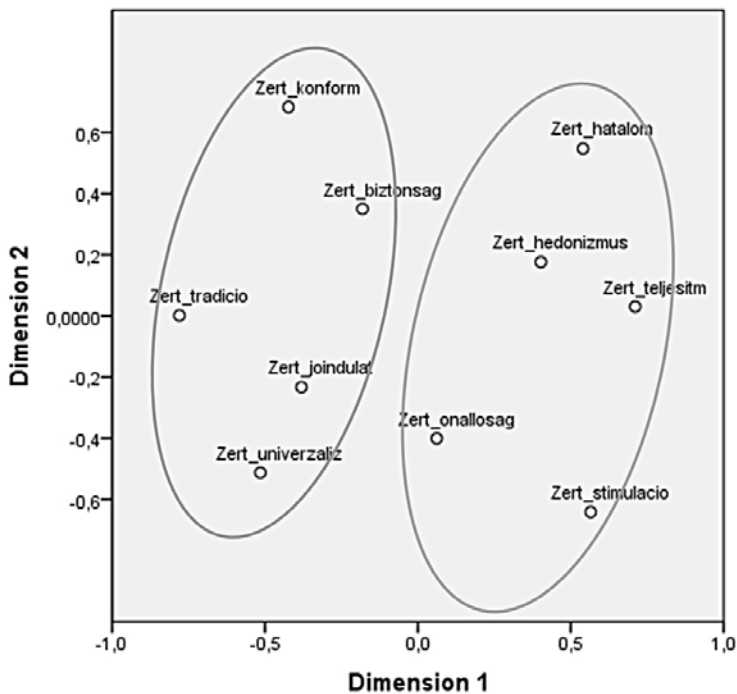
According to the classic point of view of value, psychology values exit as obligatory norms at community level and are not suitable for individual analysis. However, Maslow proved the opposite that is that the values are presented in the individual needs. The viewpoints of Weber oppose both paradigms. [Füstös–Szakolczai, 1994].

Due to this varied interpretation, Füstös [2011] examined the position of community and personal values through the Schwartz-model when analysing the ESS 4th Wave. According to their results in the European and Hungarian sample, the community and personal values demerge, those prioritizing personal values do not prioritize community ones.

The priority of these two value categories were compared and studied based on the theoretical background, the characteristics of CSR and human motivation.

Based on the result of our empirical research, it can be stated that although the community and personal values demerge in the value dimension of the examined general managers, a significant gap cannot be seen between the value categories. This is illustrated in Figure 2.

FIGURE 2.
The grouping structure by Füstös of the 10 individual values of managers



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

From this it cannot be clearly seen that the realization of the CSR is influenced in any way. The detailed examination of this is mentioned when the correlation examination of personal values and CSR is dealt with.

4.2. The relation between the personal value of general managers and the practice of CSR

The study of personal values was continued by analysing the relation between the Schwartz kind of higher values and responsible management. Based on the results of the national and international empirical researches it is likely that only a few values show any kind of relation with the realization of CSR practice. So further on those values were identified that showed positive correlation with the realization of the CSR.

4.2.1. The study of the Schwartz values relating the CSR practice

Studying the Schwartz higher values by statistical methods, it could be clearly seen the unambiguous influence of the self-transcendence and openness to change on CSR. The Spearman rank correlation showed a strong positive linear correlation ($\rho=0.317$, $p=0.000$) between self-transcendence and a weak positive correlation between openness to change ($\rho=0.210$, $p=0.000$) and the CSR practice (Table 2). This result agrees with those empirical research results that called the attention to the correlation of the environmental and social issues of self-transcendence and also H1 was proved.

✓**H1:** *There is a positive relation between the higher value of self-transcendence and the realization of CSR.*

TABLE 2.

Correlation of individual higher values by Schwartz and CSR practice

The examined variable pairs in the correlation	Correlational coefficients
Self-transcendence (benevolence, universalism) – CSR practice	0.317**
Conservation (tradition, conformity, security) – CSR practice	-
Self-enhancement (achievement, power, hedonism) – CSR practice	-
Openness of change (self-direction, stimulation) – CSR practice	0.210**

** ($p=0.000$) shows significance

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

The one by one correlation study of the basic values of a personality showed the correlation of benevolence strong positive ($\rho=0.302$, $p=0.000$) and universalism weak positive ($\rho=0.281$, $p=0.000$) in the realization of responsible behaviour. Correlation

could be seen between hedonism belonging to openness to change and corporate social responsibility. Although this correlation was moderately positive, the connection is still significant. The correlation coefficient of the self-direction was ($\rho=0.152$, $p=0.015$), of the hedonism ($\rho=0.168$, $p=0.013$) (Table 3). Correlation could be seen between self-direction and hedonism (openness to change) and realization of CSR. This is not at all surprising that the basic values belonging to higher values showing significant correlation with the CSR practice, however, they are not the only influential factor in the manifestation of responsible behaviour, other values also play their role.

TABLE 3.

Correlation of individual basic values by Schwartz and CSR practice

The examined variable pairs in the correlation	Correlational coefficients
Benevolence – CSR practice	0.302**
Universalism – CSR practice	0.281**
Security – CSR practice	0.246**
Tradition – CSR practice	0.199**
Conformity – CSR practice	–
Achievement – CSR practice	–
Power – CSR practice	–
Self-direction – CSR practice	0.152*
Hedonism – CSR practice	0.168*
Stimulation – CSR practice	–

** ($p=0.000$) shows significance

* ($p<0.05$) shows significance

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

The security and tradition values (conservation) also indicated significant correlation ($p<0.05$). The study proved positive linear correlation besides weak correlation. The security value ($\rho=0.246$, $p=0.001$), while tradition ($\rho=0.199$, $p=0.002$) showed correlation coefficient. So the research denied H2 hypothesis.

✘ **H2:** *Only the values belonging to self-transcendence (universalism and benevolence) shows relation with the practice of CSR.*

The appearance of self-transcendence in the values of general managers and its correlation with CSR do not give evidence for H3. Although self-transcendence appears in the value map of the general managers and statistical correlation, studies prove its correlation with CSR, it is still not proved that the decision of the manager who leads the corporation in a responsible way from the CSR point of view are dominated by self-transcendence value. So it seemed justified to carry out a study revealing the personal values' priority. The correlation of the personal values and the corporate responsible behaviour can be seen in Table 4. In view of all this, it is interesting to see the priorities of each values in the value system of the general managers.

TABLE 4.

The correlation of the individual values and the corporate responsible behaviour

Füstös value	private				community					
Correlational coefficients	0.174**				0.283**					
Schwartz value	self-enhancement	openness of change			self-transcendence				conservation	
Correlational coefficients	∅	0.210**			0.317**				0.217**	
Schwartz value	achievement	power	self-direction	hedonism	stimulation	benevolence	universalism	security	tradition	conformity
Correlational coefficients	∅	∅	0.152*	0.168*	∅	0.302**	0.281**	0.246**	0.199**	∅

* (p<0.05) shows significance

** (p=0.000) shows significance

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

4.2.2. The study of Füstös value correlating CSR-practice

The research studied the linear connection regarding all values correlating with the realization of the CSR and received significant result not only in case of community values, but also in case of two personal value.

Although the personal values might not seem to belong to the values of a CSR centred general manager at first sight, the study pointed out that this higher value shows a weak positive linear correlation with the realization of the CSR ($\rho=0.174$, $p=0.003$) (See Table 5).

In the light of the results, it can be stated that not only the community values show positive linear correlation with the CSR-practice but also with certain personal values (self-direction, hedonism).

TABLE 5.

Correlation of individual values by Füstös and CSR practice

The examined variable pairs in the correlation	Correlational coefficients
Private values (achievement, power, self-direction, hedonism, stimulation) –CSR practice	0.174**
Community values (benevolence, universalism, security, tradition, conformity,) – CSR practice	0.283**

** ($p=0.000$) shows significance

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

Of course, it also can be accepted by the supporters of CSR practice that it is not a disadvantage for the personality of the general manager to have those human values that are necessary for the management of a corporation. So for example the self-direction was an outstanding competence, which was also supported by the results of the research. For a corporation to operate in a socially responsible way the general manager should possess not only community values (benevolence and universalism).

Among the competencies of a successful general manager the stimulation, inner control [Rotter, 1966], self-direction or achievement should also be presented. The achievement-orientation motivates the general manager for efficient work [McClelland, 1961]. According to the research, results of Császár–Horváth [2010] regarding motivation the entrepreneurs significantly differ from average counterparts.

Those values that are strongly connected to stimulation such as the capability of innovation [Schumpeter, 1980] and risk taking [Cell, Haworth, Brearly, 1991] are also outstanding values.

At the same time, the socially responsible way of thinking requires certain community value priority. Nowadays the values of socially responsible general manager cannot be limited to the typical entrepreneur category, described by Schumpeter [1980], where the success, conquest, power and independence are the only aims.

That is why the community and personal values of an appropriate general manager from CSR point of view demerge, however, the distance between them is not significant. So the personal values of the domestic general managers in the sample are praiseworthy.

The hedonism – belonging not only to self-enhancement but also to openness to change – offers explanation to the gained research results, as the integration of the CSR into practice requires open and modern way of thinking and holistic approach from the general manager.

The correlation of the personal values and the corporate responsible behaviour can be seen in Table 4.

In view of all this, it is interesting to see the priorities of each values in the value system of the general managers.

5.3. The value priorities of the general managers' segment

According to Schwartz [2006], the priority of values operates the human behaviour. Certain personal values are in interaction with each other and they rank according to their importance.

The correlation of certain values in a personality, such as self-transcendence, with the responsible corporate behaviour could be suspected due to the results of other indirect empirical researches. Hence it seemed more important to identify the values of priority of the general managers than to prove the above mentioned correlation.

The research studied not only the individual values but also the attitude of the CEOs to corporate social responsibility. All the details of the research could not be published in this article. The present study points out only those details that are relevant from the individual value point of view.

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 SMEs in the sample can be grouped homogeneously based on their CSR attitude.

The attitudes could be clearly divided into three segments: traditional, neutral and modern approach, unfortunately, due to content restrictions these cannot be introduced in details [Szabó-Benedek, 2014].

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.

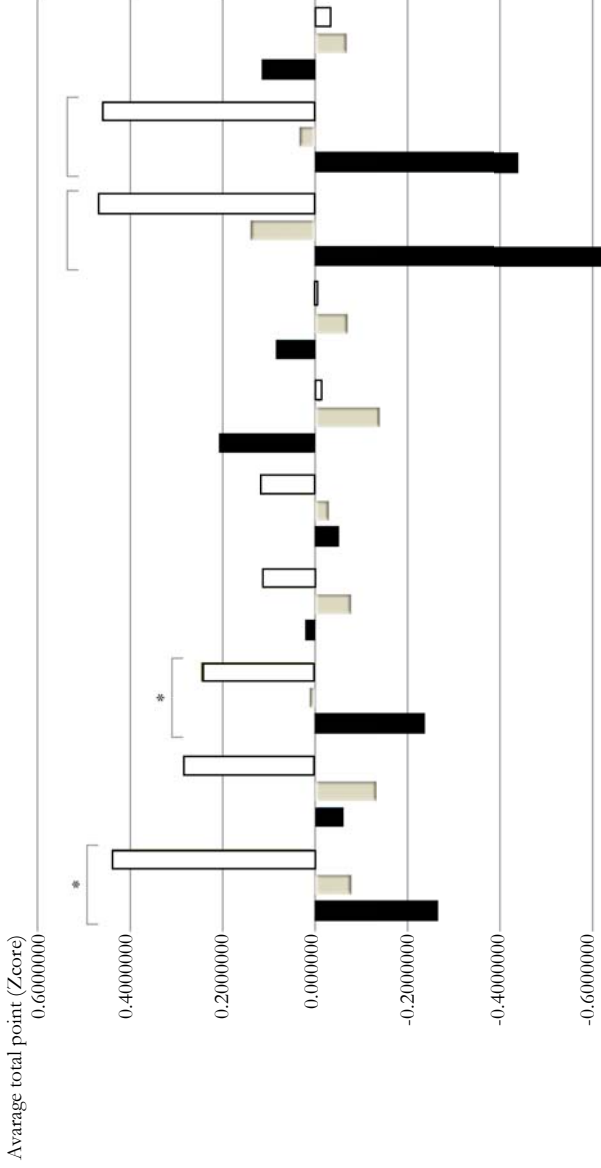
In the 3rd cluster is the group of the leaders and managers with *modern CSR approach*, 25% of the sample belongs to this. This segment achieved high average points on the altruistic, moral benefit and CSR≠PR attitude scaled, and achieved rather low points on the rational benefit scale. The identification of these two clusters was 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.

However, in the value priority of the three segments differences could be seen that could be proved statistically so the research introduces this as well (see Figure 3).

FIGURE 3.

The value priority of the three segments



	Self-direction*	Security	Tradition*	Conformity	Achievement	Power	Hedonism	Universalism**	Benevolence**	Simulation
Traditional	-0.2646334	-0.0643753	-0.2380297	0.0209320	-0.0524365	0.2056548	0.0829334	-0.6191092	-0.4389361	0.1131961
Neutral	-0.0797791	-0.1305622	0.0104113	-0.0809634	-0.0301930	-0.1410841	-0.0682099	0.1394478	0.0326609	-0.0697852
Modern	0.4398538	0.2832441	0.2466036	0.1013990	0.1154589	-0.0118627	-0.0047838	0.4668165	0.4604274	-0.0349281

* (p<0.05) shows significance; ** (p=0.000) shows significance

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

At the first sight, the value priority scale of general managers of the traditional and modern CSR approach show unambiguous rises, it seemed that there is not any difference among the values of the general managers of neutral approach, however, it was proved by statistical methods that there are significant differences in this segment as well.

The One-way ANOVA and the Kruskal–Wallis-test showed significant differences among the segments of general managers – even in the neutral segment – regarding tradition ($p < 0.05$), universalism, self-direction and benevolence ($p = 0.000$) (Fig 3). This study unambiguously showed the differences in values, however, to establish the priority a further study was needed.

The average total points measuring personal values were standardised (Zscore) in order to be able to compare and interpret the results

According to the mixed effects ANOVA, a relevant statement can be stated on the value priority, that is regarding the four examined significant values ($p < 0.05$) the general managers of modern CSR approach achieved higher average total points than their counterparts of neutral or traditional. The managers of neutral approach achieved higher total points than the managers of traditional approach.

The mixed effects ANOVA unambiguously and significantly proved the interaction ($p = 0.000$), which means that the general managers of different segments prioritise their values differently. This existing hierarchy is illustrated in Fig. 4. The research only applied the mixed effects ANOVA for those basic values (self-direction, tradition, universalism and benevolence) where the One-way ANOVA and the Kruskal–Wallis-test showed significant value ($p < 0.05$).

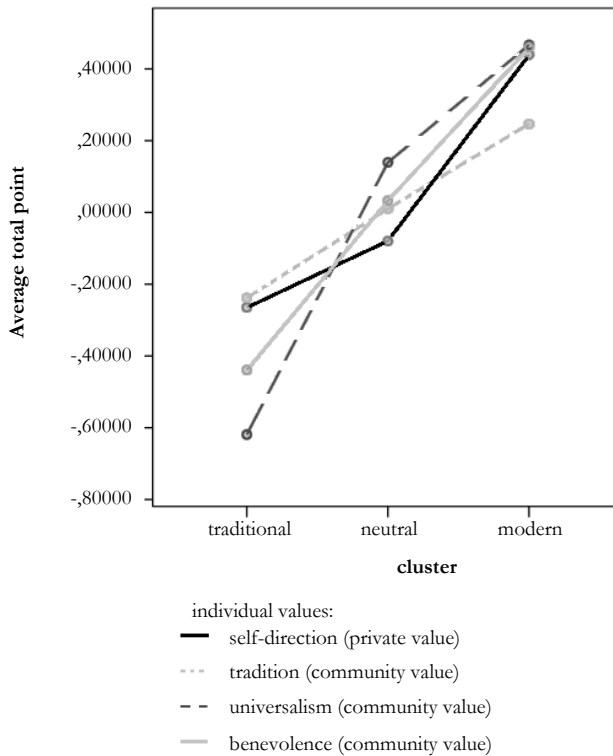
It is interesting to see that among the values of the general manager of modern CSR approach there is a priority among the self-transcendence (universalism and benevolence) and openness to change (self-direction), nevertheless they have strong connection in one's personality (Figure 4).

The value priority of the general managers of the traditional CSR approach opposes the value priority of the general managers of modern CSR approach. It is interesting to see that in both segments (traditional and modern) the value of self-direction appears which value is not prioritized among the general managers of neutral CSR approach. The dominance of the community values are characteristics of the latter group.

The value priorities of the general managers of neutral CSR approach differ from the ones of traditional CSR approach as they achieved higher average total points on the scale examining personal values (Figure 3) regarding all values examined (universalism, benevolence, tradition and self-direction) than the managers of traditional CSR approach.

Based on the research results, it can be stated that H3 was proved.

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.

✓ **H3:** *In the value system of the general managers the self-transcendence value is prioritized from the realization of the CSR-practice point of view.*

Those general managers are more CSR centred in whose values the benevolence and universalism (self-transcendence) is prioritized and it can be clearly seen in their CSR actions as well. The details are introduced in the next chapter.

From the figure (Figure 4) introducing values it can be unambiguously proved that in the value priority of the general managers of neutral CSR approach the values connected to community values (universalism, benevolence and tradition) are rank higher than the self-direction personal value. At the same time, it is interesting to see that the modern managers rank the self-direction value to the third place. Hence the research result denied H4.

- ✘ **H4:** *For the general managers with modern CSR approach the personal values belonging to community values (universalism, benevolence, security, tradition and conformity) are prior.*

For the general managers of modern CSR approach, those values are also relevant that influence the competencies of the competitive management practice.

5. Conclusion

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.

The priority study proved that the segment of company leaders with modern CSR approach is 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.

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.

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 (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.

References

- Agle B. R., Caldwell C. B. 1999 *Understanding Research on Values in 'Business*, "Business and Society", 38. No. 3, pp. 326-387.

- Akaah L. 1994 *The Influence of Personal and Organisational Values on Marketing Professionals Ethical Behaviour*, "Journal of Business Ethics", 13, pp. 417-430.
- Angyal Á. 2009 *Vállalatok társadalmi felelőssége. Műhelytanulmány* (working paper). Vállalatgazdaságtan Intézet, Budapest.
- Bendell J. 2004 *Barricades and Boardrooms*, "A Contemporary History of the Corporate Accountability Movement, Technology, Business and Society Programme", Paper Number 13 (United Nations Research Institute for Social Development, Geneva).
- Brammer S., Millington A. I. 2004 *The Development of Corporate Charitable Contributions in the UK A Stakeholder Analysis*, "Journal of Management Studies" 41, pp.1411-1434.
- Carroll A. B. 1999 *Corporate Social Responsibility Evolution of a Definitional Construct*, "Business and Society", Vol. 38, No. 3. pp. 268-95.
- Chell E., Haworth B., Sally A. 1991 *The Entrepreneurial Personality Concepts, Cases and Categories*, Routledge, London.
- Connor P. E., Becker B. W. 1994 *Personal Values and Management. What Do We Know and Why Don't we Know more?*, "Journal of Management Inquiry", 3, No. 1, pp. 67-73.
- Csath M. 2012 *A humán tőke, mint versenyképességi tényező. In. Poór J., Karoliny M., Berde CS., Takács S. (szerk.) Atalakuló emberi erőforrás menedzsment*, Budapest Complex Kiadó, pp. 37-52.
- Császár, Horváth G. 2010 *Lélek, érték, stratégia A vállalkozói lét alapidéziséről*, Budapest HÉTFA Kutatóintézet.
- Dahlsrud A. 2008 *How Corporate Social Responsibility is Defined an Analysis of 37 Definitions. "Corporate Social Responsibility and Environmental Management"*, 2008, pp. 1-13.
- Davis K. 1960 *Can Business Afford to Ignore Social Responsibilities?* "California Management Review" 2, pp. 70-76.
- Desai A. B., Rittenburg T. 1997 *Global Ethics an Integrative Framework for MNEs*, "Journal of Business Ethics", Vol. 16, No. 8, June 1997 , pp. 791-800 (10).
- Deshpandé R., Webster Jr F.E. 1989 *Organisational Culture and Marketing Defining the Research Agenda*, "Journal of Marketing", 53, No. 1, pp. 3-15.
- Dodd S. C. 1950 *How to Measure Values*, "University of Washington Research Studies", 1950, Vol. 18. pp.163-168.
- England 1967 *Personal Value System of American Managers*, "Academy of Management Journal", 10. pp. 53-68.
- Füstös L., Szakolczai Á. 1994 *Értékek változásai Magyarországon 1978-1993 Kontinuitás és diszkontinuitás a kelet-közép-európai átmenetben*, 1, pp. 57-90.
- Füstös L. 2011 *Európa értékrendszere Magyarországon értéktere – Európa értéktere. In Füstös László – Guba László (szerk.) A változó értékrendszer 2011/1*, Budapest MTA PTI – MTA SZKI.
- Goodpaster K. E., Matthews J. B. 1982 *Can a Corporation Have a Conscience?* "Harvard Business Review" 60, No. 1, pp.132-141.
- Hemingway C. A. 2002 *An Exploratory Analysis of Corporate Social Responsibility Definitions, Motives and Values*, Research Memorandum 34, Centre for Management and Organisational Learning Hull University Business School, Hull, UK. pp. 1-25.
- Inglehart R. 1997 *Modernization and Postmodernization-Cultural and Political Change in 43 Societies*, "New Jersey Journal", 10. No. 1, pp. 53-68.

- Koivula N. 2008 *Basic Human Values in the Workplace*, Vol. 17, University of Helsinki, Helsinki, pp. 1-141.
- Kun A. 2009 *A multinacionális vállalatok szociális felelőssége*, AdLibrum Kiadó Budapest.
- Lightle S., Baker B., Castellano J. 2009 *The Role of Boards of Directors in Shaping Organizational Culture*, "CPA Journal", 79, No. 11. pp. 68-72.
- McClelland 1961 *The Achieving Society*, Van Nostrand, New York.
- McGuire J. W. 1963 *Business and Society*, McGraw-Hill, New York.
- Meglino B. M., Ravlin E. C., Adkins C. L. 1992 *The Measurement of Work Value Congruence. A Field Comparison*, "Journal of Management", 18, pp. 33-43.
- Post F. R. 2003 *A Response to the Social Responsibility of Corporate Management A Classical Critique*, "Mid-American Journal of Business", Vol. 18, No. 1, pp. 25-35.
- Robin D. P., Reidenbach R. E. 1987 *Social Responsibility Ethics and Marketing Strategy Closing the Gap between Concept and Application*, "Journal of Marketing", 51, pp. 44-58.
- Rotter J. B. 1966 *Generalised Expectancies for Internal versus External Control of Reinforcement*. "Psychological Monographs General and Applied", 80, No. 1. pp. 26-28.
- Schumpeter J. A. 1980 *A gazdasági fejlődés elmélete Vizsgálódás a vállalkozói profitról, a tőkéről, a hitelről, a kamatról és a konjunktúraciklusról*, Budapest Közgazdasági és Jogi Könyvkiadó.
- Schwartz S. H. 2001 *A Proposal for Measuring Value Orientations across Nations*.
- Schwartz S. H. 2003 *A Proposal for Measuring Value Orientations across Nations*, [in:] *Questionnaire development report of the European Social Survey* (chap. 7). http://naticent02.uuhost.uk.uu.net/questionnaire/chapter_07.doc
- Schwartz 2006 *Value Orientations Measurement, Antecedents and Consequences across Nations*, [in:] *Measuring attitudes cross-nationally – lessons from the European Social Survey*, R. Jowell, C. Roberts, R. Fitzgerald, G. Eva (eds.), Sage, London.
- Singhapakdi A., Vitell S. J. 1993 *Personal and Professional Values Underlying the Ethical Judgements of Marketers*, "Journal of Business Ethics", 12, pp. 525-533.
- Szabó-Benedek 2014 *A CSR-gyakorlat vizsgálata a vállalatvezetői értékek és attitűdök tükrében*. PhD értekezés Szent István Egyetem, Gazdálkodás és Szervezéstudományok Doktori Iskola.
- Wood D. L. 1991 *Corporate Social Performance Revisited*, "The Academy of Management Review", 16, No. 4, pp. 691-718.