

## **Corporate social responsibility and organizational identity in post-crisis economy**

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**Abstract.** *Today, building up organizational identity in post-crisis economy becomes a bet, as we are looking for new interpretative coordinates.*

*First of all, we have to take into account the ability to communicate. Second in line, as an extension of the above mentioned ability, we have to highlight the corporate social responsibility (CSR).*

*Nowadays, the road map of modern business environment can be identified only by a new philosophy of business administration. This is the result of try and error and/or success of companies, greater or smaller companies, about their ability to develop a dialogue with their own audience and corporate communities.*

*This dialogue involves approaching the role of the social corporate responsibility (CSR), to create the fundamentals of public policies of modern organizations.*

*Therefore, the new corporate identity, which is the object of our study, we believe it to be the result of the intensive development of corporate communication and the responsible approach of companies to the global issues of the world.*

**Keywords:** organizational identity; social corporate responsibility; organizational communication.

**JEL Codes:** A1, F6, L2, M14, M3.

**REL Code:** 5K.

## Introduction

Shaping the organizational identity in the post-crisis economy brings into the attention of community new important aspects of corporate communication. Here we have to mention about building up corporate communication, which is tied up to corporate social responsibility of companies.

The established link between the two components is able to quantify the performance of any organization, regardless its field of activity. Its implications are not in the business environment but all of them converge towards new horizons.

Thus, the build up, development and maintenance of corporate image and reputation are reported on, according to the sciences of communication to various target audience that organizations should be in contact.

The message communicated and developed by the corporate companies is about the ability to bring together and maintain domestic users and outside customers, in a continuous dialogue. The in-on ratio dialogue can not be neglected.

The incoming signals received by the corporate organizations that are on the market, based on the feedback of communication, quantifies the links established by the corporate companies with their business environment, public institutions, mass-media and their would be customers of their own products.

The dynamic, participatory attitude of different types of audience as a part of the corporate life and activity extends from the simple algorithm of making profit towards an opened complex of true “social dialogue”. The latter aims at enabling component of corporate social responsibility in an ethical framework, focused on the individual and the community where they act for the moment.

Moreover, globally, concerns regarding business environment of some international organizations and their corporate social responsibility seemed to be in a transition towards a sustainable development terms of modern human communities (KPMG, 2008).

## The organization and identity model of corporate social responsibility

The identity model of corporate social responsibility brings in immediate future major advantages to organizations and society. The proper implementation of the CSR, not only regionally but also globally, is the engine of sustainable economic development.

CSR analysis by reporting it to the modern business acquires a series of interpretive meanings. It is considered to be a unique “additional duty” of

organization the ability to defend situational risks and uncertainties of the market, according to the theory of minimal. In contrast, perception and analysis of CSR according to maximal approach bring up analysis and scientific debate, the issue of “duty” to help organizations to start philanthropy and/or social activities on community level.

Regardless of developed and supported point of view in economic theory and practice, one thing is certain. The perception of CSR requires new data adjustments given by the necessity of image and corporate parameters. At the same time, ethical approach to this issue can not be omitted either, precisely because of the need to involve companies in civiler society (Rogojanu, 2005).

In terms of communication paradigm references could be done from the last two approaches. Regarding pragmatic approach should be taken into account the fact that we are the observers of a building up a bidirectional relationship between organization and society. What corporate company gives to society, by activating its responsible side, it is expected to be received as a “reward” coming from the society where it operates, increasing its own revenue.

Should we consider the ethical approach, the communicative relationship established in the given framework is only a one-dimensional one. The unilateralism of communication is given exactly by the attitude of “fair-play” of the organization. The corporate company is involved in social projects and has no expectation in return from the community in which it operates and where it acts as an active membership.

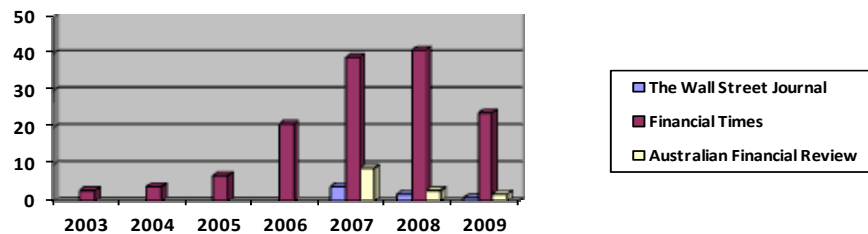
The analysis of identity model of corporate social responsibility would not be complete without the debate of its status and as the active support of paradigm of sustainable development (Popescu et al., 2010).

The networking component of corporate social responsibility with the principles of sustainability has socio-economic implications in the present time but also in the future.

The CSR complete integration in accordance with the vision of sustainability is one of the viable solutions to solve problems facing the contemporary society.

Moreover, we assist to a positive step done with the purpose to achieve, under the optimum circumstances, the aimed objectives as defining the “healthy” modern business: social ethics, economic efficiency and environmental protection.

It seems to be suggestive that argument and statistical references regarding environmental and social responsibility from 2003 to 2009 as showed in specialized media (Figure 1).



Source: European Alliance for CSR 2009.

**Figure 1.** *Statistics for references regarding CSR and environment in specialized media 2003-2009*

In this respect, we should take into consideration the European Union's concern to create and develop the necessary framework to express the relationships between corporate social responsibility and sustainable development. Here watchwords become truly "corporate values". Here we talk about: credibility and transparency, monitoring and verification, legality, fairness and flexible management (European Commission, 2004).

The need to involve civil society component of CSR can not be done without giving a due importance to issues related to the quality of corporate management. In this respect, the standard for ISO CR MSS (ISO corporate responsibility management system standards) is a tool created to build relationships between the System of Quality Management (SQM) ISO 9000 and the System of Environmental Management (SEM) ISO 14000.

The importance attributed to corporate social responsibility in the context of the current global economy led to the subsequent use of ISO 26000. This standard was issued to define corporate social responsibility in society, according to the analysis of the impact on their decisions and activities acrid by society and environment (CSR Europe, 2010).

The corporate social responsibility (CSR) approach according to the principles of ethical organizational leads its identity model to enable the component of "moral responsibility" of the organizations. This pattern is intended to define on the future the new approach of corporate social responsibility (CSR) for Romania. Based on this considerations, on the governmental level it was approved the "National Strategy to Promote Social Responsibility 2011-2016" (Romanian Government, 2011). By these means it seeks to institutionalize and integrate the domain as a national priority.

The corporate social responsibility (CSR) as a paradigm of modern business is more necessary in the current global economic crisis. The loss of public confidence, criticism and debate about the role of business in the current context are just some issues that can characterize the contemporary society.

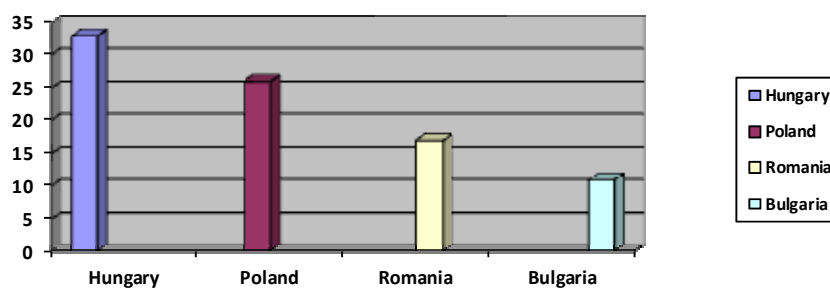
Desire to identify viable solutions for building up a corporate management of highly reactive effects, the ability to value a series of strategic partnerships are skills that are particularly effective for business and civil society. So, we talk about a new redirection of modern business. We have to take into account a number of attributes, such as: transparency, information and communication. By all these means, the CSR position in the hierarchy of scientific instruments, as a right paradigm, it generates a new status.

Therefore, there is the need to implement and develop a different lifestyle at the company' level, in accordance with the principles of corporate social responsibility, and in 2009 there was launched "GOOD CSR Program". The significance of this program is extremely important for Romania. It is known that Romania attended and still wishes to participate by the companies involved in, together with other countries in the region, to the development of abilities for the corporate social responsibility.

We have to take into account the need of corporate companies to communicate to civil society, concerns about their social responsibility abilities, and five Romanian corporate companies – BCR, Euractiv, Dona pharmacies, Orange and Romstal – started in 2009 the program launched in Hungary, a year before.

This challenge for business environment grew out from the need to draw the attention of different categories of audience on corporate company's performances and concerns about their responsibilities on how to apply and use the principles of sustainability (Braun & Partners Network, 2009).

Romania, as a member of the targeted group, is one of the four states of Eastern Europe, where the program of social responsibility campaign was implemented, developed and monitored, and it was ranked as the third Eastern Europe country. Although Romania is at the beginning of the program, we believe that there was created the proper framework to develop the identity model for the Romanian business environment (Figure 2).



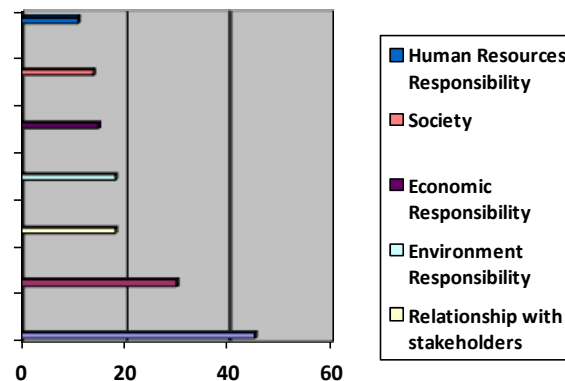
Source: Adaptation by Braun & Partners Network, Good CSR 2009 Report.

**Figure 2.** *The Rank for targeted audience in accordance with the CSR's requirements for Eastern Europe*

Highlighting Romania on the third level, with a percentage of 17%, was due in accordance to the percentage got by Romanian corporate companies involved in this project. Compared to Hungary, that was ranked as the first Eastern European with a percentage of 33%, and Poland, that was ranked as the second Eastern European with a percentage of 26%, Romania could be very easily reached by the last ranked – Bulgaria with a percentage of 11%.

Rating methodology used is the CSR 24/7 2009 and is based on the international standards GRI (Global Reporting Initiative) and ONU Global Compact (ONU Global Compact, 2010).

The GRI international standards were designed to monitor corporate companies at global level, and their active participation to the development of social responsibilities principles. The regional ranking regarding the corporate companies' concern to develop their responsible component was based on the analysis of seven domains. Their ranking was done in accordance with the CSR 24/7 2009 rating compared to European ranking for average level (Figure 3).



Source: Adaptation by Braun & Partners Network, Good CSR 2009 Report.

**Figure 3.** Percentage ranking for the seven domains from the CSR 24/7 2009 rating

Selecting criteria for monitoring, in accordance with the international standards GRI, shows us the importance of the GRI, how to be applied and developed, and how to build up modern responsible and sustainable corporate management.

Moreover, the linking bond of this “in charge building” will be achieved by the means of communication component. In this respect the necessary changes will be created, for global business environment. Thus the social responsibility component has to be more than a way to global rating efforts done by corporate companies to implement, develop and improve sustainability.

The CSR will lead to finding those practical solutions, of that set of procedures by which a SWOT analysis regarding issues of sustainability, of social impact, on issues related to corporate governance lead to close the communication line. By these means it could be boosted the flow of information send to and from different parts of the world.

### Conclusions

The findings of our research highlight the need to underline the corporate social responsibility and its role not only as a simple concept, but rather as an alternative identity model for the post-crisis economy. Achieving targets for quality, efficiency and performance could not be done without corporate companies' participation in a range of activities characterized by responsibility and dynamism.

However, the CSR strengthens the communication links between organizations and audience, and it helps to develop a responsible behavior towards sustainable developed principles. Therefore, we believe that humanity is building up a "picture" based on a complex economic and social coalition forces that are interested in its development.

Also, we assist at the development of what it might be called "the new partnership paradigm". There is about the paradigm that highlights public to private ways to communicate in terms of their responsibility regarding the implementation of sustainability's principles at the Community level.

Therefore, we are witnessing the transition from the economic efficiency, so sought by organizations, towards a new kind of economy – that of "eco-efficiency" where the identity model of social responsibility plays a key role.

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