

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/344015136>

Importance and role of CSR and stakeholder engagement strategy in polish companies in the context of activities of experts handling public relations

Article in *Corporate Social Responsibility and Environmental Management* · September 2020

DOI: 10.1002/csr.2032

CITATIONS

11

READS

375

3 authors:



Dariusz Tworzydło

University of Warsaw

60 PUBLICATIONS 73 CITATIONS

[SEE PROFILE](#)



Przemysław Szuba

Exacto

24 PUBLICATIONS 46 CITATIONS

[SEE PROFILE](#)



Sławomir Gawroński

University of Information Technology and Management in Rzeszów /Poland/

30 PUBLICATIONS 56 CITATIONS

[SEE PROFILE](#)

Some of the authors of this publication are also working on these related projects:



Crisis management in Poland. [View project](#)



National branding in practice. Case study of the Principality of Liechtenstein [View project](#)

RESEARCH ARTICLE

Importance and role of CSR and stakeholder engagement strategy in polish companies in the context of activities of experts handling public relations

Dariusz Tworzydło¹  | Sławomir Gawroński²  | Przemysław Szuba³ 

¹Faculty of Journalism, Information and Book Studies, University of Warsaw, Poland

²Faculty of Media and Social Communication, University of Information Technology and Management in Rzeszow, Poland

³Exacto – Public Relations Agency, Rzeszów, Poland

Correspondence

Sławomir Gawronski, Faculty of Media and Social Communication, University of Information Technology and Management, ul. Sucharskiego 2, 35-225 Rzeszow, Poland. Email: sgawronski@wsiz.rzeszow.pl

Abstract

The article provides an analysis of potential available in corporate social responsibility (CSR) in regard to other activities conducted by Polish public relations (PR) experts and professionals. Different outlooks on social responsibility and PR are also presented in this article, including stakeholder engagement, relationships and practical determinants between them, taking into account practical circumstances characteristic for Polish environment. The hypothesis presented in the article indicates that CSR projects are one of the elements of a wide offer of PR activities offered in Poland, but they do not lie in a specialisation of agencies and are underrated by PR advisors when it comes to their usefulness in image creation. This hypothesis is backed by three independent research projects realised in years 2016–2019, conducted on a group of 852 PR specialists in Poland, which represented different types of organisations. This article is based on in-house research on PR sector in Poland. Research data was gathered by interview questionnaires using quantitative methodology.

KEYWORDS

corporate social responsibility (CSR), Polish PR environment, PR task fields, public relations, social communication, stakeholder engagement

1 | INTRODUCTION

The multidisciplinary character of activities conducted by PR specialists means that they constantly have to improve their competences in many areas. They are also obliged to adjust their activities to current trends and challenges faced by the contemporary business environment. In the case of PR, there are several main areas to which specialised literature refers to as task fields. Those are “constant, nearly unchanging elements, described with broad, but also specific objectives. During their implementation, various tools (instruments) are used, and those are changing, adapted to the situation or program and dependant on – for example – what technology or informatic systems development brings. These tools are usually used interchangeably or complementarily in particular PR task fields” (Tworzydło, 2017, p. 41). In the communication and relation-building process, we can distinguish internal communication, crisis management,

media relations (including developing e-PR segment and cooperation with influencers), investor relations and relations with other external groups that are built, for example, by sponsorships, public affairs, lobbying or CSR strategy (Tworzydło, Szuba & Zyczyński, 2019). Based on many years of research made by the authors of publications devoted to the diagnosis of the condition of the PR industry, the list of the above elements should be supplemented with the corporate identity management through visual identification, events setup, analytics and research projects or actions aiming to strengthen the image of a company (employer branding), a person (personal branding) and government entities (governmental relations). Both analyses of PR agencies portfolio and consultants' opinion regarding specifics of job performed indicate that all previously mentioned elements co-create the scope of responsibilities of a person working in the PR industry and are crucial for acquiring new communication skills.



This article contains an assessment of relations between CSR and PR activities. It constitutes an attempt to assess the universality of occurrence of the phenomenon. It describes different approaches to combining CSR and PR. Lane and Devin (2018) believe that while CSR traditionally been more closely linked with the achievement of organisational financial goals (Lee, 2008), this rise of more stakeholder-centric governance approaches (Shahzad et al., 2016) means that organisations are increasingly focusing on identifying and satisfying stakeholder needs and expectations. This impels entities to become more attuned to stakeholder expectations, which means that more and more organisations are undertaking stakeholder engagement as part of their CSR activities. During the implementation of CSR actions, companies have to communicate with stakeholders, and, therefore, they employ PR tools and templates—which confirms convergence of both areas. Similarities between PR and CSR also exist on the definition level. Despite the multitude of definitions, interdisciplinary character and wealth of theories describing what CSR is, and thus the constant evolution of this international concept—three basic areas can be distinguished to which CSR is connected. These are ethics, economy and ecology. It is worth noting that modern approach to CSR underlies the fact that CSR is not a step forward in corporate development, but it should be a natural part of its operation (Majchrzak, 2020).

The analysis of CSR's definition confirms that despite many attempts to clearly and impartially define CSR, there is still some confusion as to how this area of business activity should be defined (Dahlsrud, 2008; Duca, Gherghina, 2018; Looser, 2020). For this particular article, it is worth to mention a definition of CSR used by one of the main CSR theorists in Poland, as it is strongly focused on building communication strategies, which are a key area of PR professionals in this country. Boleslaw Rok (2004, p. 18) believes that "responsible business constitutes a strategic and long-term approach, based on principles of social dialogue and a search of solutions beneficial for all stakeholders". Some authors point out that equalling CSR with PR is unjustified due to the existing differences – that is, different groups of stakeholders, objectives and campaign effects (Bögel, 2019; Hys & Hawrysz, 2013). There are also ones who see the role of PR as a tool for communicating the effects of socially responsible actions (Cerin, 2002; Gawronski & Jakubowski, 2018; Haddock-Fraser, 2012). In research conducted by authors of the article, CSR is treated as task area of PR due to inherent presence of CSR in services offered of PR agencies or type of tasks performed by PR consultants. Analytical work was also conducted in this respect. Through research projects, authors were looking for answers to questions such as: How often PR specialists conduct CSR strategies? How do they assess the usefulness of those actions in building a corporate image? Is CSR the subject of interest of PR practitioners? Do PR advisors see the need to improve their competences in the field of actions related to CSR? What role does CSR fulfil in PR agency's portfolio?

Currently observed trends are: growing climate challenges, social expectations regarding respect for the environment, intensive activities undertaken by many ecological organisations and increasingly popularity of zero-waste approach. These are trends that shall push

managing boards of companies to reflections and investments in reliable and—above all— high-quality CSR strategies (PRoto, 2020a, "Wzrośnie znaczenie PRowców..."). Taking all of the above into account, a structure of portfolios of PR agencies was analysed, since they are entities that specialise in complex communication services. The analysis also takes into consideration assessments of PR market in Poland—that is limited not only to PR agencies, but also to private companies, institutional bodies and non-governmental organisations. The hypothesis assumes that CSR projects are one of elements covered by PR offer, but they do not constitute leading specialisations of agencies and are held in low regard as a tool for image creation by PR specialists.

2 | CSR AND PUBLIC RELATIONS

CSR is considered the right tool to enforce the position of the company in the market (Handelman & Stephen, 1999) by presenting its positive and ethical image to the local community (Sen & Bhattacharya, 2001). Corporate ethics originated directly from the idea of social business responsibility and sustainability. It is assumed that responsible and sustainable company strives to include ethical standards to its strategy and uses them thoughtfully (Paliwoda-Matiolanska, 2009). Similar situation exists in PR, since it is a set of actions that are aimed at getting the desired response from target groups, building and maintaining a relationship with them. Therefore, in this case, a specific set of similarities can be found.

Diviney and Lillywhite (2007) point out the fact that thanks to CSR it is possible for the company to acquire the approval of local communities. It also enable enterprises to operate unperturbed. It is also a way to distinguish the company in its social and economic background. Presenting a company as a responsible organisation has an impact on customers' purchases (Gupta, 2012). The same is true in the case of PR, where one of the elements of its defining characteristics is caring about building an image of a company in its environment.

Heath (2006) stresses the fact that for well-functioning society, CSR has to include choices and actions that go far beyond corporate benefit. He points out that CSR requires proactive planning and management so that the organisation may operate well and effectively and not only fulfils but also exceeds expectations of stake and shareholders. CSR fosters building the position of the organisation in the environment and creates its image based on respect and satisfaction, achieved by advancements in complying with rules of local and global society (p. 103).

Considering convergence and several similarities between not only definitions but also practical applications, some researchers explore the relationship between CSR and PR. Clark points out that even though relation between corporate PR and CSR is not fully developed, both are striving to improve relations between an organisation and its key stakeholders (Clark, 2000). He also stresses the ability of PR specialists to observe and analyse the political, social and historical background, which may help to develop a CSR programme. Additionally, both PR and CSR cultivate and support organisational

and public relations with relevant social groups and individuals through CSR actions and PR tactics (Clark, 2000; Gawronski, 2016).

It is worth noting that both some practitioners and researchers separate CSR from PR, without even agreeing to assign them similar roles. Zurita (2006) questions the importance of PR in corporate responsibility programmes. In his analysis, he even states that PR, by fulfilling its role in corporate management, is responsible for communicating and promoting CSR programmes, but also underlines the fact that CSR is not synonymous with PR. Corporate responsibility programmes should be a joint effort of PR staff, management and employees. In this perspective, PR fulfils a role of monitoring the environment in terms of potential threats or opportunities for CSR programmes, conveys information about CSR to the society and establishes relations with the community. Many of the functions mentioned above are similar to those fulfilled by traditional corporate communication.

One of the important elements connecting PR with CSR is an activity in the area of stakeholder engagement. Stocker et al. (2020) note that stakeholder engagement can be seen as the firm's ability to establish collaborative relationships with a wide variety of stakeholders. It includes a set of initiatives or practices that organisations develop to positively engage their stakeholders in their organisational activities (Greenwood, 2007). It can inspire and drive fundamental changes to core operations of the firm that are beneficial to the society and the environment (Sulkowski et al., 2018).

Despite conflicting views regarding relations between PR and CSR, it has to be noticed that social responsibility is usually understood as being the most basic idea for actions identified as PR. CSR is usually assigned to teams responsible for public relation, which is mainly due to the a lack of justification to indicate it as a separate cost. It is especially visible in companies that have small PR, communication or marketing teams. Taking those arguments into account, it is justified to discuss CSR in relation to PR activities. It is not about including CSR to PR programmes but to responsibly use PR tools to communicate CSR activities within a certain organisation.

3 | METHODOLOGICAL APPROACH

This article is based on in-house research about PR sector in Poland. Research data was gathered based on quantitative methodology with the use of interview questionnaires. Elements connected with CSR were the subject of several research projects, results of which are mentioned in this article:

- Project 1: Poland-wide ground-breaking research on crisis management in PR agencies. The research was conducted in 2018 with computer-aided telephone interviewing. The research sample consisted of 204 PR organisations, with the total number of 736 agencies asked, all of them active on Polish PR market. The research area was an analysis of the structure of offers covered by PR (including CSR).
- Project 2: The first edition of research in the area of Polish PR sector diagnosis (20–21st April 2017). The research was conducted on

a sample of 157 PR consultants (out of them 53% were handling PR in private companies, 29% were PR agencies employees and 18% were PR specialists working in the public sector) by means of a survey. Research area connected with the article was the usefulness of PR actions in regard to creating a positive corporate image.

- Project 3: The survey conducted during PR Professionals Congresses held in 2016–2019. Sample size was 491 (107 in 2016, 156 in 2017, 104 in 2018 and 124 in 2019). Research technique – survey. Research area was the professional interests of PR professionals.

The field research method implementing a questionnaire interview consisting of standardised questions was used in the research project. It is one of the most frequently used methods in social research, allowing the diagnosis of the characteristics, opinions, attitudes and values of a given population, by means of interviews with the target group, which constitutes the most accurate reflection of that population sector (Pinsonneault & Kraemer, 1993). The field research method, in a form of questionnaire interview, was chosen and used as the best available method to collect original data to describe a population sector too large to be directly observed. Due to a careful, random selection, a group of respondents was obtained and questioned. Thus, it can be assumed that their characteristics reflect the features and attributes of a wider population of foreign language teachers, while carefully constructed questionnaire questions provide data in the same form from all the respondents (Babbie, 2013). The choice of the research method was based on strong points, namely the fact that surveys are inclusive in the types and numbers of variables that can be studied, require low investment to develop and administer and are relatively easy for making generalisations (Bell, 1996). Of course, a fact that surveys only provide estimates for the true population, not exact measurements should be taken into consideration (Salant & Dillman, 1994).

Attewell and Rule's (1991) theoretical sample, which purposively selects organisations that exhibit the desired features that are the focus of the researcher's study, was applied. Although the theoretical sample is not randomly selected, individual respondents from within that sample can be selected at random to achieve an approximate effect.

Extracting CSR-related elements out of independent research projects allows to create a coherent message while maintaining high quality of statistical inference in the context of operation of PR sector in Poland. The primary data underwent statistical analysis. In statistical description, frequency and average distributions on ordinal scales were used. Results also show post-hoc multiple comparisons and multiple correlations. Popular statistical methods were used, for example, amongst others, Spearman's rank correlation coefficient, chi-squared test and Cramer's phi.

4 | PRESENTATION OF RESULTS

The analysis of offer of PR agencies in Poland (research within project regarding crisis management in PR agencies) shows that only 15% of

organisations interviewed systematically conduct social responsibility projects (Figure 1). This result may indicate particular needs of the sector in the field of communications consultancy, where CSR is not as crucial as media relations or e-PR (at least half of interviewed companies specialise in those areas). Nonetheless, strategies of companies—especially big ones—are concentrated around UN's targets regarding climate change prevention (PRoto, 2020b, "Zmiany makro przełożą się na skalę mikro..."). This may increase the availability of CSR in sphere of PR agencies portfolio and lead to a bigger interest in this type of projects in the future.

A distant place of CSR in agencies' portfolio is also illustrated by the fact that in the statistical sample, only 6 managers devote relatively a majority of their time for CSR activities (3% of people questioned) and all of them work in agencies located in Warsaw (PR services centre of Poland). The requirement of comprehensive communication service for companies and organisations forces agencies to constantly raise their competences in PR (hence an extensive profile of activity). The result that CSR has attained may indicate that it is marginalised in PR activities. Polish agencies base their operations on media relations (classic approach to PR), building relations in the internet, crisis management, event and meetings management and support of an organisation's internal communication. They are dealing with influencer relations and visual identity more often than with CSR, which can be justified by an increasing number of visual messages used by PR specialists.

CSR-related projects are more popular among agencies that define their main category of clients as organisations that are aware of the possibility of image crisis. If clients reach out for crisis management ahead of time (following the idea that prevention is better than cure), then the portfolio of such agency includes CSR initiatives more often (20%) because, among other things, there is more time to plan and implement a communication strategy for a client. This state of affairs can be interpreted in such a way that with more awareness of

danger posed by a potential crisis, the more clients are aware of the role of CSR in external image creation and that those actions can be successfully implemented as an element of a crisis prevention strategy.

During research, it was also observed that membership in trade organisation conditions the portfolio with particular emphasis on increasing the popularity of CSR activities. As many as 33% of companies affiliated with Polish Public Relations Consultancy Association (Związek Firm Public Relations; ZFPR), it mentioned CSR as one of their main specialisations. In case of non-affiliated agencies (no relation with ZFPR), this percentage was noticeably lower (13%; chi-square = 5,976; $p = 0,015$; Phi = 0,171). This means that experience and its reputation on the market may influence their offer. Being affiliated in an association not only proves agency's strength but also makes it easier for employed PR personnel to access current information drawn from the market and enables them to set the trends, for example, in respecting corporate ethics and standards of professional PR (Ołędzki & Tworzydło, 2009). It should be noted that the period of PR agencies' presence on the market changes depending on whether it has CSR in its portfolio or not. Agencies that include it as one of the main areas of their service function on average 2 years shorter than companies focusing on social interest, environment protection or relations with different stakeholders. Agencies that include CSR in their offer also provide services regarding media relations (84%), event and conference management (32%) and crisis management (29%). Taking all of the above into account, we can describe a classical PR portfolio, which also includes CSR.

In subsequent researches that were focused on the diagnosis of the condition of PR sector in Poland, the main tools used by PR consultants in their daily work were analysed (Tworzydło, Szuba & Zajic, 2017). Authors—among other things—have measured usefulness of particular areas of work (including CSR) in context of creating positive organisation's image. The ranking of means (between 1 and 5)

Utility of action	Average	N	Standard deviation	Spearman's rank correlation CSR vs. ...
Media relations	4,70	155	0,537	0,360*
Crisis management	4,69	148	0,545	0,058
Media monitoring	4,54	153	0,607	0,049
e-PR	4,43	149	0,816	0,203*
Internal PR	4,39	150	0,723	0,064
Corporate identity	4,37	151	0,754	0,295*
Event marketing	4,20	153	0,744	0,290*
Investor relations	4,12	152	0,884	0,271*
Evaluation and research	4,10	150	0,932	0,359*
CSR	4,09	151	0,926	-
Lobbying	3,55	150	0,987	0,427*
Sponsorship	3,49	149	1,011	0,244*

Note: * $p < 0.05$.

Source: Own elaboration based on Tworzydło, D., Szuba, P., & Zajic, M. (2017). Analiza kondycji branży public relations, Rzeszów, p. 25.

TABLE 1 Evaluation of the usefulness of particular activities in creating a positive corporate image (marks on a scale of 1 to 5, where 1 means "definitely not useful" and 5 means "definitely useful")

shows that CSR is—among tools available to PR specialists for building image and relation with environment—one that is ranked poorly (Table 1). There were significant differences between particular activities ($F = 35,488$; $p = 0,001$ —based on variance analysis and post-hoc multiple comparisons), with media relations (mean of 4,70; $p = 0001$),

crisis management (mean of 4,69; $p = 0,001$), media monitoring (mean of 4,54; $p = 0,001$) and e-PR (mean of 4,43; $p = 0,019$) having better results than CSR (mean of 4.09). Factors assessed lower than CSR were sponsoring (mean of 3,49; $p = 0,001$) and lobbying (mean of 3,55; $p = 0,001$). The difference between means is significant at 0,05 level when applying Bonferroni's comparison. What is interesting is that correlation analysis pointed out the fact that correlation is the strongest between CSR and lobbying usefulness when building an organisation's image ($\rho = 0,427$). This may result from the fact that both CSR and lobbying are challenging specialisations and not every PR practitioner can conduct actions in both areas.

The aforementioned research devoted to PR sector condition (Tworzydło, Szuba & Zajic, 2017) allows to observe that technical inclination of PR consultants impacts their opinions regarding CSR as a tool for creating a positive corporate image. Specialists who, as a part of their day-to-day responsibilities, adopt both modern (internet and IT tools used in communication processes, i.e., press offices, social media) and traditional PR tools assess this aspect better than people focused on one type of communication. Opinions about lack of CSR usefulness were most prevalent among PR workers who like to use modern tools only (33% of matches, Figure 2).

Data presented before illustrates a place that CSR projects have in day-to-day work of a PR specialist. The analysis of particular CSR projects and strategy of their implementation by companies providing communication services (PR and related agencies, marketing

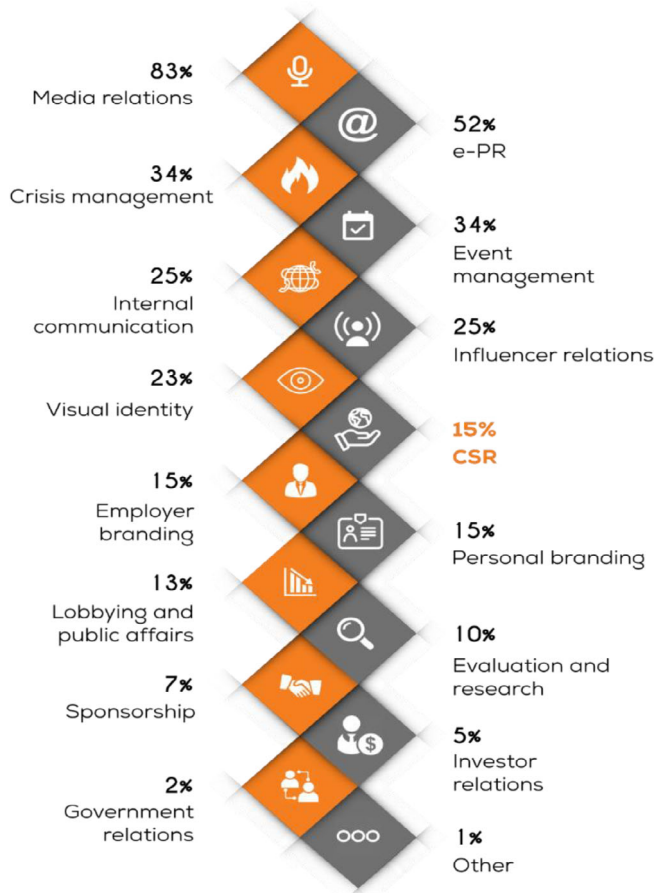


FIGURE 1 Activity profile of public relations agencies in Poland (analysis of multiple responses). Content of the question: *In the course of my daily professional duties, I undertake relatively most of PR-related activities regarding ...* (4 answers available); A total of 204 surveyed PR specialists generated 736 important observations in terms of multiple answers. Source: Own elaboration based on Tworzydło, D., Szuba, P., & Życzyński, N. (2019). *Zarządzanie kryzysem wizerunkowym z perspektywy agencji public relations. Analizy, tendencje i uwarunkowania*, Rzeszów, p. 38 [Colour figure can be viewed at wileyonlinelibrary.com]

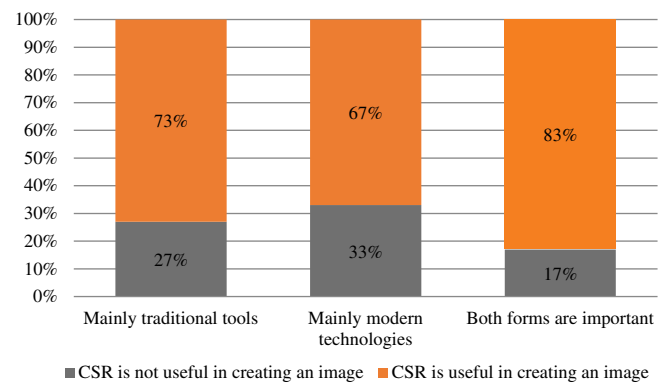


FIGURE 2 The usefulness of CSR regarding the technological focus of public relations professionals. Source: Authors [Colour figure can be viewed at wileyonlinelibrary.com]

TABLE 2 The interests of PR professionals

What subject matter of the next PR professionals congress would interest you most? ^a	2016 N = 107	2017 N = 156	2018 N = 104	2019 N = 124
CSR - affirmative answer	0%	1%	17%	40%
Main topic				
The highest percentage	Media relations 60%	Media relations 48%	e-PR 40%	CSR 40%

^aChi-square = 112,489; $p = 0,001$; Cramer's V = 0,479. Source: Authors.



and interactive agencies, advertising, consultative and research organisations—i.e., companies that can offer services that can be defined as PR, finishing on PR teams of companies from private and public sector) is a topic for another project. Nonetheless, the presented results confirmed that CSR actions cannot be viewed through daily actions of Polish PR specialists, as its frequency and usefulness assessment is relatively low. It has to be pointed out that by cyclical measurement of interests of PR representatives, some positive changes can be seen. This is confirmed by data from consecutive evaluative research about its organisational and substantive preparedness conducted each year during PR Professionals Congress. Aspects relating to CSR can be analysed for years 2016–2019 because CSR was present in the debate then (Table 2).

The data mentioned above indicates that in years 2016–2017, the PR sector did not report the need to raise competences in CSR because it was not the subject of interest of PR practitioners. During that time, PR market was focused on media relations education (the relatively highest percentage of indications in both editions). The trend changed in the following year, as in 2018 every sixth respondent thought that CSR should be included in the programme of the next congress (but as a suggestion of the main topic of the meeting it was on a ninth place). Building relations on the internet was the most popular topic in 2018 (40%), which resulted from the rising importance of digital communication and the need to search for new ways of reaching clients. In 2019, two out of five specialists asked selected CSR as a preferred topic of the biggest industry event in Poland. It was also the most popular response (a noticeable increase in the educational need of practitioners). Further places were occupied by internal communication, crisis management, internet activities and event organisation. The increased interest in CSR among people working in PR may be a result of growing critical view on the issue of mindless consumerism and increasing problem of natural resources exploitation. In modern day, ecological awareness and sustainability are gaining in importance, which has to impact PR sector and this creates the main way for organisations to communicate with its environment.

5 | CONCLUSIONS

The research projects that formed the base for this article give us a broad image of CSR as a tool for employees of PR sector. Based on analysis, on average every seventh PR agency stated that CSR is their main specialisation, but only 3% of managers declared that most of their time is occupied by CSR. Nonetheless, CSR is strongly tied with the activity carried out by PR experts, especially bearing in mind that relatively recently there has been an increase in interest for CSR in business and bolder attempts to incorporate it in corporate strategy by companies in Poland—that is, communication, marketing or about corporate order (*United Nations Development Programme*, 2007). It applies especially to the PR sector, as its clients direct their strategies to pro-environmental and socially beneficial actions, which allows them to gain market advantage and increase chance of being seen as a socially responsible brand.

It should be noted that majority of portfolio of agencies is based on other activities, mainly media relations, e-PR, crisis management and events. On the other hand, agencies associated in trade organisation and those with a longer history of functioning on the market offer CSR services more often. Additionally, analyses have shown that along with greater awareness of crisis risks, CSR rises the customers' knowledge regarding the fact that with the help of CSR, it is possible to effectively build an external image, which impacts reception of their brand during a crisis. In a broad context, the hypothesis of low assessment of the usefulness of CSR in image building from the perspective of questioned PR experts and specialists was confirmed. They see greater potential in many other possible actions (media relations, crisis management, media monitoring, e-PR). A positive trend can be noticed in topics that can interest PR professionals in the future. The interviewed specialists are more and more aware of the fact that the development and improvement of CSR are among challenges that the PR sector will face shortly. This is why events focused on CSR draw so much interest. This trend can be tied with the need to look for new ways to attract investors, who mind responsible and sustainable management. Thanks to this—among other things—rankings of companies that respect that guidelines, like RESPECT Index (http://respectindex.pl/opis_projektu), are gaining in importance and may provide a kind of investment guidance for many stakeholder groups. In the near future, it can be expected that the increase of interest in CSR will positively influence the assessment of this tool in the toolbox of PR professional.

The results of the presented research have some limitations. Research samples refer only to Polish conditions and cannot be extrapolated to other countries. Nevertheless, Poland, as the largest market of PR and CSR influence in Central and Eastern Europe, is a kind of indicator of trends for activities in this field towards other countries of the region. The research should undoubtedly be continued to capture the trend of changes in managers' opinions and try to diagnose the causes of these changes. Therefore, the authors' intention is to continue the research project and extend it gradually—first to the Visegrad Group countries (Czech Republic, Slovakia, Hungary) and then to other countries of the Central and Eastern Europe region. The methodological strength of the presented work is the possibility of reusing the tool and repeating it in other areas. Expanding the research and conducting it over a long time horizon may be an important contribution to the field of CSR, stakeholder engagement and PR.

ORCID

Dariusz Tworzydło  <https://orcid.org/0000-0001-6396-6927>

Sławomir Gawroński  <https://orcid.org/0000-0003-4393-7592>

Przemysław Szuba  <https://orcid.org/0000-0002-7533-7818>

REFERENCES

- Attewell, P., & Rule, J. B. (1991). Survey and other methodologies applied to IT impact research: Experiences from a comparative study of business computing. In K. L. Kraemer (Ed.), *The information systems research challenge: Survey research methods* (Vol. 3). Cambridge, MA: Harvard Business School Press.
- Babbie, E. (2013). *The practice of social research* (pp. 229–230). Belmont, CA: Cengage Learning.

- Bell, S. (1996). *Learning with information systems: Learning cycles in information systems development*, London: Routledge.
- Bögel, P. M. (2019). Company reputation and its influence on consumer trust in response to ongoing CSR communication. *Journal of Marketing Communications*, 25(2), 115–136.
- Cerin, P. (2002). Communication in corporate environmental reports. *Corporate Social Responsibility and Environmental Management*, 9(1), 46–65.
- Clark, C. E. (2000). Differences between public relations and corporate social responsibility: An analysis. *Public Relations Review*, 26(3), 363–380.
- Dahlsrud, A. (2008). How corporate social responsibility is defined: An analysis of 37 definitions. *Corporate Social Responsibility and Environmental Management*, 15, 1–13.
- David, P., Kline, S., & Dai, Y. (2005). Corporate social responsibility practices, corporate identity, and purchase intention: A dual-process model. *Journal of Public Relations Research*, 17(3), 291–313.
- Diviney, E. & Lillywhite, S. (2007). *Ethical threads: Corporate social responsibility in the Australian garment industry*. Brotherhood of St Laurence, Melbourne. Retrieved from <http://library.bsl.org.au/jspui/handle/1/1727> (accessed July 22, 2015).
- Duca I., Gherghina R., (2018). CSR Initiatives: An Opportunity for the Business Environment, [in:] *Corporate Social Responsibility: Concepts, Methodologies, Tools, and Applications*, Information Resources Management Association (ed.), IGI Global, Hersey PA, USA. pp. 1277–152.
- Gawronski, S. (2016). The world of journalism – The world of public relations. Assessment of changes in relations between journalists and PR managers in Poland. *Social Communication Online Journal*, 1, 6–12.
- Gawronski, S., & Jakubowski, R. (2018). Dispute about public relations – Between social and marketing communication. *Social Communication Online Journal*, 4(1), 6–11.
- Greenwood, M. (2007). Stakeholder engagement: Beyond the myth of corporate responsibility. *Journal of Business Ethics*, 74(4), 315–327.
- Gupta, M. (2012). *Corporate social responsibility in the global apparel industry: An exploration of Indian manufacturers* (Perceptions, working paper). Greensboro, University of North Carolina.
- Haddock-Fraser, J. (2012). The role of news media in influencing corporate environmental sustainable development: An alternative methodology to assess stakeholder engagement. *Corporate Social Responsibility and Environmental Management*, 19(6), 327–342.
- Handelman, J. M., & Stephen, J. A. (1999). The role of marketing actions with a social dimension: Appeals to the intuitional environment. *Journal of Marketing*, 63(3), 33–48.
- Heath, R. L. (2006). Onward into more fog: Thoughts on public relations' research directions. *Journal of Public Relations Research*, 18, 93–114.
- Hys, K., & Hawrysz, L. (2013). CSR versus PR – analiza zmiennych wiodących. *Finanse i Marketing*, 58(9), 209–219.
- Lane, A. B., & Devin, B. (2018). Operationalizing stakeholder engagement in CSR: A process approach. *Corporate Social Responsibility and Environmental Management*, 25, 267–280.
- Lee, M. D. P. (2008). A review of the theories of corporate social responsibility: Its evolutionary path and the road ahead. *International Journal of Management Reviews*, 10(1), 53–73.
- Looser, S. (2020). Overview: Formal management systems, intrinsic CSR, and the role of culture in management. In W. Wehrmeyer, S. Looser, & M. Del Baldo (Eds.), *Intrinsic CSR and competition*, Cham: Palgrave Macmillan.
- Majchrzak, K. (2020). *Spółeczna odpowiedzialność biznesu (CSR) w działalności przedsiębiorstw sektora bankowego*. (Doctoral dissertation, Faculty of Journalism, Information and Book Studies). Warsaw University, Poland.
- Oledzki, J. & Tworzydło, D. (Red.). (2009). *Leksykon public relations*. Rzeszów: Bonus Liber and Newline publishing houses.
- Paliwoda-Matiolanska, A. (2009). *Odpowiedzialność społeczna w procesie zarządzania przedsiębiorstwem (Social responsibility in the management of the company)*. Warsaw: C.H. Beck.
- Pinsonneault, A., & Kraemer, K. (1993). Research methodology in management information systems. *Journal of Management Information Systems*, 10, 75–105.
- PRoto.pl. (2020a). Wzrosnie znaczenie PR-owców jako strategicznych doradców biznesowych, wyzwaniem będą problemy ekologiczne. Co czeka public relations w 2020 roku. Retrieved from <http://www.proto.pl/aktualnosci/public-relations-prognozy-na-2020>.
- PRoto.pl. (2020b). Zmiany makro przełożą się na skalę mikro. *Spółeczna odpowiedzialność biznesu w 2020 roku*. Retrieved from <http://www.proto.pl/aktualnosci/zmiany-makro-przezoza-sie-na-skale-mikro-spoleczna-odpowiedzialnosc-biznesu-w-2020-roku>.
- Rok, B. (2004). *Odpowiedzialny biznes w nieodpowiedzialnym świecie*, Warsaw: Warsaw: Academy for the Development of Philanthropy in Poland. Responsible Business Forum
- Salant, P., & Dillman, D. A. (1994). *How to conduct your own survey*, Hoboken: Wiley and Sons.
- Sen, S., & Bhattacharya, C. B. (2001). Does doing good always lead to doing better? Consumer reactions to corporate social responsibility. *Journal of Marketing Research*, 38(2), 225–243.
- Shahzad, A. M., Rutherford, M. A., & Sharfman, M. P. (2016). Stakeholder-centric governance and corporate social performance: A cross-national study. *Corporate Social Responsibility and Environmental Management*, 23(2), 100–112.
- Stocker, F., de Arruda, M. P., de Mascena, K., & Boaventura, J. (2020). Stakeholder engagement in sustainability reporting: A classification model. *Corporate Social Responsibility and Environmental Management*, 2020, 1–10.
- Sulkowski, A. J., Edwards, M., & Freeman, R. E. (2018). Shake your stakeholder: Firms leading engagement to cocreate sustainable value. *Organization & Environment*, 31(3), 223–241.
- Tworzydło, D. (2017). *Public relations praktycznie*. Rzeszów: Newline publishing house.
- Tworzydło, D., Szuba, P., & Zajic, M. (2017). *Analiza kondycji branży public relations*. Rzeszów: Newline publishing house.
- Tworzydło, D., Szuba, P., & Zyczynski, N. (2019). Profile of public relations practitioners in Poland: Research results. *Central European Journal of Communication*, 12(3), 24.
- United Nations Development Programme. (2007). *Spółeczna odpowiedzialność biznesu w Polsce. Initial analysis*. Warsaw: United Nations Development Programme in Poland publishing house.
- Zurita, P. C. (2006). We are socially responsible: Framing analysis of corporate PR and their CSR messages. (Master's thesis - unpublished).

How to cite this article: Tworzydło D, Gawroński S, Szuba P. Importance and role of CSR and stakeholder engagement strategy in polish companies in the context of activities of experts handling public relations. *Corp Soc Responsib Environ Manag.* 2020;1–7. <https://doi.org/10.1002/csr.2032>