



## Development of CSR and Diversity Trends in Companies: Review

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### ABSTRACT

**Aim** – The aim of the article was to summarize and analyze published scientific findings from 2005 to the present in the context of CSR and diversity trends, which are viewable in selected scientific databases. Publications available in the scientific databases WOS and Research Gate were used.

**Methodology** - The method used for the research is a systematic review. Attention was paid primarily to the examination of the content and perspective on the issue at hand. Analyzing changes in CSR and diversity trends in the workplace not only provides a comprehensive view of the current state of play that can help improve CSR and assist managers with diversity management, but also predicts changes that may occur in these industries in the future. For this reason, the following research questions were constructed: What changes have occurred in CSR over time? What changes have occurred in diversity trends in the work environment over time?

**Findings** -The results section contains, among other things, a summary of the authors' methodologies and results. The results of this work show the speed of evolution of these topics and from the given findings, predictions can be made about the future development of CSR or diversity in the work environment. The biggest factor that has stirred those waters within corporate diversity has been globalization, this has caused many migrant workers of different races and religions. If a company knows how to work with these changes, it can use diversity to its advantage, but in some places, diversity can have a rather negative effect, especially diversity of languages in the workplace. As already mentioned, diversity and CSR trends are constantly changing and evolving.

**Limitations of the study** The limitation of this study is mainly dealing with the available publications on the mentioned scientific databases. Most of the studies reviewed focused with the situation in Europe and the United States. It is important to note that due to the rapid development and comprehensiveness of the topic, not all changes in the areas of CSR and diversity trends may have been listed.

**Practical implications** - This research shows in a relatively short period of time a huge lap in the perception of employee diversity in the workplace and in the development of CSR around the world.

**Originality/Value** -The research findings can contribute to an overall assessment of the current situation and to possible predictions for the future.

### KEY WORDS

Diversity Trends, Diversity in the Workplace, Evolution of Diversity in the Workplace, CSR, Social Responsibility, Evolution of Social Responsibility, History of CSR

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## 1 INTRODUCTION

The topic regarding CSR and diversity trends in the work environment is a much-discussed topic. CSR and diversity trends diversity tend to change very quickly. Change can happen within five years, but it can also happen in just one year. The reason for choosing this topic was the interest in the speed of development of CSR and diversity trends in a relatively short period of time, over the last 17 years.

The engagement of organizations' actions with society, also called corporate social responsibility or CSR, has now become a commonly used term, and refers to one process by which organizations represent themselves and develop their „corporate culture“ and social awareness (Rupp et al., 2006). CSR is receiving a lot of attention from various research around the world (Ismail, 2011). It has attracted a great deal of attention in the past decade and, according to some researchers, has gained momentum over the past few years and is now considered the most prevalent (Sweeney, 2007). Business leaders, government officials and academics are increasingly focusing on the concept of „corporate social responsibility “. Almost all corporate websites/policies/reports talk about their CSR efforts, which has become a way of ensuring that the organization is meeting all its obligations to society and is therefore eligible for a license to operate. Ensures that the organization can grow on a sustainable basis (Sharma et al., 2009). There are also pressures on corporations with respect to social issues such as human rights and the environment and CSR is widely seen as a corporate response to these pressures (Miller and Guthrie, 2007). The role of business in society no longer focuses only on wealth creation, but also on acting responsibly towards stakeholders (Abd Rahim et al., 2011).

Workplace diversity can be defined as the set of individual, group, and cultural differences that people bring to organizations (Prasad et al., 2006). On the surface, people differ in their demographics such as gender, race, age, disability, and appearance. Different people bring different sets of abilities, skills, qualifications, and achievements that can make a decisive contribution to an organization. At the deepest level, which is often difficult to perceive without regular interaction, are beliefs, different cultures and styles of behaviour.

The aim of this article is to summarize and analyze the development of published scientific knowledge within the framework of diversity and social responsibility trends in corporates from 2005 to the present, which are traceable in selected scientific databases. As CSR and diversity trends continue to change and evolve, it can be assumed that the trend of increasing change will be constant, if not increasing. The documenting changes in CSR and diversity trends in the workplace not only provides a comprehensive view of the current state that can help improve CSR and assist managers with diversity management, but also predicts changes that may occur in these industries in the future.

## 2 THEORETICAL BACKGROUND

The With the rapid development of the economy in recent years, the speed of development is also increasing for businesses. If a company want to develop in the long term, it should not focus only on economic benefits or neglect its social responsibility. If a company's awareness of social responsibility leaks out, it will inevitably damage the company's image and consequently affect its economic income. In recent years, the rise of environmental accounting has better supported the implementation of CSR. Active pursuit of the company's social significance contributes to its long-term development. In recent years, the concept of sustainable development has been gaining ground around the world, responding to the demands of the country (Shan, 2020).

As the concept of corporate social responsibility has evolved, it has caught the attention of not only businesses but also other organizations, including universities. The project described in this

article focused on researching how universities develop their social responsibility strategies. Secondary research carried out included analysis of records in the GRI database, where reports on university social responsibility and sustainable development are stored, as well as analysis of selected reports and university websites. The two main findings of this research are: the increasing social responsibility of universities has been demonstrated and a huge diversity of strategies used has been observed. As a result, seven models of university strategy development were identified and described in the article. This diversity may stem from the fact that universities have started to develop their CSR strategies relatively recently. Finally, we must highlight that there are no universal standards for the positioning of the strategy in the overall development plans of the university, its scope, the process of its development or the way it is communicated (Dąbrowski et al., 2018). The purpose of this research, conducted by the research pair Dincer a Dincer (2012) was to explore the construct of brand social responsibility (BSR) and to develop a scale to measure this construct. Using the CSR scales and existing literature, an exploratory factor analysis is followed by an exploratory factor analysis to generate a list of descriptors and statements for measuring brand social responsibility after a pre-test to establish an initial list of items. Then, the retained items of the BSR scale and the existing CSR scale are tested on a panel of 248 participants. The brand social responsibility scale tested in this research was more focused on brand credibility, brand awareness and brand philanthropic activities from a consumer perspective. The descriptors used in the scale more accurately measure consumer perceptions of brand social responsibility than the CSR scales and consider possible differences between the SR of the parent brand and the SR of its subsidiary. This study examines the construct of brand social responsibility (CSR) and develops a benchmark to measure it, comparing existing CSR measures and highlighting possible differences between the SR of a parent brand and the SR of its subsidiary. The brand social responsibility scale in this study is important because it is one of the few scales in the industry that considers the consumer perspective as well as the potential effects of the parent brand and its subsidiaries (Dincer and Dincer, 2012).

The fight against poverty and social exclusion is a priority for all EU Member States. The need to strengthen social inclusion, reduce the risk of social exclusion and sustain employment growth was declared in the Lisbon Strategy and its follow-up strategy document Europe 2020. These ambitious goals can only be achieved by mobilising all the unused capacities of the economy. Public institutions, traditional profit-oriented businesses and various third sector actors are increasingly involved in solving society social problems. Third sector organizations have a role in the deteriorating social conditions and employment opportunities. They create mechanisms through which individuals can engage in civil society activity. The third sector develops in areas where neither the public nor the private sector can, or for some reason does not want to, adequately meet the needs of citizens. The social responsibility of the traditional business community is also expected to increase. Corporate social responsibility is gradually gaining wider acceptance and application in everyday practice, incorporating social and environmental aspects into the company's behaviour. It has also developed a new and innovative business in the social economy that prioritises social objectives over profit. In the developed economies of the European Union, this „hybrid business model“ has proven its worth and therefore deserves greater recognition and support in Slovakia (Pongraczova, 2013).

Social entrepreneurship is becoming a popular form of social responsibility and a way to address many pressing social problems. To foster social entrepreneurship, society needs a specific environment where such ideas can emerge and develop into active business activities. The analysis highlights the importance of social business ideas for improving the business climate in Bulgaria. Several case studies are discussed that illustrate specific entrepreneurial activities that have successfully solved a range of social problems. To promote social entrepreneurship, there is a need to ensure better awareness and promotion of the benefits, as well as the general impact of social enterprise on economic and social development. Social and economic hardships of the last 20 years in Bulgaria can be

overcome by discovering and promoting best practices and positive models for spreading good examples of social entrepreneurship and social responsibility. A major future challenge is the formulation of a sound legislative basis for social entrepreneurship, as well as for the development and implementation of government policy to support entrepreneurs in their efforts (Koleva and Dobрева, 2015).

Taking and exercising social responsibility is at the heart of the ethical construct in a pharmaceutical company. However, there is a fundamental difference between whether a pharmaceutical company should be responsible for the owner or the stakeholders (Miao and Li, 2013).

In recent years, many new modern approaches and trends have emerged in the field of human resource management. One of these trends is diversity management. Diversity management can make a significant contribution to a company's market success and competitiveness, as can the whole concept of CSR. But it means a lot more work with human resources. It is not only possible to focus on the usual elements of diversity, such as gender and age, but it is also necessary to examine the potential workforce from other angles. Companies must consider the specificities of their business area. The results of the research show the situation regarding the implementation of diversity in five selected chemical companies. All the selected companies are comparable in terms of size and style of work, so it can be assumed that the situation will be similar for other companies in the area in the Czech Republic. The Czech Republic generally pays quite a lot of attention to the diversity of the workforce, especially in terms of the representation of men and women in each position. There are virtually no differences between men and women in terms of psychological equipment or intellectual ability. We can often encounter gender discrimination. The situation in age diversity is even worse. The emerging aggressive, flexible, and confident generation is crushing older job seekers. Given the increasing life expectancy and the related possibility of postponing the retirement age, the situation is very serious. There is of the 50s generation who must continue working for another 10-15 years, but the demand for them in the labour market is not very high (Bednarikova et al., 2018).

Amorelli and García-Sánchez (2021) conducted a bibliometric and bibliographic review to determine the impact of gender diversity in the board of directors on the level of business commitment to sustainable development and stakeholder engagement through the dissemination of social and environmental information. The evaluation included 89 articles published in 66 of the most prestigious journals in business, management, ethics, and environmental sciences according to journal citation reports on ISI Web of Knowledge. Since 2016, there has been spectacular growth in this area of research, led by Spanish and American researchers. According to their findings, there is a paradigm shift in the theoretical frameworks that underpin these investigations in examining organizational and institutional environments that privilege the benefits associated with the presence of women in bodies responsible for business strategy. However, recent articles are based on the use of critical mass theory and moderating factors to explain the variation in results (Amorelli and García-Sánchez, 2021).

An increase in age and health diversity in the workplace can turn into a double-edged sword for organizations, leading to beneficial effects such as greater creativity, increased engagement, and improved performance, as well as detrimental consequences such as increased discrimination, reduced group functioning and decreased performance. Effective management of this diverse workforce can help; companies would then benefit only from the positive effects while avoiding the negative ones, thus folding diversity into a single-edged sword. In this article, we outline three groups of moderators of the age/disability connection between diversity and performance (i.e., leadership, diversity climate, HR practices), provide a rationale for their potential effects and review the existing literature. Companies should know the age and health structure of their workforce (Jonker and Ziekenmeier, 2005) and not only identify the status quo, but also project the composition of the workforce into the future. Second, managers should be aware that diversity does not automatically lead to

positive effects. Instead, it can act as a double-edged sword (Milliken and Martins, 1996). Without active management, diversity seems likely to have detrimental effects such as increased relationship conflict and turnover. As a third step, managers should therefore actively manage the diversity of their workforce. While some of the proposed mechanisms through which moderators expend their effects have yet to be empirically tested, we believe they provide important insights for organizations on how to forge a one-edged sword based on employee diversity (Boehm and Dwertmann, 2015).

The current growth of the Czech economy means a significant increase in demand for labour. The low birth rate in the 1990s adversely affects the supply of labour in low age groups with technical qualifications and applicants for manual jobs. Employers are responding by reducing recruitment and selection requirements, increasing resources for training and development, career planning and introducing work-life balance programmes. The author of this article attempted to identify the impact of demographic development and workforce diversity on human resource management (HRM) in the Czech Republic in the context of political and economic conditions and to propose a model of HR diversity management based on an analysis of the current situation. Methodological research includes publication research, in-depth analysis of semi-structured interviews with HR managers and consultants, and observation of aspects that cover practices used in diversity management through HRM. The interviews identify HR approaches and practices in subsidiaries of multinational companies based in the Czech Republic. Diversity management must become an HR priority; managers and employees perceive HR diversity management (Dvorakova, 2016).

Mothe and Nguyen-Thi (2021) clarify the link between age diversity and technological innovation and explore the mitigating effect of HR practices on such relationships. Using a linked dataset containing cross-sectional survey data and longitudinal employer-employee data from Luxembourg, we show that the effect of age diversity on innovation depends on the pattern of employee age distribution: positive for firms characterized by heterogeneous age groups (diversity), negative for those dominated by polarized age groups. Human resource practices such as information sharing mitigate the adverse effects of age polarisation on innovation. Development enhancing practices such as training have been found to play a significant and negative role in moderating the relationship between age diversity and innovation (Mothe and Nguyen-Thi, 2021).

Raza and Tariq (2016) identified the key attributes of human resource diversity management that can help organizations improve individual knowledge and information sharing. In the study, research was conducted using quantitative method and data was collected from four large organizations in Pakistan for analysis. Appropriate sampling technique was used and the sample size for the study was 256. Thirty-six Likert-type questions were used to collect responses with  $\alpha = 0,853$ . Findings: the results show that human resource diversity management has a significant positive effect on employee information sharing. Unfortunately, this study has a few limitations that may lead to different results in other parts of world. For example, this study analyzes organizations that are located only in Islamabad (Raza and Tariq, 2016).

A not widely discussed question is how gender diversity (GD) affects corporate social responsibility (CSR) performance and what are the mitigating factors that influence this relationship. This study uses content analysis and meta-analysis to combine the findings of 44 selected papers published between 2010 and 2019 to comprehensively review the academic literature on gender diversity in board composition. The findings showed a significant positive relationship between GD and CSR performance, but the significant moderating effect of geographic location on the GD-CSR relationship was stronger in firms based in North America than in firms based in Asia and other regions (Wu et al., 2021).

### 3 METHODOLOGY

The aim of this article will be to summarize and analyze the development of published scientific knowledge within the framework of diversity and social responsibility trends in corporates from 2005 to the present, which are traceable in selected scientific databases. The documenting changes in CSR and diversity trends in the workplace not only provides a comprehensive view of the current state that can help improve CSR and assist managers with diversity management, but also predicts changes that may occur in these industries in the future. For this reason, the following research questions are constructed:

1. What changes have occurred in CSR over time?
2. What changes have occurred in diversity trends in the work environment over time?

The following key words were used for the search: Trends of diversity, Diversity in the workplace, Evolution of diversity in the workplace, Evolution of Trends of diversity in the workplace, CSR, Evolution of CSR, History of CSR, Social responsibility. A total of 26 sources were searched using the key words mentioned above. Publications that did not develop the topic or bring new perspectives were not used for this article. Of the 26 sources, 13 were used in the follow-up survey. The data found are from different authors in different countries with different research methods and results. The criteria of the reviewed publications are the dedication to CSR and diversity trends in the workplace in the context of HRM. The following Table 1 shows the selected sources, specifying the authors, details of their publications and on which specific database their papers were found.

Table 1. The list of authors and their publications used for the research

Author	Year	Location	Name of publication	Scientific database
Bauman a Skitka	2012	USA	Corporate social responsibility as a source of employee satisfaction	Web of Science
Bénabou a Tirole	2010	USA	Individual and Corporate Social Responsibility	Research Gate
Carroll	2008	USA	A History of Corporate Social Responsibility: Concepts and Practices	Research Gate
Carroll	2021	USA	Corporate social responsibility: Perspectives on the CSR construct's development and future	Web of Science
Dale-Olsen a Finseraas	2020	Sweden	Linguistic diversity and workplace productivity	Web of Science
Garg a Sangwan	2021	India	Literature Review on Diversity and Inclusion at Workplace, 2010–2017	Web of Science
Ghumman et al.	2013	USA	Religious discrimination in the workplace	Web of Science
Kamal a Ferdousi	2009	Bangladesh	Managing Diversity at Workplace: A Case Study of Hp	Research Gate
Marques	2008	USA	Workplace diversity: developing a win-win-win strategy	Research Gate
Martin	2014	USA	The Effects of Cultural Diversity In The Workplace	Research Gate
Ou et al.	2021	UK and China	The Coevolutionary Process of Restaurant CSR In the Time of Mega Disruption	Web of Science
Visser	2008	USA	Corporate social responsibility in developing countries	Research Gate
Zaman et al.	2021	China and Pakistan	Human resource diversity management (HRDM) practices as a coping mechanism for xenophobia at transnational workplace: a case of a multi-billion-dollar economic corridor	Web of Science

Source: own illustration

To answer the research questions, a systematic search will be conducted. A systematic search can be characterised as: systematic, explicit, and repeatable process designed to identify, evaluate, and synthesise the results produced by researchers, academics, and practitioners. This procedure allows the author of the research to minimize his own subjectivity and the influence of his opinions on the content of the text (Fink, 2014; Petticrew and Roberts, 2008). A systematic search is characterised by a clearly stated aim, a research question, a described search procedure, selection criteria and a described procedure for the qualitative evaluation of the text analysed (Jesson, Matheson and Lacey, 2011).

#### 4 RESULTS

In the Table 2 the examined publications are arranged in alphabetical order of the surname of the first name. The table also includes the year the publication was published, the method used to achieve the results, the location where the research was conducted, the classification of the research (empirical or theoretical) and the subsequent topic or topics addressed. The topics column presents the substantive results of the research summarized in short bullet points.

Table 2. Topics of studies

Author	Year	Method	Location	Classification of the research	Topic
Bauman and Skitka	2012	Systematic search	USA	Theoretical research	<ul style="list-style-type: none"> <li>▪ CSR is a more frequent topic in the mass media</li> <li>▪ A means for companies to maintain positive relationships with stakeholders</li> </ul>
Bénabou a Tirole	2010	Statistical research	USA	Empirical research	<ul style="list-style-type: none"> <li>▪ Division of corporate social responsibility into adoption of a longer-term perspective, delegated exercise of philanthropy on behalf of stakeholders, and internally initiated corporate philanthropy</li> </ul>
Carroll	2008	Systematic search	USA	Theoretical research	<ul style="list-style-type: none"> <li>▪ Europe practices CSR more than America</li> <li>▪ CSR has both an ethical and moral component as well as a business component</li> </ul>
Carroll	2021	Systematic search	USA	Theoretical research	<ul style="list-style-type: none"> <li>▪ CSR is becoming common place for companies</li> </ul>
Dale-Olsen a Finseraas	2020	Statistical research	Sweden	Theoretical research	<ul style="list-style-type: none"> <li>▪ Increased migration of people has increased the diversity of the workforce in the workplace</li> <li>▪ Different languages have increased in the labour market as a result</li> </ul>
Garg a Sangwan	2021	Systematic search	India	Theoretical research	<ul style="list-style-type: none"> <li>▪ LGBT community in the workplace</li> </ul>
Ghumman et al.	2013	Systematic search	USA	Theoretical research	<ul style="list-style-type: none"> <li>▪ Increased religious diversity in the workplace contributes to the rise of the organization</li> </ul>
Kamal a Ferdousi	2009	Statistical research	Bangladesh	Empirical research	<ul style="list-style-type: none"> <li>▪ Diversity management helps an organization to be more successful</li> </ul>

Marques	2008	Systematic search	USA	Theoretical research	<ul style="list-style-type: none"> <li>Organizations apply diversity in the workplace with the primary goal of increasing profits</li> </ul>
Martin	2014	Systematic search	USA	Theoretical research	<ul style="list-style-type: none"> <li>Top management can increase the positive effects and reduce the negative effects of cultural diversity in the workplace</li> </ul>
Ou et al.	2021	Analytical research	UK and China	Empirical research	<ul style="list-style-type: none"> <li>Developing CSR in restaurants</li> </ul>
Visser	2008	Systematic search	USA	Theoretical research	<ul style="list-style-type: none"> <li>CSR research in developing countries is underdeveloped <ul style="list-style-type: none"> <li>ad hoc charging</li> </ul> </li> </ul>
Zaman et al.	2021	Statistical research	China, Pakistan	Empirical research	<ul style="list-style-type: none"> <li>Occurrence and efforts to suppress xenophobia</li> </ul>

Source: own illustration

In recent years, the commotion about corporate social responsibility has been spreading; CSR is a growing topic of conversation in the mass media, room of board directors, MBA classrooms and in the academic literature. Can companies address the needs of society and satisfy their economic interests at the same time? The lack of research on CSR and its impact on employees is surprising given that CSR is often discussed as a means for companies to maintain positive relationships with stakeholders and employees are certainly key stakeholders (Bauman and Skitka, 2012).

There are three possible understandings of CSR: taking a longer-term perspective, delegated philanthropy on behalf of stakeholders, and corporate philanthropy initiated from within. The latter two build understanding on individual social responsibility, which led us to examine individual motivations for prosocial responsibility. We have seen that the prosocial behaviour of investors, consumers and workers is driven by a complex set of motives: inside altruism and material incentives (defined by law and taxes). These two goals are interdependent and both policy makers and social activists need to understand these interactions to make good use of people's desire to behave prosocially. The importance of social and self-signaling interests provides powerful and cheap leverage for certain types of interventions (up to a point) but makes others counterproductive; the pursuit of social fame and pride is itself a zero-sum game that distorts more visible actions. Should carbon offsets be included in non-attendance flight tickets? Should charities be given a fixed percentage of payouts be default or a portion of the 401(k)-contribution directed to socially responsible funds, again with non-attendance option? Another interesting question is whether prosocial behaviour is the same as exercise or good hygiene, which is about creating habits. Arguably, the belief in such virtuous habit formation underscores „mandatory volunteerism“ as a prerequisite for most college admissions in the United States (Bénabou and Tirole, 2010).

What is the future of CSR around the world? The most optimistic perspective seems to prevail and is portrayed well by Steven D. Lydenberg in his book, *Corporations, and the Public Interest: Guiding the Invisible Hand*. Lydenberg sees CSR as „important secondary development, led by long-term reassessment of the role of corporations in society“. Lydenberg says, that this reassessment is more evident in Europe, where the notion of stakeholder responsibility is more readily accepted, while US companies are more sceptical. However, he goes on to argue that European influence will be very difficult to resist in the long term (Teach, 2005). In contrast to the optimistic perspective, David Vogel, is indeed sceptical about CSR and develops his view in his book *The Market for Virtue: The Potential and Limits of Corporate Social Responsibility*, in which he criticizes the influence and success of CSR. Vogel believes that CSR will not be successful unless mainstream companies adopt some CSR principles as their own (Teach, 2005). In response to Vogel's scepticism, this convergence of financial and social goals creates the trajectory that CSR has taken over the past two decades. It is

clear from CSR trends and practices that social responsibility has both an ethical and moral component as well as a business component. In today's world of intense global competition, CSR can only be sustainable if it continues to add value to corporate success. It must be added, however, that it is society or the public that is playing an increasing role in what constitutes business success and for this reason CSR has an optimistic future in global business (Carroll, 2008).

The accelerating production of CSR ideas, research and testing is stunning, and it is easy to conclude that CSR has had a voluminous past and will have an optimistic future. CSR continues to expand support, adaptation and application by businesses and academics. Corporate acceptance of CSR, which has recently been labelled as purpose or sustainability, has been a major driver of CSR growth. Global growth, and in particular developments in developing economies, was another driving force. Another strong factor is the academic proliferation of the concept in its various nomenclature forms. Books, journals, articles, dissertations, conferences, blogs, and social media posts have exploded over the past 20 years (Carroll, 2021).

A key part of companies' manufacturing strategies is to put together a workforce with the optimal mix of skills. In modern society, communication skills have become crucial. One of these skills is language skills. Being able to communicate, accurately and quickly, is essential in many professions. There has also been a recent increase in human migration, which has increased the diversity of the workforce in the workplace. As a result, there has been an increase in the prevalence of different languages in the labour market. In this article, we study the importance of the associated costs of diversity, namely those associated with linguistic diversity, and study how such diversity has affected productivity. In the workplace, linguistic diversity can cause communication barriers, but on the other hand, a variety of languages can be an advantage. We use a new measure of language proximity, the ASJP-index, which measures how many words are similar when comparing two languages. Applying the index to Norwegian linked employer-employee manufacturing data from 2003-2013, we constructed a measure of average linguistic diversity in the workplace. We have found that higher linguistic diversity in the workplace reduces productivity. Our estimate is somewhat smaller than what other researchers have found by measuring the impact of linguistic diversity on productivity, but our linguistic diversity index measures actual language differences not cultural or locational differences. Moreover, our results are stable even when we consider cultural diversity along several dimensions (genetic, religious, and cultural). Strong evidence was found to support the view that improving the Norwegian language skills of foreign workers from the time they arrive in Norway is very important. This clearly shows that when we find linguistic diversity as a detrimental factor to productivity, it is because of communication barriers. The result for organizations is that it is important to improve the language skills of immigrants (Dale-Olsen and Finseraas, 2020).

Given the lack of legislation in many parts of the world to protect the LGBT community from discrimination, it is difficult to detect and address LGBT discrimination. Second, it is difficult to measure sexual orientation as people generally prefer to conform to socially acceptable norms, resulting in bevelled data. People belonging to the LGBT community do not openly discuss their sexual orientation, which leads to a lack of data for research. For example, according to a survey conducted by statist from 2015 to 2016, only 29 % of respondents claimed to know someone in the LGBT community. These are projects in which LGBT people refrain from identifying. Although LGBT inclusion has become a major policy agenda in all world's major economies, there is still a gap in organizations (especially small organizations) that leads to under reporting of discrimination. That said, LGBT-related issues are the most irrelevant issues in the workplace. Frederick A. Miller was the first person who recognize the importance of diversity and its inclusion in the workplace. Diversity has been discussed since 2010 (Oswick & Noon, 2014). This transition was necessary because diversity focuses on the characteristics of the employee; in contrast, inclusion emphasizes the characteristics of the organization, which consists of the organizational culture, different individuals (people coming from

different backgrounds) are fully accepted and fairly rewarded by the organization (Garg and Sangwan, 2021).

Despite the enactment of the CRA (civil rights) and subsequent amendments to address religious observance and practice, religious discrimination continues to be a problem in America's workplace, as evidenced by the increase in religious discrimination over the past decade. Based on a review of the literature, we argue that increasing religious diversity in the workplace contributes to the rise of the organization. Furthermore, these trends highlight the need for employers to understand and address issues of religious discrimination in the workplace. The lack of empirical research in this area points to a critical gap in our understanding of religious discrimination in the workplace (Ghumman et al., 2013).

Diversity management itself is a complex phenomenon. To achieve a sustainable competitive advantage in diversity, organizations must continuously monitor and change their strategy in relation to diversity issues and strive to update their core principles. Company HP is in the technical sector and like any other technical company, it considers soft skills (generally interpersonal skills) to be secondary to the technical skills of its employees. Diversity trainers and HR managers must address this sensitive issue with due diligence. Suggestions for improvement include developing key leadership traits, recognizing individual differences, providing feedback sensitively and promoting cross-cultural awareness. Accordingly, company HP can be a pioneer in diversity management for Bangladesh large corporate firms. In recent years it has been observed that more and more diverse people are coming together in the same workplace, their team spirit, cultural diversity, multidisciplinary backgrounds, and effective diversity management is helping the organization to be more successful (Kamal and Ferdousi, 2009).

Companies ignore the fact that they apply diversity only to an end, not as an end in itself: apply diversity with the primary goal of increasing profits. They reach out to their customers but don't necessarily believe in diversity as the morally right thing to do. Their main intention is to make customers feel comfortable in the store because they will encounter workers who are of the same background or racial group as them. Diversity in current organizations does not reach higher levels. It is predominantly applied at lower levels where workers meet customers, mostly not at higher level. By doing so, organizations keep control mechanisms in the hands of a homogeneous group that is unable to make decisions with the depth of a diverse team. When operating globally, some organizations embrace diversity to accommodate customers in the countries where they operate, but do not allow their employees from different geographies to learn from each other. They don't transfer staff across the organization and the knowledge to properly cater to a certain group of customers remains limited within local boundaries. The consequence is that the deeper benefits of diversity – mutual learning, expansion of thinking, greater acceptance, and better insights – remain neglected (Marques, 2008).

The impact of cultural diversity in the workplace can be both positive and negative. Negative effects include dysfunctional conflicts, loss of productivity and difficulty achieving harmony in a group setting. Positive effects include a strong knowledge base created by various cultural experiences that are internally sourced by cultural trainers and informants and a greater tendency to expand business to foreign cultures. For the most part, the impact of cultural diversity in the workplace depends on how well it is managed by management. Through proper strategic planning, senior management can increase the positive effects and reduce the negative effects of cultural diversity in the workplace (Martin, 2014).

A survey of CSR dynamics on the hospitality industry crisis was also conducted. Corpus linguistic was used as a methodological approach to evaluate lexical items and their semantics through keywords analysis by comparing under and over used words from four different phases of the crisis: pre-dawn, incubation, acceleration, and peak. Based on data collected from press releases among ten

Fortune 1000 food companies, the findings provide a comprehensive picture of U. S. restaurant corporations' efforts to cope with the pandemic, along with efforts to mitigate losses to shareholders. The present study expresses such a phenomenon where the development of CSR in restaurant companies such as McDonald's, Starbucks, Yum Brands, Darden Restaurants and others has increased to satisfy shareholders, customers and not just their own interests. We believe that these initiatives are paying off in the long term. CSR initiatives by hospitality-oriented businesses have proven to be effective means of building reputation, engagement, likability, and loyalty (Ou et al., 2021).

Where formal CSR is practiced, it is usually by large-high-profile nation states and multinational companies, especially those with established international brands or those aspiring to global status. In developing countries, CSR is most often associated with philanthropy or charity, primarily through corporate investments in education, health, sports development, the environment, and other community services. Economic benefit is often seen as the most important effective way that business can have a social impact, e.g., through investment, job creation, taxation, and technological change. Businesses can often engage in social services that tend to be seen as government responsibilities, such as infrastructure investments in schools, hospitals, and housing. The issues prioritised under the CSR umbrella often differ across developing countries, such as combating HIV/AIDS, improving working conditions, providing basic services, supply chain integrity and poverty mitigation. Many CSR issues in developing countries present themselves as dilemmas or trade-offs, such as development versus environment, job creation versus higher labour standards, strategic philanthropy versus political interests. The spirit and practice of CSR often resonate strongly with traditional communitarian values and religious concepts in developing countries, examples being African humanism (*ubuntu*) in South Africa and harmonious society (*xiaokang*) in China. Research on CSR in developing countries is still relatively underdeveloped with a tendency towards adhoc approaches with heavy reliance on case studies based on a selection of appropriate actions. The focus is often on high profile incidents or branded companies and a few selected countries (e.g., Brazil, China, India, South Africa), there is a general lack of comparable data (Visser, 2008).

Researchers have found that over the past few decades, xenophobia has become an important global issue due to rapid development and globalization. The results of the study contribute significantly to the ongoing debate on xenophobia, and it can be observed that signs of xenophobia towards Chinese workers exist but are currently in their early stages and are not widespread. This study is of great help to professionals in the field of reducing xenophobia, as it provides evidence on the subject as well as possible solutions that are credible. Due to time constraints and the strategic nature of the CPEC project, this study was limited to only 8 respondents. Further, analysis of the interviews revealed that the main types of discrimination (i.e., sub dimensions of xenophobia) were based on either physical features/appearance and/or religious. Through a literature review, the authors initially identified „five“ strategies, which were international staffing, flexible pay, intercultural training and development, work-life balance, and work design. During this study and particularly through the interview process, the approaches were expanded to „twelve“. Newly added seven approaches including flexible working, task innovation and equal employment opportunity, image building, performance management system, organizational support, and people leadership. The final research question of the study seeks to explore whether these approaches can reduce xenophobic behaviour. As the CPEC project in Pakistan is still ongoing, this research work and model helps to redefine the reasons for xenophobia and its sub dimensions and formulate measures that can help improve behaviour for future gains. The study highlights a new path for human resource researchers by exploring the newly introduced concept of xenophobia in the workplace, which is becoming highly relevant in the global diversity-based workforce. However, this research is an exploratory study to identify the proposed human resource management mechanism for coping with xenophobia, applied to CPEC in Pakistan (Zaman et al., 2021).

## 5 DISCUSSION

In this section, the results are sorted by the year the research was published as opposed to the previous sections where the data were sorted alphabetically. The reason for the ranking is to better present the result in relation to the evolution over time. For convenience, the studies are shown in Figure 1 – Comparison of studies by year and focus. The results marked in blue in the figure focus on CSR, while the results marked in purple address diversity trends.

Fig 1. Comparison of studies by year and focus

Carroll	2008
Marques	2008
Visser	2008
Kamal a Ferdousi	2009
Bénabou a Tirole	2010
Bauman a Skitka	2012
Ghumman et al.	2013
Martin	2014
Dale-Olsen a Finseraas	2020
Carroll	2021
Garg a Sangwan	2021
Ou et al.	2021
Zaman et al.	2021

Source: own illustration

### 1. What changes have occurred in CSR over time

The publication (Carroll, 2008) develops several perspectives of different authors on CSR. One of the most important insights is to note the CSR situation in Europe and America. Europe is applying CSR in more companies than in America, where there is a somewhat sceptical view of social responsibility. The components of CSR at this time can be defined into ethical, moral, and economic components. The publication concludes by stating that CSR will develop and prosper if companies prosper from it. The addition that CSR has an optimistic future in the world, and not only in America or Europe, can be described as a great prediction. This paper is one of the first to contribute to CSR research. The author's prediction is coming true as corporate social responsibility has become something of a given, especially for large multinational companies. CSR components have also evolved, for example, environmental responsibility has become essential for most companies. Even though this study is from 2008, many things have changed within CSR, suggesting that many more changes can be expected in the sector, such as potentially stricter environmental liability.

According to Visser (2008) CSR is still underdeveloped moving towards the use of adhoc and case studies. Social responsibility exists and is applied, but not nearly as well as it should be. The most visible and well-known component of CSR is philanthropic responsibility, which is most noticed by the company's surroundings. Philanthropic responsibility that promotes society in a good light can spread CSR as such all over the world.

Three possible understandings of CSR: taking a longer-term perspective, delegated philanthropy on behalf of stakeholders and corporate philanthropy initiated from within. The studies from

Bénabou and Tirole (2010) is mainly concerned with the analysis of internal motives for the application of social responsibility. The authors point out that if a company applies social responsibility only to achieve fame and popularity, in most cases these companies will not succeed. The view of social responsibility in this article is more from a philanthropic perspective and no reference is made to other CSR sectors. A beneficial finding is that most businesses that have used a single component of CSR to increase popularity have failed, highlighting the importance of CSR being applied and adhered to, not just some components.

CSR is becoming more and more popular and although it is already being applied by many companies, it turns out that it does not only help the company's reputation, but also helps to strengthen relationships with stakeholders. For the first time, the study Bauman and Skitka (2012) discussed the issue of the lack of research on the impact of CSR on employees.

The 2021 study, again by the author Carroll (2021) shows some continuity with his previous findings mentioned in this study. The original optimistic prediction for CSR in the future is coming true and thanks to the global growth of companies and developments in developing economies, CSR is becoming common, even necessary, for companies. CSR is more popular than ever, not only are many articles and dissertations being published on the topic, but CSR is also becoming a central theme in conferences and social posts.

The most interesting about the study Ou et al. (2021) in terms of the CSR evolution theme is the clear progress and application of CSR in most companies. Businesses in hospitality industry have adopted CSR and are using it. Another interesting fact is that the companies are American, in previous research results there was a clear resistance of American companies to CSR.

## *2. What changes have occurred in diversity trends in the work environment over time?*

Research from Marques (2008) has tracked companies that use diversity in the workplace to increase profits rather than for moral values. They cleverly exploit the racial diversity of the company's low-level workforce. Most of the time, these workers fill customer-facing positions to make the company feel inclusive and make customers of the same race feel better. This study reveals interesting practices of companies to act as a level playing field, but the higher positions are occupied by a homogeneous group. These companies are failing to properly embrace diversity trends in the workplace and thus are not realizing their full potential.

There are gaps in the HR industry, specifically with diversity management, at HP, a large company known primarily for computers and technology. Publication from Kamal and Ferdousi (2009) describes the situation in HR at the time and offers improvements and solutions. Suggestions for improvement include developing key leadership traits, recognizing individual differences, providing feedback sensitively and promoting cross-cultural awareness. In recent years, a large migration of new recruits has been observed and their team spirit, cultural diversity, multidisciplinary background, and effective diversity management helps the organization to be more successful.

Research by Ghuman et al. (2013) points to religious discrimination in America, which paradoxically contributes to the rise of the organization. At the time of the research, religious discrimination in American workplaces was much higher than it is now. The authors noted the lack of research on this topic and the results of their study provided a persuasive argument for promoting religious diversity in the workplace as it leads to the improvement of the entire enterprise. Unfortunately, this research is based only on a systematic search, which may be biased because, as the authors themselves point out, this topic has not been adequately addressed.

Cultural diversity in the workplace does not automatically mean positive effects. Above all, the impacts of cultural diversity are influencable to management. Through proper strategic planning, senior management can increase the positive effects and reduce the negative effects of cultural diversity in the workplace. Study from Martin (2014) presents a summary of the positive and negative

effects of cultural diversity in the workplace. It is not possible to say with certainty that cultural diversity is purely positive or negative; what matters most is the ability of top management to influence its impact.

In modern society, communication skills have become crucial. Globalization has rocketed and with it the migration of labour from different countries. Study Dale-Olsen and Finseraas (2020) conducted research in Norwegian companies and concluded that unlike diversity in the workplace, whether racial, cultural, or religious, which in many cases leads to increased productivity or success, language diversity in the workplace has negative effect on performance. Companies should encourage diversity in the workplace, but it is important to improve the language skills of foreign language workers.

While the LGBT community is widespread around the world, it is unfortunately little discussed in the workplace. Therefore, discrimination can occur in small companies and is minimally addressed. These days, discrimination, and lack of awareness about the LGBT community is on the decline. Inclusion is applied in most companies, so newcomers have no problem integrating. Study from authors Garg and Sangwan (2021) is a very useful look at the issue of the LGBT community and above all, it is one of the few studies that deal with this topic.

Xenophobia is a common consequence of the migration of workers from other countries into the workplace. Publication by Zaman et al. (2021) explores the impact of xenophobia and seeks to actively address it. The goal is to minimize xenophobia in the workplace and thus increase company performance. The authors made recommendations to CPEC that could minimize xenophobia, unfortunately the result is not published as the research is still ongoing. Nevertheless, some important lessons can be learned from this work. Discrimination against Chinese workers was not only based on physical appearance, but also on religious beliefs. The most important recommendations from the authors of this study are equal employment opportunities, intercultural training, and development within the company. The increasing diversity in the workplace makes it inevitable to introduce measures against xenophobia, which can negatively affect not only new employees of a different race or religion, but also the reputation of the company.

## 6 CONCLUSION

The aim of this study was to summarize and analyze published scientific findings from 2005 to the present in the context of CSR and diversity trends, which are traceable in selected scientific databases. After collecting all the publications, with the most relevant ones used in the results, the research was conducted in the form of a systematic search. As CSR and diversity trends are constantly changing and evolving, it can be assumed that the trend of increasing change will be constant, if not increasing. The documenting changes in CSR and diversity trends in the workplace not only provides a comprehensive view of the current state of play that can help improve CSR and assist managers with diversity management but can also predict changes that may occur in these industries in the future. For this reason, the following research questions were designed: What changes have occurred in CSR over time? What changes have occurred in diversity trends in the work environment over time? In the results section there is a table with an outline of the answers. In addition to the table, the results include a more extensive description of the authors' methodology and results. The results suggest that huge progress has been made over the last 17 years. The development of corporate social responsibility and its spread throughout the world continues to grow and contribute to companies that apply it correctly. The newly gained popularity and widespread use of the topic of CSR can be attributed, among other things, to the number of studies or discussions in various forums. The gap between the prevalence of CSR in USA and European companies has narrowed, and stabilised. Currently, environmental responsibility is an obligation for most companies, and it can be

expected that environmental responsibility will become more stringent in the coming years. The development of other components of corporate social responsibility cannot be ruled out. CSR can also be seen as an obligation for large companies, as the absence of CSR could become a key competitive disadvantage. By adhering to the principles, businesses can improve relationships with stakeholders. Other studies have pointed out that philanthropy, which is part of CSR can be used to raise a company's profile or gain public sympathy. Diversity trends are an important topic that is not lagging the development of CSR; on the contrary, there is more interest in its development than before. There are many different factors at work that develop diversity in the workplace, the most obvious being globalization. Initially, some businesses did not know how to work with new employees of a different race or religion. This problem was most evident in the United States. Many other companies, on the other hand, have found ways to use diversity in the workplace to the company's advantage. In order for diversity to work in the workplace, developing key leadership qualities, recognizing individual differences, providing sensitive feedback and promoting cross-cultural awareness. Diversity in the workplace does not always have to have a positive impact. Whether or not diversity will be beneficial depends on top management taking the initiative to influence the potential impact. Regarding the impact of foreign language diversity on workplace diversity, studies have documented that this diversity tends to have negative effects. Businesses should encourage diversity in the workplace, but it is important to improve the language skills of foreign-speaking workers. The HR industry must now also address LGBT workers and promote inclusive treatment. Diversity trends have evolved dramatically in recent years and further changes can be expected. Many companies are having to re-address access to workers who identify as non-binary gender. Among other things, separate toilets have been newly installed for these workers. But this is not the end of the coming changes, we can definitely expect further developments in diversity in the workplace. The results of this study show the speed of evolution of these topics and from the given findings, predictions can be made about the future development of CSR or diversity in the work environment. This research shows in a relatively short period of time a huge leap in the perception of employee diversity in the workplace and in the development of CSR around the world. CSR has developed its domains and standardized their use. The results of the research can contribute to an overall assessment of the current situation and to possible predictions for the future.

The limitation of this study is mainly dealing with the available publications on the mentioned scientific databases. Most of the studies reviewed focused with the situation in Europe and the United States. It is important to note that due to the rapid development and comprehensiveness of the topic, not all changes in the areas of CSR and diversity trends may have been listed.

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