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Training on Corporate Social Responsibility in Japanese Companies
Based on a Survey

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Abstract

This study was done firstly to find out what kind of CSR training programs are currently administered and attended in Japanese companies, and secondly to find out what kind of CSR trainings companies want in the future. Thirdly to find out what influences participation in and evaluation of those CSR training programs. This study employed a multilevel analysis to examine which individual-level and organizational-level variables explained participation in and evaluation of CSR-related training programs. The contact hypothesis was used as our theoretical framework. Number of foreign subsidiaries, number of foreign friends, proficiency in a foreign language, and overseas experience were used as proxies for the contact hypothesis.

The results of the survey showed that compliance, harassment, ISO, communication, diversity training programs received high attendance, and more diversity, accountability, communication, compliance training programs were desired by the employees. The survey showed that interest in CSR was high among the responding companies and that the programs were in general positively evaluated by the participants. It also revealed the fact that middle and small size companies were reluctant to report on CSR, and even among the companies which responded to the survey many wanted more information, guidance and advice on CSR training

programs.

The analysis showed that the data merited a multilevel analysis as both individual-level as well as organizational-level data were significant in explaining both participation and evaluation of CSR-related training programs.

While interest in CSR (organizational and individual level) tended to explain both participation and positive evaluation of CSR-related training programs, our extension of the contact hypothesis was not as consistent in explaining both.

1. Introduction and Literature Review

Recent scandals by corporate giants have triggered widespread interest in ethics and Corporate Social Responsibility (CSR). As a result, many organizations have created a division in charge of training and activities that promote CSR (Nakano and Yamada, 2006). In 1997, the European Union in connection with human rights and labor practices (http://ec.europa.eu/employment_social/) encouraged corporations to adopt CSR. CSR is also closely connected with the movement of the United Nations Global Compact. In Japan, CSR includes a wide variety of ideas that promote good practice for economic and social sustainability such as: compliance, accountability, sustainability, diversity, and human rights (Taka 2004, 2006). Companies must act as responsible corporate citizens; they must carefully consider the effects of their businesses on the stakeholders, environment, and society. It is also about helping and contributing to the community through activities such as community outreach, environmental conservation, and volunteerism. Thus in Japan CSR is a wide and broad concept.

For CSR not to be a mere trend but for it to leave a lasting change in the corporate world, the individuals within corporations must truly appreciate the need for CSR. According to Ogawa (2004), the traditional Japanese-style corporate governance,

which relied on the role of the main bank and the labor union, is no longer working. He also argues that CSR provides a new paradigm for corporate governance that recognizes employee initiative and revitalizes human resources. For this to happen, however, Ogawa (2004) argues that corporate cultures must change; for corporate cultures to change, employees must change their way of thinking. We believe CSR education and training is, therefore, essential for businesses.

According to the Japan Society for Business Ethics Study survey (Fukunaga, Yamada, Nakano, 2006), the percentage of companies that conducted education and training on corporate ethics was as follows: 23% in 1999, 38% in 2002, and 65% in 2005. The percentage of companies that created and trained employees on ethical standards for their company was as follows: 45% in 1999, 57% in 2002, and 68% in 2005. These results clearly indicated that companies are increasingly placing more emphasis on CSR-related education and training. However, Japan Society for Business Ethics Study survey did not go into specific training programs.

The survey conducted on CSR activities of Japanese companies by Nippon Keidanren (2005) concentrated on guidelines and budget and administrative structure for CSR activities. Thus, the present survey is the first survey to be conducted on what kind of CSR training programs are administered and participated in, and also on what

kind of evaluation the participants gave to the programs they had attended.

The purposes of this study were firstly to find out what kind of CSR training programs are currently administered by the training managers and participated in and evaluated by the employees in Japanese companies, and secondly to find out what kind of CSR trainings employees and companies want in the future. Thirdly to find out what influences participation in and evaluation of those CSR training programs. We defined CSR training programs based upon the broad concept held in Japan and included the following programs; training programs on intellectual property, ISO, compliance, accountability, harassment, diversity, communication, sustainability, dealing with CSR watcher NPO, and others that the program managers and employees included in the genre of CSR training program.

This study employed a multilevel analysis to examine which individual-level and organizational-level variables explained participation and evaluation of CSR-related training programs. A multilevel analysis was used because of the nested nature of the dataset. As employees work for companies, their behaviors and beliefs are likely to be influenced by corporate policies and cultures. By using a multilevel analysis we can separate the influences of individual-level variables (e.g., proficiency in foreign languages, number of foreign friends, overseas experience,

individual's interest in CSR) from organizational-level variables (e.g., number of foreign subsidiaries, corporation's interest in CSR).

To examine what kinds of individual-level cultural experiences influence individuals' participation in and evaluation of CSR training programs, we employed the contact hypothesis (Allport 1958) as our theoretical framework, since we wanted to adopt an intercultural perspective to this study. Allport (1958) suggests the following:

Prejudice (unless deeply rooted in the character structure of the individual) may be reduced by equal status contact between majority and minority groups in the pursuit of common goals. The effect is greatly enhanced if this contact is sanctioned by institutional supports (i.e., by law, custom, or local atmosphere), and it is of a sort that leads to the perception of common interests and common humanity between members of the two groups. (p. 267)

What Allport (1958) is suggesting is that prejudice often comes from ignorance—from not knowing individuals from a certain group of people on a personal level. He suggests that by getting to know individuals from another group personally, as equals, while working toward a common goal, we can reduce prejudice. Although the contact hypothesis is about the reduction of prejudice, we wanted to extend this hypothesis further by suggesting that contact not only leads to a reduction of prejudice but also to a stronger awareness of global issues including CSR .

This study uses employees' participation in CSR training programs and their evaluation of CSR training programs as proxies for their interest in CSR. It also uses

employees' overseas experience, their foreign language competency, their number of foreign friends, and the corporations' level of internationalization as proxies for contact. Both individual level as well as organizational-level variables is employed because individuals tend to be influenced both by their personal experiences as well as the organizations to which they belong. For example, employees, as individuals, might want to participate in training for personal reasons but might not be able to do so due to unavailability of courses or because of certain corporate values or policies. Thus, both individuals as well as corporate-level variables must be accounted for in the model.

There are two dependent variables in the study: Participation in CSR training programs (i.e., Intellectual Property, Harassment, ISO, Compliance, Accountability, Intercultural/International/ Diversity, Communication, Sustainable Economic Growth, Dealing with CSR watcher NPO, Others), and evaluation of the CSR training programs. Specifically, the study will examine the following two models.

Model 1: Participation in Training Programs

Research Question 1: What institutional-level characteristics explain the likelihood of individuals participating in CSR-related training programs?

H1: Individuals who work for corporations interested in Corporate Social

Responsibility are more likely to participate in CSR-related training programs.

H2: Individuals who work for internationalized corporations (those with many foreign subsidiaries) are more likely to participate in CSR-related training programs.*

Research Question 2: What individual-level characteristics explain the likelihood of individuals participating in CSR-related training programs?

H3: Individuals who are interested in CSR are more likely to participate in CSR-related training programs.

H4: Individuals with overseas experience are more likely to participate in CSR-related training programs.*

H5: Individuals who speak foreign languages are more likely to participate in CSR-related training programs.*

H6: Individuals with foreign friends are more likely to participate in CSR-related training programs.*

Model 2: Evaluation of training programs

Research Question 3: What institutional-level characteristics explain the likelihood of individuals' positive evaluation of CSR-related training programs?

H7: Individuals who work for corporations interested in Corporate Social

* Contact hypothesis

Responsibility are more likely to positively evaluate CSR-related training programs.

H8: Individuals who work for internationalized corporations (those with many foreign subsidiaries) are more likely to positively evaluate CSR-related training programs.*

Research Question 4: What individual-level characteristics explain the likelihood of individuals' positive evaluation of CSR-related training programs?

H9: Individuals who are interested in CSR are more likely to evaluate CSR-related training programs positively.

H10: Individuals with overseas experience are more likely to evaluate CSR-related training programs positively.*

H11: Individuals who speak foreign languages are more likely to evaluate CSR-related training programs positively.*

H12: Individuals with foreign friends are more likely to evaluate CSR-related training programs positively.

2. Method

Subjects

Four hundred twenty employees and Personnel Department Heads from 43 companies responded to our survey.¹ Of this, there were 377 usable employee responses from 30 companies. As most of the companies who participated in the study belonged to the Japan Overseas Enterprises Association (JOEA) most were fairly large, internationalized Japanese companies. Many were in manufacturing (52%) and almost all (93%) had foreign subsidiaries. On average, the companies had about 48 (sd= 57) overseas subsidiaries. The number of employees ranged from 60 to 334,752 with the mean being 30,843.18 (sd=67966.49).

On average, the companies had 9 percent (sd= 17.0) foreign employees and about 2 percent (sd = 6.0) foreign managers, suggesting that most of the companies were primarily Japanese. One hundred (26.5%) of the respondents were female and 274 (72.7%) were male (Note: Three missing responses (.8%) to this item). The average respondent was 39 years old (sd= 10 years). The respondents went on approximately one overseas business trip per year and had 1.54 foreign businesspeople visit them each

¹ The response rate was relatively limited (about 20% of the 200 companies contacted responded). Within this company sample, the individual-level sample represented approximately 25% of the surveys sent to these companies. Our results, therefore, should be considered as preliminary.

month. On average, they were assigned to live in .36 (sd=.957) foreign countries for 1.17 years (sd=2.82) after working for the company. Prior to working for the company, the average respondent had lived in .28 (sd=.91) foreign countries for approximately half a year.

The average respondent used .64 languages other than Japanese at work and, in general, was able to speak .89 languages other than Japanese. In other words, many spoke one language (probably English) other than Japanese. The average TOEIC (Test of English for International Communication) score was 699 (sd = 174), which was very high considering the average score for the Japanese was 460 for the IP TOEIC and 570 for the SP TOEIC in 2003 (Chapman, 2004). More than half (65%) claimed to have foreign acquaintances, while a little less than half (46%) claimed to have foreign friends. More specifically, on average the respondents had 23 (sd=44) foreign acquaintances and 8 (sd=12) foreign friends. Many were in planning (29%) and sales (19%) while the rest were in accounting (19%), engineering (5%), research (1%) or others (41%). Overall, the sample appeared to be quite cosmopolitan.

Instrument

To capture two levels of variables--individual and organizational--two types of questionnaires were prepared. Questions about the individual were included in

the questionnaires distributed to the employees while questionnaires about the organization and its policies were included in the questionnaire given to the Personnel Department Head of each company.

A four-page, 21-item questionnaire was distributed to the employees, while a five-page, 16-item questionnaire was given to the Personnel Department Heads. The employee version of the questionnaire included items about individual demographics, participation in CSR-related training programs, their ratings of these training programs, their interest in CSR, their exposure to foreign languages, and the number of foreign friends they had.

The Personnel Department Head version of the questionnaire included items that asked about the company, such as their industry type, number of employees, percentage of foreign employees, existence of foreign subsidiaries (if so, the number), and frequency of interaction with foreign companies. It also contained some of the same questions as the employee version: participation in CSR activities, interest in CSR, implementation of CSR-related training activities.

Figure 1

Model Explaining Participation in CSR-Related Training

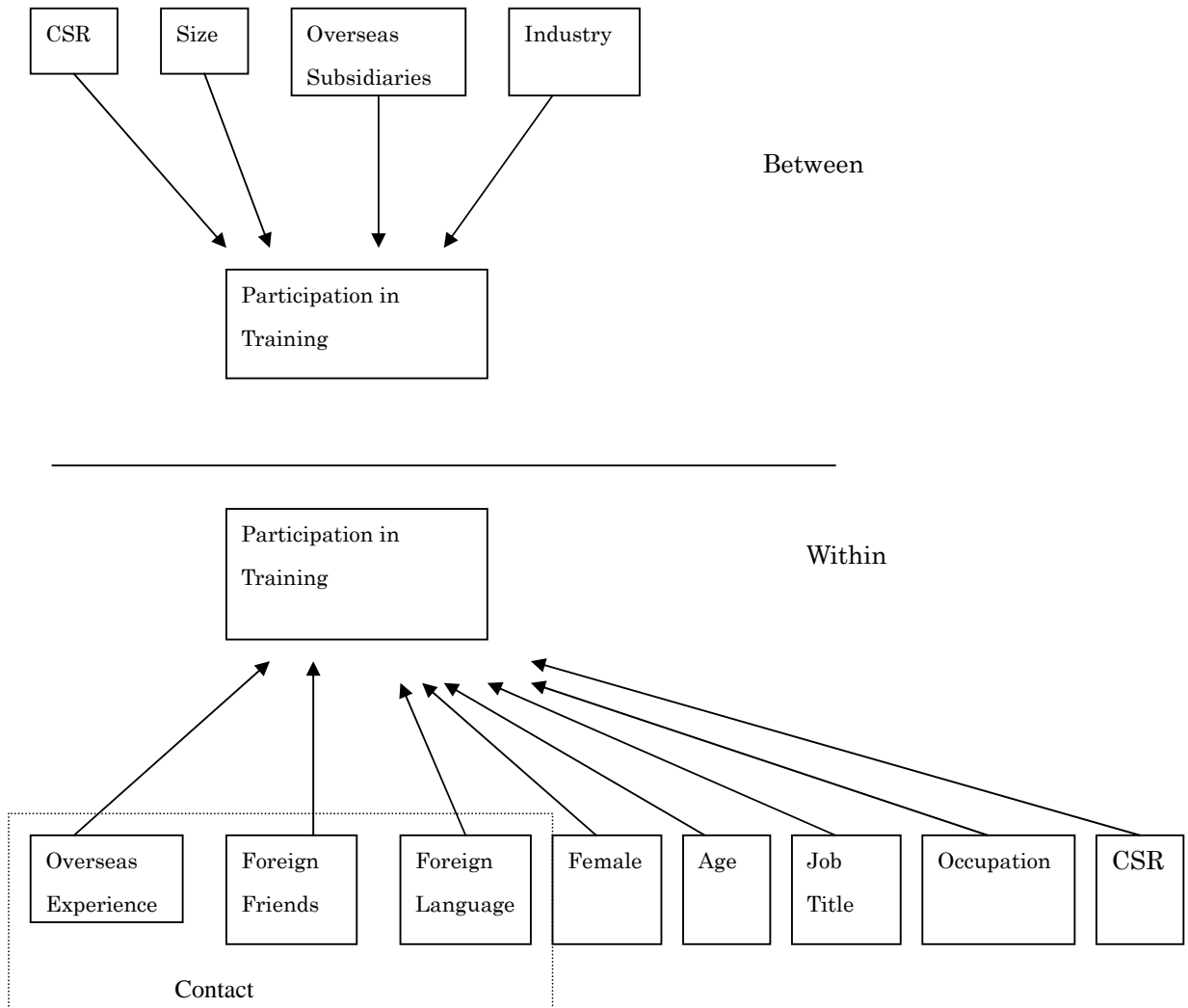
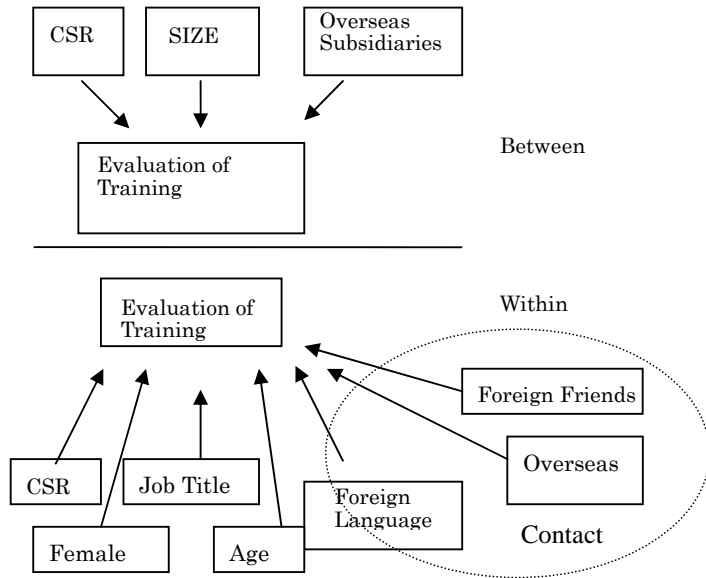


Figure 2
Model Explaining Evaluation of CSR-Related Training



The purpose of this study was to examine two models. The two dependent variables were: Participation in CSR-related Training Programs and Evaluation of CSR-related Training Programs. Participation was the number of CSR-related training programs the respondents had attended. They chose from the following training programs: Intellectual Property, Harassment, ISO, Compliance, Accountability, Intercultural/International/Diversity, Communication, Sustainable Economic Growth, Dealing with CSR watcher NPO, and Others (Specify:_____). For the independent variables, multiple items were created for each construct. Preliminary analyses revealed that not all the items prepared

for each construct added to its reliability. For constructs consisting of several ordinal items, only the set of items that resulted in the highest Cronbach's alphas were retained for the final analyses. After examining the alphas, principal components factor analysis was conducted used to create a factor score for each construct.

The respondents were also asked to evaluate how useful each training program was on a scale of 1 to 4 with "1" being "not useful at all" and "4" being "very useful." The mean was used as the evaluation of the training programs.

Individual-level independent variables.

Four constructs were created at the individual level: Overseas experience, foreign friends, foreign language, and interest in CSR. In addition, possibly confounding variables were measured.

Group Level Independent Variables.

Two constructs were examined at the organizational level: number of overseas subsidiaries and interest in CSR. Interest in CSR (alpha = .79) was a construct constructed from four items: company's interest in CSR (1 =none to 4=very), number of CSR activities the company is implementing, whether the company has a CSR section or not (1=no, 2=planning to, 3=yes), whether the company is advertising CSR activities on their webpage (1 =no, 2= planning to, 3= yes). Number of overseas subsidiaries was

a single-item measure. In addition to this, two possibly confounding variables were measured: number of employees and type of industry (i.e., manufacturing or not).

For missing data, LISREL 8.7 was used to impute plausible values using the EM (expectation maximization) algorithm (See du Toit & duToit, 2001), which reduces parameter bias due to missing data (Peugh and Enders 2004).

3. Results

The results of the statistical analysis follow; first descriptive statistics, then multi-level analysis. Tables 1, 2, 3 are results of employee data analysis. Tables 4, 5, 6 are results of training manager data analysis.

Table 1

Participation and Evaluation					
	N	lowest	highest	average	SD
Number of training programs participated	377	0	12	3.76	2.74
evaluation: 4 (meaningful) to 1 (meaningless)					
Intellectual property	126	2	4	3.27	.709
ISO	181	1	4	3.13	.718
compliance	271	1	4	3.45	.630
accountability	110	1	4	3.28	.679
harassment	221	1	4	3.29	.672
diversity	144	1	4	3.27	.777
communication	161	1	4	3.41	.684
sustainability	96	1	4	3.24	.722
Dealing with CSR watcher NPO	42	1	4	2.71	.805
Other 1	50	1	4	3.38	.753
Other 2	13	2	4	3.38	.768
Other 3	4	3	4	3.50	.577
Average evaluation score	331	1	4	3.31	.538

Table 2

CSR training program	n	%
Intellectual property	75	19.9
Harassment	39	10.3
ISO	31	8.2
compliance	81	21.5
accountability	94	24.9
Diversity	107	28.4
Communication	81	21.5
Sustainability	68	18
Dealing with CSR watcher NPO	36	9.5
Others	20	5.3

Table 1 shows that compliance, harassment, ISO, communication, diversity programs were five most participated in programs in that order. Average evaluation score was 3.31 with 4 being most meaningful and 1 being least meaningful. The compliance, harassment, accountability, diversity and intellectual property programs received high evaluation. Currently harassment training is obligatory in Japanese organizations; hence the high participation.

Table 2 shows that 28 percent to 21 percent of the responding employees want diversity, accountability, compliance and communication training programs in that order. As the workforce is becoming increasingly diverse with the inflow of foreign nationals and contract workers as well as female workers, the demand for diversity training and communication training on top of mainstream CSR programs on

compliance and accountability seems to be getting stronger.

Table 3

Interest in CSR					
	N	Lowest score	Highest score	Mean	SD
Number of CSR training they want	377	0	9	1.68	1.56
Interested in CSR (none =1; very much =4)	374	1	4	3.45	.652
Individuals are responsible in the society. In the same way companies are responsible to the society	370	1 (agree)	4 (disagree)	1.37	.718
Most Important goal of the company is making profit.	372	1 (agree)	4 (disagree)	2.12	.739
Company is most responsible to the stock owners among the stakeholders.	372	1 (agree)	4 (disagree)	2.31	.781

The interest in CSR was measured from the results of four items which are listed in Table 3. The mean score of respondents answer to the question whether they are interested in CSR was 3.45 with 4 being very much interested and 1 being not interested. However, the answers to the following three statements, companies are responsible to the society in the same way the individuals are, most important goal of the company is making profit, companies are most responsible to the stock owners among the stakeholders, reveal that the respondents' understanding of CSR is still not very deep. The average score was approximately 2 where 1 is agree and 4 disagree.

Table 4

TM's Evaluation of CSR Training Programs					
	N	lowest	highest	mean	SD
Number of programs done	28	0	9	5.50	2.546
Number of programs desired in the future	28	0	8	2.00	2.373
Evaluation of the programs 4 (meaningful) --- 1 (meaningless)					
Intellectual property	19	3	4	3.63	.496
ISO	22	3	4	3.73	.456
compliance	22	3	4	3.73	.456
accountability	12	3	4	3.75	.452
harassment	24	2	4	3.63	.576
diversity	16	3	4	3.81	.403
communication	17	3	4	3.76	.437
sustainability	15	3	4	3.67	.488
dealing with CSR watcher NPO	2	4	4	4.00	0
Other1	4	3	4	3.75	.500
Other2	1	3	3	3	0

Table 5

Programs that Managers Want Employees to Attend in the Future		
Programs	n	%
Intellectual Property	8	28.6
Harassment	5	17.9
ISO	5	17.9
Compliance	10	35.7
Accountability	7	25
Diversity	6	21.4
Communication	10	35.7
Sustainability	3	10.7
Others	1	3.6

Table 6

TM's Interest in CSR					
	N	Lowest score	Highest score	Mean	SD
Interest in CSR (1=none; 4= very much)	30	3	4	3.87	.346
Number of CSR activities the company is involved in	30	0	11	7.80	2.73

Tables 4, 5 and 6 summarize the result of training managers' responses. Table 4 shows their evaluation of the programs they offered. The nine programs listed on the questionnaire all received high evaluation of 3.63 or above (1= meaningless, 4= meaningful). Table 5 shows the programs the training managers want in the future. The programs overlap with the programs currently being offered and for the future Compliance, Communication and Intellectual Property programs are in demand more than Harassment or ISO programs. Table 6 shows the training managers' interest in CSR measured from two items, their interest in CSR and their report on how many CSR activities the company is involved in. As expected the training managers' interest in CSR is very high with mean being 3.46 (1= no interest, 4= very much interested).

Multilevel Analyses: Explaining Participation in Training

Model One: Null Model (One-way ANOVA).

To determine whether enough variation existed between groups to merit a multilevel analysis, a “null model” (or baseline model) was tested. In other words, none of the independent variables were entered into the equation; only the variance of the dependent variables were examined. The intraclass correlation, which indicated the variability between groups was 21%. With approximately 21% of the variance occurring between organizations, it appeared well worth conducting a multilevel analysis.

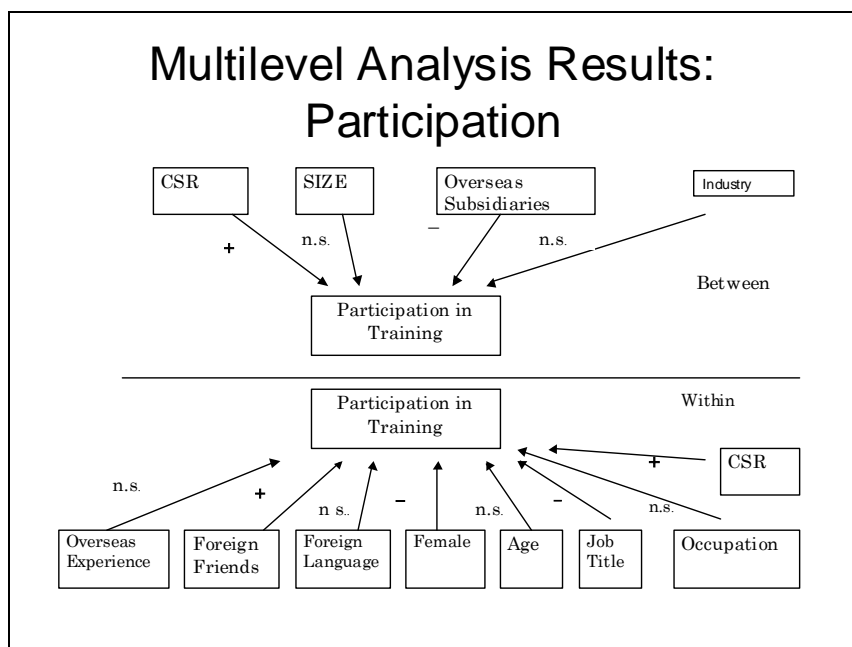
Model Two: Multilevel Model.

Here, the independent variables were entered into the model to explain participation in training. It appeared that one organizational level variable (Interest in CSR, $p < .05$) served as a positive predictor while one organizational level variable was a negative predictor (Number of Overseas subsidiaries, $p < .05$). Two individual level variables, Foreign Friends ($p < .05$) and Interest in CSR ($p < .001$) were positive and significant while two individual level variables (Gender, $p < .001$; Job Title, $p < .10$) were negative and significant (See Figure 3). In other words, respondents who worked in companies that were active in CSR-related activities and those with fewer foreign subsidiaries were more likely to participate in CSR-related training programs. At a more

personal level, respondents who had many foreign friends, were interested in CSR, were male, and did not have a job title were more likely to participate in CSR-related training programs.

The variance accounted for within groups was reasonable; about 34 percent of the variance (r-square=0.34) was accounted for by the individual-level variables. Between organizations, about 9 percent (r-square=.085) of the variance was accounted for by the set of organizational variables. The modest r-squares for between group variance suggest that additional organizational-level variables can help explain the number of CSR-related training programs in which a respondent would participate.

Figure 3



Multilevel Analyses: Explaining Evaluation of Training

Model One: No Model (One-way ANOVA).

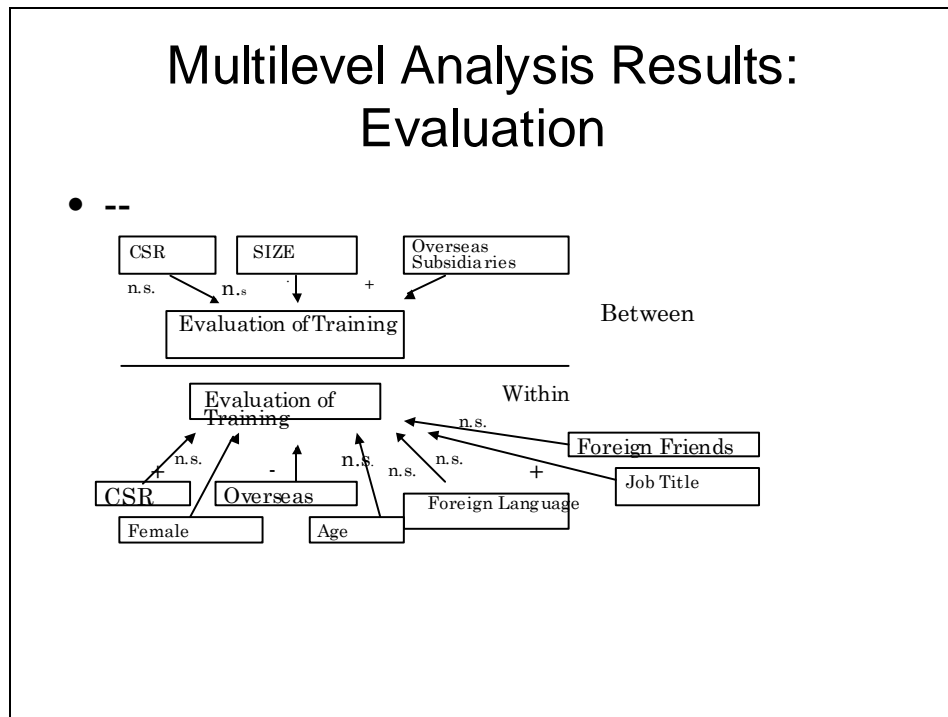
The intraclass correlation was .17, suggesting that there was approximately 17% variability between organizations. As this seemed to be reasonable, a multilevel analyses was conducted.

Model Two: Multilevel Model.

In terms of how the participants evaluated training, it appeared that one organizational level variable (Number of Overseas Subsidiaries) was a positive predictor ($p < .10$) while one individual level variable (Overseas Experience, $p < .10$) was a negative predictor and two individual level variables (Interest in CSR, $p < .01$; Job Title, $p < .05$) were positive predictors (See Figure 4).

In other words, respondents in companies with more overseas subsidiaries were more likely to positively evaluate CSR-related training programs. At the personal level, respondents who had longer overseas experience were more likely to rate the programs negatively while those who were interested in CSR and those who had job titles were more likely to rate the training programs positively.

Figure 4



The r-square of 0.20 suggested that approximately 20 percent of within-group variance was accounted for, while an r-square of .25 suggested that approximately 25 percent of between group variance was accounted for. The amount of variance accounted for with and between groups seemed very reasonable considering this was an exploratory study.

4. Discussion and Conclusion

Discussion on the Survey

Before going on to the discussion of the multilevel analysis, discussion on the survey will be given. In this survey, CSR training programs were defined in a broad

way following the trend in Japanese business world. The survey results show that businesspeople accepted this definition and also included such programs as crisis management, export management and performance evaluation programs. Thus we see that Japanese business define CSR very broadly.

The survey revealed that only the big and internationally operating companies were willing to respond. Fifty percent of the questionnaires were distributed to the middle and small size companies via business consultants, but none was returned. The reason is that these companies seldom have CSR sections nor a designated person responsible for CSR programs, even though many are involved in small scale CSR activities. One reason is also in the form and content of the questionnaire which was geared towards big size companies. Since middle and small size companies constitute two third of Japanese business, active participation of middle and small size companies are indispensable for CSR movement to be truly effective. Therefore, further study needs to be targeted to middle and small size companies.

Even among the companies which responded, there were requests for more general information on CSR and CSR programs and trainings and trainers. CSR training is still a relatively new concept the companies are compelled to deal with and training managers are being challenged to offer meaningful and effective programs.

National government and local public organizations in cooperation with research and educational institutions can offer assistance and guidance in this area.

Multilevel analysis

Here, we will first discuss the results of all four research questions. Next, a summary will be provided regarding which hypotheses received support or not. Finally, ramifications for research and practice will be discussed.

Research Question One

The first research question asked what institutional-level characteristics explained the likelihood of individuals participating in CSR-related training programs. Hypothesis 1, which stated that those who worked for corporations that were involved in activities related to corporate social responsibility would be more likely to participate in those training programs, was supported.

Hypothesis two, which stated that those who worked for internationalized corporations (number of foreign subsidiaries was used as a proxy) would be more likely to participate in those training programs, was not supported. In fact, those who worked for corporations with more foreign subsidiaries were significantly less likely ($p < .05$) to participate in those programs.

Although this was contrary to what we predicted, one possible interpretation

was that CSR was so deeply ingrained in the practices of companies with many foreign subsidiaries that employees in those companies did not need to participate in training specifically targeted at CSR. The location of their overseas subsidiaries (e.g., countries where CSR is the norm or not) and the type of subsidiaries they have (e.g., marketing, factories, etc.) might also have affected these results. Future studies might want to measure these variables as well. The number of employees in the company and the industry type of the company were included as controls but they were not found to be significant.

Research Question Two

Research Question 2 asked what individual-level characteristics explained the likelihood of individuals participating in CSR-related training programs.

Hypothesis 3 stated that those who were interested in CSR were more likely to participate in CSR-related training programs. This hypothesis was supported by the data ($p < .001$).

Hypotheses 4, 5, and 6 examined the contact hypothesis. Hypothesis 4 stated that individuals with overseas experience were more likely to participate in CSR-related training programs while Hypothesis 5 stated that individuals who spoke foreign languages were more likely to participate in CSR-related training programs. Results for

both were not significant. Hypothesis 6 stated that individuals with foreign friends were more likely to participate in CSR-related training programs. Hypothesis 6 was supported by the data ($p < .05$).

Gender, whether the respondent had a job title, and the type of work they did in the company (i.e., sales, planning, or other) were measured and controlled. The results suggested that those who had a job title were less likely to participate in these programs. The results, however, do not tell us whether this was the individuals' choice or whether companies simply targeted employees rather than managers for their training.

Research Question Three

The third research question asked what institutional-level characteristics explained the likelihood of individuals' positive evaluation of CSR-related training programs. Hypothesis 7 stated that individuals who worked for corporations involved in many Corporate Social Responsibility-related activities were more likely to positively evaluate CSR-related training programs. Results were not significant, indicating that this was not a strong predictor.

Hypothesis 8 stated that those who worked for internationalized corporations (those with many foreign subsidiaries were used as a proxy), would be more likely to

positively evaluate CSR-related training programs. This hypothesis was supported by the data ($p < .10$). The number of employees in the companies were measured and controlled for but this variable was not significant.

Research Question Four

Research Question 4 asked what individual-level characteristics explained the likelihood of individuals' positive evaluation of CSR-related training programs. Hypothesis 9 stated that those who were more interested in CSR would be more likely to evaluate these programs more positively. This hypothesis was supported ($p < .01$).

Hypotheses 10, 11, and 12 examined the contact hypothesis. Hypothesis 10 stated that individuals with overseas experience were more likely to positively evaluate CSR-related training programs. The data suggested the opposite; these individuals were more likely to give a lower evaluation ($p < .10$). Although it is likely that individuals with overseas experiences gave lower evaluations because they were not as interested in CSR, it is also equally possible that they rated the programs lower because they had already experienced similar courses while abroad and might, therefore, have been unimpressed by the program simply because it was nothing new for them.

Hypothesis 11 stated that individuals who spoke foreign languages were more likely to positively evaluate CSR-related training programs while Hypothesis 12

stated that individuals with foreign friends were more likely to positively evaluate CSR-related training programs. The results for both Hypotheses 11 and 12 were not significant.

Gender, age, whether the participant had a job title, and the type of work they engaged in within the company (i.e., sales, planning, or other) were measured and controlled for. The only one that was significant was whether they had a job title or not. Those with job titles tended to give higher evaluations to the programs. This might have been because those who had job titles tended to be those who chose to implement these programs.

Ramifications For Research

As both individual-level and organizational-level variables helped explain both dependent variables, using multilevel analyses appeared to be fruitful. In other words, individuals were not only influenced by their own experiences but also by their company values and beliefs.

In terms of our extension of the contact hypothesis, the results were mixed. For example, those who had many foreign friends were more likely to participate in CSR-related training while those in companies with many overseas subsidiaries were less likely to participate in training. One limitation of this study is that we used the

number of international subsidiaries as the only measure for how international the organization was. Future studies might want to use multiple measures such as the percentage of sales overseas, the type of overseas subsidiaries, and which countries the subsidiaries were in. This is because the location of the subsidiaries (i.e., whether they were in countries in which CSR was the norm or not) and the type of subsidiaries they had (e.g., factories only or sales offices) might have affected the results. Another limitation was due to sampling issues. Because it is difficult to obtain cooperation from companies with which we have no contact, we contacted companies through the Japan Overseas Enterprises Association (JOEA), which represents large internationalized Japanese companies. For this reason, our results are not necessarily representative of all Japanese companies, only those who are members of JOEA. It does, however, provide us with a general understanding of large internationalized Japanese companies.

In terms of the evaluation of the training programs, those in companies with more overseas subsidiaries were more likely to positively evaluate the training programs while those with personal overseas experience were more likely to negatively evaluate the training programs. Thus, the results regarding the contact hypothesis are tentative. Although we used participation and evaluation of training as proxies for interest in CSR, whether employees participate in training and how they evaluate it might also be

influenced by other variables such as how knowledgeable they already are, etc. Future studies might want to measure and control for this.

Ramifications For Practice

One thing that was clear was that interest in CSR, both at the corporate as well as individual level, influenced participation in training. Individual level interest in CSR also positively influences the evaluation of training. In other words, it is very important for companies to encourage employee interest in CSR.

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