

Corporate Social Responsibility and Human Resource Management in different countries

Ginevra Gravili

Department of Economics
University of Salento
Lecce, 73100, Italy

Abstract

The presence of Corporate Social Responsibility (CSR) in firms has grown in recent years but the rate of adoption among nations diverges considerably. The way to involve employees and the diffusion of the socially responsible values into the organizational culture can depend to the cultural dimensions of a country. This paper explores the relationship between attitudes to Corporate Social Responsibility (CSR) and the cultural dimensions of business activity identified by Hofstede (2005) and Globe (2004) through a longitudinal analysis of Cranet Network based on 2,678 firms located in 13 countries. This paper attempts to focus on the relationship between environmental sustainability in terms of CRS and culture, interpreting the HRM practices in "green organization". This study can be used as a guide for managers, giving an indication of the link between environmental strategy, human resource management and culture dimensions across countries.

Keywords: Sustainability, HRM, CSR, Cultural dimensions.

1. Introduction

The diffusion of Corporate Social Responsibility (CSR) (Caroll, 1999) in the last decade has contributed to the development of a rising interest in linking sustainability to Human Resource issues (Ehnert, 2009). Organizations have begun to recognize potential strategic value in pursuing CSR policies (McWilliams and Siegel, 2006) and that sustainability is not only a simple application of rules but also one that incorporates a social dimension. In this context, a new green economy is born, in which the capacity of developing new Human Resource Management (HRM) models is able to create a sustainable work place where there is cohesion and the differences between people may represent an asset to be used to benefit the organizations and the very same people. The tangible and intangible benefits associated with for organization are immense. The presence of CSR in HRM, implementing knowledge sharing, can be a way to integrate environmental practices into an organization. The idea is that the knowledge sharing can help the manager to transform a simple application of environmental rules in knowledge for the organization.

The ability to build "green worker" develops "environmental knowledge" that becomes a core competence, a factor that affects the performances and the acquisition of competitive advantages, a factor in which a company learns how to change. CSR became one of the important ways in which an organization can achieve competitive advantage, distinguishing itself from its competitors. It can be useful not only for profit, but also for the brand image and reputation and for "the war for talent". In fact, the use of green practice could help managers to retain employees and attract new candidates. In its true sense, CSR is a way of thinking which permeates all organizational culture involving all resources in responsible behaviors. It is obvious that top management, in general, and Human Resource Management Department, in particular, have to encourage sustainable processes. In this process, an important role can have cultural dimensions. This is fundamental if we consider that many managers view environmental management as compliance: a lot of environmental regulations, trade-offs between environmental and economic performance (Walley, 1994). In this study, our goal is to highlight if top managers in different cultural contexts choose to apply sustainable strategies, analyzing them in terms of using CSR values in HRM in 13 countries, gathered through the CRANET research.

2. Definitions

The terms "sustainability", "sustainable development", "corporate sustainability" and "corporate social responsibility" are used interchangeably by many. Sustainability "is the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987). It refers to all aspects of social life and environmental impacts.

Sustainable development is indeed "a process of achieving human development. In an inclusive manner, connected, equitable, prudent and safe" (Gladwin et al., 1995).

In 1997 Elkington introduced triple bottom line to explain to firms the concept of sustainability. It is performance measurement of an organization pursuing a sustainable

strategy. "A company sustainable, then, is one that contributes to sustainable development by offering simultaneously economic, social, environmental". It's central to understanding sustainability (Savitz and Weber, 2006).

The CSR is "the sum of the voluntary actions taken by a company to address the economic, social and environmental impacts of its business operations" (Jones-Christensen, 2007).

At a corporate level, sustainability is the focus on creating of a business model that is sustainable from an ecological, financial and social point of view. It identifies "strategies and practices that contribute to a more sustainable world, create value for shareholders and for the company, at the same time.

CSR, however, is responsible for decreasing the negative impacts of corporate actions in the pursuit of a business strategy and, therefore, it is considered largely voluntary and is often practiced at the tactical level without affecting the core business process.

In this paper we use CSR and Sustainability as a synonym for Sustainable Development.

3. Conceptual model - National Culture and Sustainability

"There are differences in the way that people who identify with different cultures, based on both national identity and gender, manage their communicative behaviors" (Rosen et. al, 2010). For this reason, in the last decade, numerous researches (Katz, Swansons and Nelson, 2001) have focused on the relationship between environmental sustainability and culture even if there are few studies in the literature on the influence of national culture on CSR strategies and practice, compared to the financial-social performance debate or the investigation of firm- and industry-level factors explaining CSR engagement. Cultural dimensions that characterize nations are identified, today, as critical factors for the CSR of companies and in particular for multinational corporations (Gravili, Miglietta and De Leo, 2016; Srnka, 2004), so much so that Visser (2008) stresses the need for more comparative works investigating national differences in CSR implementation. There are different results in this research area.

In this respect, Ringov and Zollo (2007) have linked Hofstede's cultural dimension to CSR and they have demonstrated that there is a negative correlation between power distance and CSR, that is, in countries with high levels of power distance there is a low social and institutional capacity for environmental sustainability. The same result was found for the dimension of masculinity, which evidentially has a similar effect. Ringov and Zollo have, however, not find proof of a significant influence

regarding the dimensions of uncertainty avoidance and collectivism.

Another research of Halkos and Skouloudis (2016) demonstrated that three of the Hofstede's six cultural dimensions affect CSR penetration. Specifically, elements of long-term versus short-term orientation and indulgence versus restraint affect positively the composite CSR index while uncertainty avoidance has a negative effect. In contrast, the effect of, individualism, power distance and masculinity is found to be insignificant.

The literature review suggests that there are different approaches towards research attempts to investigate country-specific CSR and conduct cross-cultural comparisons. Some studies addressed differences of CSR between countries by focusing on the situation in Europe (Silberhorn and Warren, 2007) or between Europe and the U.S. (Maignan and Ralston, 2002). In turn, some cross-cultural or cross-national studies indicated that the differences in the cultural and social backgrounds result in different views on CSR in different culture-specific contexts. Following this perspective, some investigatory comparisons were made among Asian countries (Chapple and Moon, 2005) and among countries in Europe, Asia, North America and other regions (Baughn et al, 2007). With respect to countries of northern Europe, the previous research indicates that there is more CSR activity in Northern than in Southern Europe with the most philanthropic companies were found in Norway (Welford, 2004, 2005).

In order to discover the impact cultural dimensions have on sustainability, we examined the bivariate correlation between sustainability and cultural dimensions. On the basis of literature review, the research proposes two multiple regression models for statistical testing. In particular, Hofstede's and Globe's cultural dimensions are, separately, uncorrelated with the presence or absence of CSR statement. Our model analyses the sustainability of 2,678 firms of 13 countries.

We hypothesises that:

Hypothesis 1. Hofstede or Globe's cultural dimensions influence sustainability.

Hypothesis 2. The relation between CSR and Hofstede or Globe's cultural dimensions is positive/negative and relevant.

4. Empirical analysis

From the theoretical discussion, which introduced sustainability importance in HRM processes, the correlations among cultural dimensions and sustainability are analysed, to identify appropriated models in different cultural environments.

Dependent Variable

The dependent variable is CSR. We use the results of Cranet survey and in particular the presence or absence of CSR statement in firms. Cranet is a network of scholars from universities across the world, representing over 40 countries. Cranet conducts a survey of HRM in member countries approximately every four years, enquiring into policies and practices in people management through a set of common questions. In this research, we look at dimensions of societal culture, using data from Austria, Brazil, Denmark, Finland, Greece, Israel, Italy, Philippines, Russia, South Africa, Spain, Sweden, USA that have participated Hofstede (Table n. 1), Globe (Table n. 2) and Cranet's studies.

Independent variables

Cultural Variables

Cultural Variables

Our model aims to analyze environmental sustainability and Hofstede and House's culture model.

Hofstede's model analyses 7 dimensions:

1. Power Distance (PDI) expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally.
2. Individualism (IDV) measures the degree of how much people are integrated into groups. That means is there a feeling of "we" or "I".
3. Masculinity (MAS) expresses the society's preference for achievement, heroism, success on the masculine side – or the preference for cooperation, taking care for others and quality of life on the feminine side.
4. Uncertainty Avoidance (UAI) expresses how people, in different countries, deal with uncertainty and ambiguity.
5. Pragmatic (PRA) examines the society's thinking on the present and the future. Long-term oriented societies try to live in a sustainable way – they try to change the circumstances to get a maybe even better future. Whereas short-term oriented societies foster virtues related to the past and present such as national pride, respect for tradition, preservation of "face", and fulfilling social obligations. The Pragmatic dimension was included in 2010 Michael Minkov's survey based on research. This dimension deals with recent values. The results are delivered by the World Values Survey. The Long Term Orientation and the Pragmatic vs Normative dimension are dealing with similar questions and as a matter of fact the outcome of the survey is very similar but not identical. The Hofstede Centre uses the Pragmatic vs Normative approach for its surveys.

The Pragmatic vs Normative dimension describes the desire of people to explain the things, which are going on all around us. In normative societies, people want to explain everything and want to explore the secret how something is happening. Whereas in pragmatic societies people just try to deal with the circumstances and live their way without thinking how things are going on. They are more likely to accept and adapt to different circumstances.

6. Indulgence (IND) is the sixth dimension that was also added in 2010. In a society with a high level of indulgence it is very easy to gratify the natural human drives and basic needs and desires as well as to have fun. In restraint countries the society tries to control every part of human life and restricts the gratification of the mentioned needs by rules and norms.

Table 1 Hofstede's cultural dimensions of analysed countries

	Austria	Brazil	Denmark	Finland	Greece	Israel	Italy	Philippines	Russia	South Africa	Spain	Sweden	USA
PDI	55	69	71	63	32	13	76	94	39	36	27	71	40
IDV	11	38	18	33	80	34	30	32	93	65	21	31	91
MAS	79	49	16	28	57	47	70	64	36	63	42	5	62
UAI	70	76	21	54	112	81	75	44	93	46	88	29	18
PRA	63	41	70	27	30	38	30	27	20	34	18	78	28
IND	60	59	21	38	42	0	61	42	81	63	44	31	68

House's model consider nine Cultural dimensions:

1. Assertiveness (ASS) measures how confrontational and aggressive individuals behave in contact with others.

Collectivism is constituted by two indicators, which measure the:

2. Institutional collectivism (IC) on the one hand. It indicates "the degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action" (House et al., 2004)
3. In-group collectivism (INC) on the other hand. It is "the degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families" (House et al, 2004)
4. Future Orientation (FO). It is "the degree to which a collectivity encourages and rewards future-oriented behaviors such as planning and delaying gratification" (House et al, 2004).
5. Gender egalitarianism (GE). Gender egalitarianism is "the degree to which a collective minimizes gender inequality" (House et al, 2004)
6. Power Distance (PD). Characteristics of societies that have high and low power distance (House et al, 2004)
7. Humane Orientation (HO). It is "the degree to which an organization or society encourages and

rewards individuals for being fair, altruistic, friendly, generous, caring, and kind to others" (House et al, 2004)

8. Performance Orientation (PO). It reflects the extent to which a community encourages and rewards innovation, high standards, excellence, and performance improvement (Grove, 2005).
9. Uncertainty Avoidance (UA). It is "the extent to which a society, organization, or group relies on social norms, rules, and procedures to alleviate the unpredictability of future events" (House et al., 2004)

In Globe's study each dimensions has two indexes, *practices* or "as is," and *values* or "should be." In our analysis we consider only practice index.

Table 2 Globe's cultural dimensions of analysed countries

	Austria	Brazil	Denmark	Finland	Greece	Israel	Italy	Philippines	Russia	South Africa	Spain	Sweden	USA
AKS	4.35	4.12	4.06	4.05	4.53	4.19	4.12	4.01	3.85	4.36	4.12	3.41	4.5
IC	4.34	3.83	4.53	4.77	3.41	4.4	3.75	4.62	4.57	4.39	3.85	5.26	4.21
POC	4.85	5.18	3.63	4.23	5.28	4.53	4.99	6.35	5.83	5.09	5.15	3.46	4.22
PO	4.47	3.51	4.59	4.35	3.53	3.82	3.34	4.12	3.05	4.51	3.51	4.37	4.13
GC	3.16	3.31	4.02	3.35	3.53	3.21	3.3	3.51	4.07	3.66	3.01	3.72	3.36
PO	3.77	2.35	4.67	4.15	3.46	4.07	3.56	5.11	4.04	4.11	5.52	4.09	4.15
PO	4.47	3.66	4.4	4.02	3.34	4.53	3.56	5.12	3.53	4.31	3.32	3.67	4.45
PO	5	4.01	4.14	5.06	5.35	4.71	5.45	4.17	5.61	4.66	4.01	4.54	4.92
UA	5.1	3.6	5.32	5.11	3.52	3.97	3.85	3.89	3.09	4.59	3.97	5.36	4.15

Sample of the study – The sample of our analysis consists of 2,678 firms located in 13 countries in the world studied throughout the Cranet research.

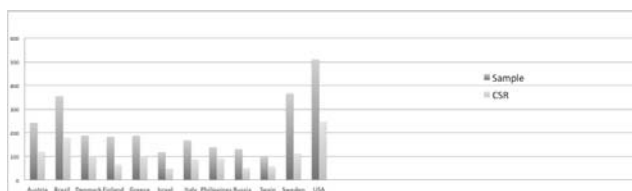


Figure 1 Presence of CSR statement in sample

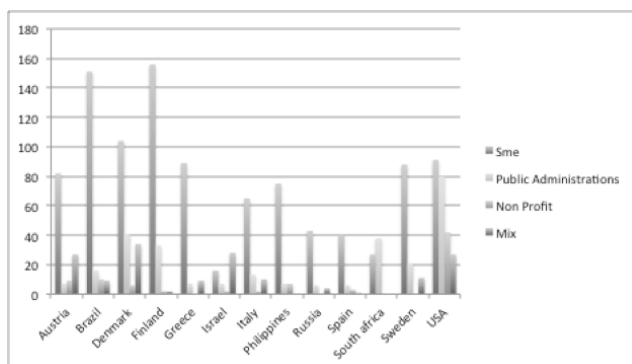


Figure 2 Presence of CRS statement in organizations

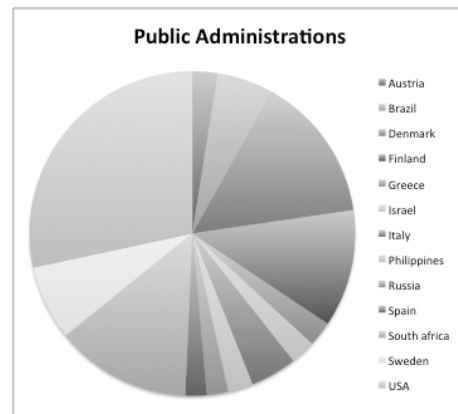


Figure 3 CRS statement in Public Administrations

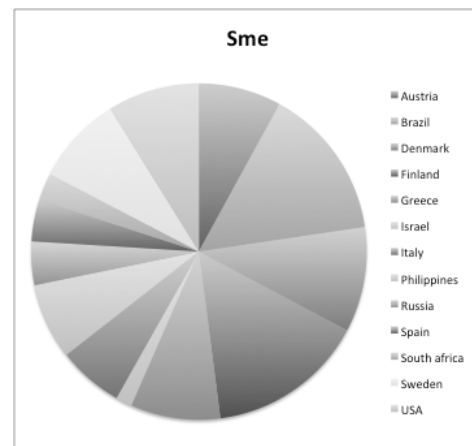


Figure 4 CRS statement in SME

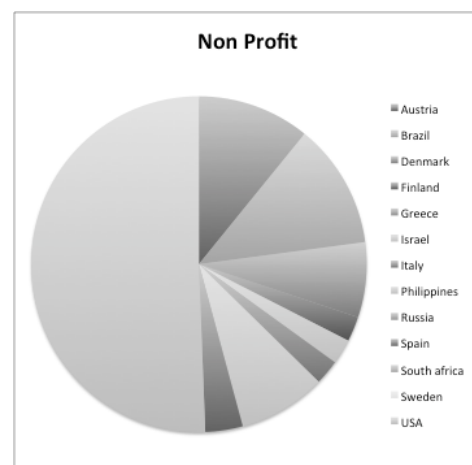


Figure 5 CRS statement in non-Profit Organizations

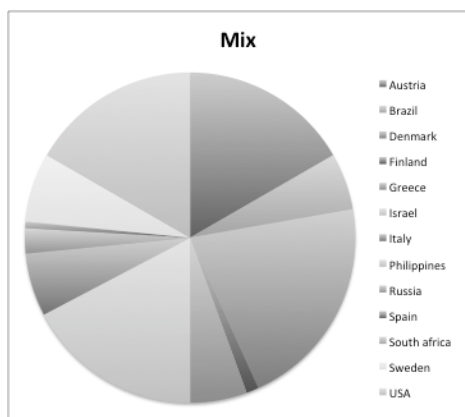


Figure 6 CRS statement in Mix Organizations

Our model is based on the following regression, considering as regressors the advanced Hofstede's cultural dimensions:

$$S = Y1PDI + Y2IDV + Y3MAS + Y4UAI + Y5IND + Y6PRG + e$$

θ_1 = coefficient of the PDI, i.e. effect on SM of a change of PDI, holding IDV; MAS; UAI; IND and PRG constant
 θ_2 = coefficient of the IDV, i.e. effect on SM of a change of IDV, holding PDI; MAS; UAI; IND and PRG constant
 θ_3 = coefficient of the MAS, i.e. effect on SM of a change of MAS, holding PDI; IDV; UAI; IND and PRG constant
 θ_4 = coefficient of the UAI, i.e. effect on SM of a change of UAI, holding PDI; IDV; MAS; IND and PRG constant
 θ_5 = coefficient of the IND, i.e. effect on SM of a change of IND, holding PDI, IDV; MAS; UAI; and PRG constant
 θ_6 = coefficient of the PRG, i.e. effect on SM of a change of PRG, holding PDI, IDV; MAS; UAI and IND constant
 e = errors due to omitted variables

and Globe's cultural dimensions:

$$S = \theta_1 PDI + \theta_2 IC + \theta_3 ASS + \theta_4 UA + \theta_5 INC + \theta_6 FO + \theta_7 GE + \theta_8 HO + \theta_9 PO + e$$

θ_1 = coefficient of the PDI, i.e. effect on S of a change of PDI, holding IC, ASS, UA, INC, FO, GE, HO AND PO constant
 θ_2 = coefficient of the IC, i.e. effect on S of a change of IC, holding PDI, ASS, UA, INC, FO, GE, HO AND PO constant
 θ_3 = coefficient of the ASS, i.e. effect on S of a change of ASS, holding PDI, IC, UA, INC, FO, GE, HO AND PO constant
 θ_4 = coefficient of the UA, i.e. effect on S of a change of UA, holding PDI, ASS, IC, INC, FO, GE, HO AND PO constant

θ_5 = coefficient of the INC, i.e. effect on S of a change of INC, holding PDI, ASS, IC, PD, FO, GE, HO AND PO constant

θ_6 = coefficient of the FO, i.e. effect on S of a change of FO, holding PDI, ASS, IC, PD, INC, GE, HO AND PO constant

θ_7 = coefficient of the GE, i.e. effect on S of a change of GE, holding PDI, ASS, IC, PD, INC, FO, HO AND PO constant

θ_8 = coefficient of the HO, i.e. effect on S of a change of HO, holding PDI, ASS, IC, PD, INC, FO, GE AND PO constant

θ_9 = coefficient of the PO, i.e. effect on S of a change of PO, holding PDI, ASS, IC, PD, INC, FO, GE AND HO constant

e = errors due to omitted variables

The Ordinary Least Squares Estimator minimizes the average squared difference between the actual value and the predicted value based on the estimated line.

Existing quantitative databases has been used as data sources and has been previously evaluated.

Data Analysis And Results

In the analysis of our analysis we have used software SPSS. In Table n.3 it's possible to see the results of Hofstede's correlation with CSR statement presence and of and Globe's correlation with CSR presence.

Table 3 Correlation between CSR statement and Hofstede's model
 . regress A PDI IDV MAS UAI PRA IND

Source	SS	df	MS	Number of obs =
Model	9.83159808	6	1.63859968	2678
Residual	659.654959	2671	.246969285	F(6, 2671) = 6.63
Total	669.486557	2677	.250088367	Prob > F = 0.0000
				R-squared = 0.0147
				Adj R-squared = 0.0125
				Root MSE = .49696

A	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
PDI	.0041636	.0012463	3.34	0.001	.0017199 .0066074
IDV	.0034113	.0014591	2.34	0.019	.0005501 .0062724
MAS	.0036833	.000923	3.99	0.000	.0018734 .0054932
UAI	.0009357	.0005108	1.83	0.067	-.000066 .0019374
PRA	.0027969	.0017736	1.58	0.115	-.0006808 .0062747
IND	-.0022121	.0009225	-2.40	0.017	-.004021 -.0004033
_cons	-.1526202	.2315997	-0.66	0.510	-.606753 .3015126

	Pearson Correlation
Power distance	***
Individualism vs Collectivism	**
Masculinity vs Femininity	***
Uncertainty Avoidance	non relevant correlation
Pragmatism	non relevant correlation
Indulgence	**

Table 4 Correlation between CSR statement and House's model
. regress A ASS IC INC FO GE PD HO PO UA

Source	SS	df	MS	Number of obs = 2678
Model	12.1743276	9	1.35270307	F(9, 2668) = 5.49
Residual	657.312229	2668	.246368902	Prob > F = 0.0000
Total	669.486557	2677	.250088367	R-squared = 0.0182
				Adj R-squared = 0.0149
				Root MSE = .49636

A	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
ASS	-.1451744	.0762234	-1.90	0.057	-.2946373 .0042885
IC	-.2150551	.0713356	-3.01	0.003	-.3549337 -.0751765
INC	.0303614	.0198134	1.53	0.126	-.0084898 .0692126
FO	.1039817	.0871023	1.19	0.233	-.0668132 .2747766
GE	.0033911	.0491831	0.07	0.945	-.0930499 .099832
PD	.0383483	.0189814	2.02	0.043	.0011286 .0755681
HO	.0542024	.0448823	1.21	0.227	-.0338052 .1422099
PO	-.0167263	.0252801	-0.66	0.508	-.0662969 .0328443
UA	-.0201742	.0485262	-0.42	0.678	-.115327 .0749785
_cons	1.260915	.4597584	2.74	0.006	.3593965 2.162434

	Pearson Correlation
Assertivism	non relevant correlation
Instit Collectivism	***
InGroup Collectivism	non relevant correlation
Future Orientation	non relevant correlation
Gender Egalitarianism	non relevant correlation
Power Distance	+ *
Humane Orientation	non relevant correlation
Performance Orientation	non relevant correlation
Uncertainty Avoidance	non relevant correlation

Thus, we can affirm that regressors are an effective cause of the movements of the dependent variable, that is, the Hofstede's cultural dimensions (PDI, IDV, MAS, IND) influence sustainability (Hypothesis 1). Also Globe's variables (IC and PDI) influence sustainability (Hypothesis 1). Obviously we have different results. For Hofstede's dimensions there is a positive correlation for Power Distance, Individualism and Masculinity, while there is a negative correlation for Indulgence. For Globe's dimensions there is a positive relation for Power Distance while there is a negative relation for Institutional Collectivism. (Hypothesis 2).

5. Conclusions

There is no doubt about the importance of CSR for the implementation of HRM. The presence of CSR in organization implement the attractiveness of a firm because improve candidate perceptions (Greening & Turban, 2000). A good reputation socially implies that an organization's behavior is sustainable both with employees both with the external stakeholders (Redington, 2005). It means respect for cultural and developmental differences and sensitivity to imposing values, ideas and beliefs (Nancy, 2004). Competitive organizations must now learn to develop the ability to attract individuals who can stimulate innovation behavior or who know how to acquire the techniques and principles of sustainability. Consequently, the knowledge-oriented organizations should always select subjects that quickly adapted to change. Sometimes to work in a sustainable firm is more important than the salary (Murray, 2008). People prefer to work in firms where there is an organizational well-being, that is "the set of cultural elements, processes, and organizational practices that animate the dynamics of coexistence in work context, promoting, maintaining and improving the quality of life" (Avallone, 2005). A sustainable organization promotes an ethical culture, a respectable and integrated behavior, an empowerment that use collaborative networks, a political of equity, an open and interactive dialogue with stakeholders, a corporate transparency. This improves the creation and acquisition of knowledge, making it less tacit, but available and pervasive, enabling organizations to experiment a sort of virtualization of the chain of value, transferring some phases of the physical chain to a more cognitive dimension, trying to contemporarily manage the two chains of the value in a separate and permanent manner. From this point of view, the learning that feeds the cognitive die is constituted by relationships that give holistic nature to the meanings with which experiences are understood and organized in the life of everyone. Then, if CSR increase knowledge sharing and MAS, IND, PDI and UAI have a correlation with sustainability it is easy to perceive that if managers encourage these dimensions, it is possible for individual, groups and organization to develop knowledge management.

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Ginevra Gravili, was born in Lecce on 07 October 1969. She graduated in Economic Studies in 1992, and she achieved PHD in Management and Organization in 1996. Since 2002, she is professor of Organization Theory at University of Salento, Department of Economics and Management, Lecce, Italy. She has written numerous books and articles on SMEs, knowledge sharing, social recruitment, sustainability, HRM of public administration, ICT, social media and organizations.