

**DEVELOPMENT OF A CORPORATE SOCIAL
RESPONSIBILITY CONSCIOUSNESS
ENHANCEMENT MODEL BASED ON A
TRANSFORMATIVE LEARNING APPROACH FOR
ENTREPRENEURS: MULTICASE STUDIES**

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Abstract: The objectives of this research are: (1) to analyze a model of CSR campaign in Thailand and abroad; (2) to develop a model of CSR according to the Transformative learning concept, and; (3) to propose a CSR strategy.

The methodology of this research comprises 4 phases as follows: 1) studying the beginning or the realization of social responsibility consciousness, 2) analyzing the process of realization of social responsibility consciousness, 3) synthesizing and establishing a model to promote social responsibilities consciousness for the entrepreneur, and 4) synthesizing the strategies to promote a social responsibility consciousness concept of learning from a change concept for entrepreneurs and synthesizing strategy to promote a social responsibility consciousness for the private sectors.

This research was made in qualitative research approach consisting of a purposive group. The sample group was 3 companies from the role model business ethics company, selected by the Center for the promotion of national on moral ethics and values (Moral Center).

At present, this study is in Phase 1: the study in the beginning or the realization of Corporate Social Responsibility Consciousness. The tools for qualitative research including the interview, focus group discussion, observation, document research and pilot study in the selected case studies are developed in order to collect data for the next phase of research.

Expected approach: the study will lead to the following approaches:

1. Model of CSR enhancement according to theories of Transformative Learning.
2. Strategy to promote CSR is to adjust and apply the strategy in problem solving and to develop a model to

promote social responsibility consciousness in other areas of Thailand.

Keywords: Model of CSR Campaign, Transformative Learning Concept

The Importance of the Problem

No business organization in the business world today dares to deny social interaction through organizational activities called "CSR" (CSR stands for Corporate Social Responsibility). This is due to the changes in today's world of rapid and continuous progress without limitation or economic regulation. Competitive industries and services take full advantage of emerging technologies regardless of the impact on various dimensions, such as environment or society, in order to enhance the quality and to increase production of goods aiming at maximum profit. Such attempts are the results of capitalism that has led to free competition in all dimensions: economic, social, political, trade and multinational investment. Custom and cultural change came from imitating the West-leading capitalism, which claimed that citizens also had participation in democracy. Consequently, the citizens of the world overspent and wastefully consumed the limited resource, resulting in the competition for the resources to create wealth for their own without caring or paying attention to the worsened social and environmental problems. As a result, the benefit for the citizens of the world decreased rapidly (Kriangsak Jaroenwongsak, 2009).

In the current process of CSR activities, each activity is compared as "a real or fake CSR". It is determined by social responsibility of business organizations to support or satisfy the needs of society with "consciousness" as elements or the key factors, particularly for the executive or business owner. The real CSR should be compatible and cover 6 points to show social responsibility of business organizations. (Kotler and Lee, 2008) (See 3.3 Scope of contents) The fake CSR will be in a way that entrepreneurs are targeting the activities related to social responsibilities as activities for advertising or public relations in order to create the image of each organization. Moreover, such activities can be conducted with the intention to reduce tax instead of the commitment to true "consciousness social responsibility" (Anothai Paithoon, 2008).

Causes or factors that enable each entrepreneur to have CSR may come from behavioral change according to the theory of learning from change concept, which is changed from the basis of behavior. Therefore, to apply the theory to enhance CSR, the entrepreneurs have to change their concept under the model of consciousness promoting.

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So they will be able to change their ways of thinking and their perception, as well as to be rationally responsible for everything that happens in the society. This is in accordance with the theory of Mezirow (1991) stating that "The change concept could be completed as well when facing the crisis of life" which is defined as the first step of the learning process of the Transformative Learning theory (Chit Chong S. Nanthanant, 2006).

The main technique in the learning process of change concept is that there are several ways to criticize the past, such as comparison, applications linked, problem-solving, analysis, seminar, and discussions. They are all the promotion of participation of participants and also a technical focus mainly on the participants. Participants of various ages, education, economics and social status can join the activities because the activities are focused on experience of participants. Participants in all age can share their experience to meet the needs of the activity (Chit Chong S. Nanthanant, 2006).

The major problems of Thai society, as mentioned above, along with the guidelines to manage the social problems of government by the Ministry of Social Development and Human Security, including principles study, ideas and research about social responsibilities consciousness in the context of Thailand, are that government agencies, public and private sectors in Thailand have no guidelines for developing or developed social responsibilities consciousness in system. That is, the direction of social responsibility process was set but lack of model to process and strategy to promote social responsibilities consciousness (Thaipat Institute, 2007).

The researcher is interested in studying the overall process starting from setting up, transferring, operating and being successful at last. The outstanding Thai CSR activities are to develop models and strategies to promote CSR by using Non-formal Education theory together with the idea of learning from change concepts (Transformative Learning) as another way to develop model to promote social responsibility consciousness, especially on entrepreneurs who are the key engines to drive the economy and to create a spread out impact on every dimension.

Therefore, models and strategies to promote social responsibility consciousness would contribute significantly to clarify the problems in order to bring about trust, improve reconciliation, be able to solve social problems and lead to better social development with collaboration from all sectors: individual, family, community, charity organization, business organization, civil society and government. These efforts will lead to sustainable solutions for social problems in Thailand and will maximize the advantages to people and communities. They can also be adapted to improve social responsibility consciousness promotion in all sectors and to all areas of Thailand.

The Objectives of the Research

The research includes the following three objectives: 1) To analyze the model of CSR campaign in Thailand and

abroad; 2) To develop the model of CSR according to the Transformative Learning concept; 3) To propose a CSR strategy.

Scope of Research

This study was undertaken to develop a model of non-formal education activities in order to promote social responsibility consciousness and to propose strategies to promote CSR. The researchers define the scope of research into 3 parts: the scope of population, scope of variables and scope of contents as follows:

1. The scope of population was to study characteristics and process to promote social responsibility of entrepreneurs who run activities with social responsibility consciousness and are accepted by both government agencies and private sector where social responsibility activities are promoted. Examples include National Center for Giving and Volunteering (NCGV) and Corporate Social Responsibility Center (CSR) under the Ministry of Social Development and Human Security; Thaipat Institute under the Thai Rural Reconstruction Movement (under Royal Patronage), and Center for the Promotion of National Strength on Moral Ethics and Values (Moral Center) under the Office of Knowledge Management and Development: OKMD (Public Organization). There are 4 case studies selected as the result of pilot study.

2. The scope of variables. 2.1) The beginning variable is to promote consciousness to the Transformative learning concept. 2.2) The following variable is social responsibility consciousness of entrepreneurs.

3. Scope of contents is the process to promote CSR according to 6 types of activities indicating social responsibility of business organizations (Kotler Lee, 2008). These activities are: 1) Cause Promotion; 2) Cause-Related Marketing; 3) Corporate Social Marketing; 4) Corporate Philanthropy; 5) Community volunteering; and 6) Socially Responsible Business Practices.

Definitions Used in This Research

Model development refers to the study and development of plans or models based on the philosophy, theories, concepts, or beliefs by providing elements of learning systematically so that they can be applied by others as a role model.

Consciousness promotion model refers to process arrangement procedure according to the non-formal education approach. This will help entrepreneurs to improve themselves after learning to understand the consciousness promotion process under the forms of social consciousness promotion. As a result, there will be knowledge and understanding on concepts and practices to be used to promote social responsibility of entrepreneurs. Transformative Learning means that people learn in the process of interpretation or meaning of former experience to improve, review, and interpret such experience and put into action in accordance with the Transformative Learning theory of Mezirow.

Entrepreneur means a person who runs a commercial business, industry, service or financial and banking business or SMEs (SMEs stands for Small and Medium Enterprises). For the meaning of the enterprise, business covers three classes: 1) Production Company covers the production in the agricultural sector, Industry (Manufacturing) and mining; 2) Trading Company covering wholesalers and retailers and 3) Business Service.

Working for social means dedication for societies' without expecting any other benefits besides wills and intentions to make better societies in every aspect.

Corporate Social Responsibility means that entrepreneurs have responsibility and consciousness to emphasize on social issues. They must also have mutual sense towards public issues. They must be generous. They must love and cherish public treasures including public interest.

Establishment refers to the workplace, factory, shopping mall, companies and shops in community area, which can arrange the formal training or non-formal education to enhance knowledge to those working people. The learning benefits can be coordinated with schools and relevant agencies.

Learning in the workplace means setting up learning centers for basic education, vocational training courses of short-term for interested group, and training to enhance professional skills with continuing education throughout life, in any form or all 3 types: formal education, non-formal education and informal education.

Strategy means the establishment of action plans by gathering all efforts to perform to achieve goals based on the appropriate environmental analysis within the required period. Such action will complement the setting up of the plan to specify or create, and to utilize methods and available resources properly to achieve goals as the highest target.

Benefits Expected in This Research

The author expects the following benefits:

1. Knowledge in the form of CSR promotion in Thailand and abroad.
2. Model of CSR enhancement according to concepts and theories of Transformative Learning of Jack D. Mezirow.
3. Strategy to promote CSR is to be applied in strategic planning for problem solving and development of model for social responsibility consciousness enhancement in other areas of Thailand.

Study Documents and Related Research

In studying the development of a model to promote consciousness based on the concept of learning from changing in order to develop CSR, the researcher studied the following relevant documents:

Concepts and guidelines for non-formal education activities

"The concept of non-formal education" is a study that looks flexible and has no fixed restrictions in all aspects:

instructors, learners, location, time, curriculum, and regulations. This is to meet the requirement and readiness of the learners, and to conform to the current situations that are changing all the times. It is necessary to consider the philosophy of non-formal education that focuses on the practicality of the study. Since the target groups of non-formal education vary, education should not be arranged for any specific group.

Concepts and guidelines for non-formal education activities refer to any activity held systematically in addition to the regular school system. Non-formal education is a service provided to people in all ages: children, adults and the elderly. Such activities are particularly held by various social institutions, especially for the purpose of education. Therefore, people in all segments of society are provided with opportunities to develop their knowledge, skills and attitudes. They will experience self-study, and they can make decision and be able to apply to daily life and free from surroundings as much as possible.

Transformative Learning Concept

Transformative Learning is a theory that an adult educator named Jack D. Mezirow, developed from the perception that adults had high capability of freely thinking and action and believe in foundations of human behavior. That is, it is a result of thinking system, overall beliefs, values, attitudes, and feelings that are used to interpret things or experiences of people that can be changed. Focus is made on learning as a process to interpret the past to develop new ideas, or to review the interpretation of experiences as guidance for future operation.

Ten steps in learning process for concept changing (Chit Chong S. Nanthanant, 2006):

1. Disorienting Dilemma: Adult learning will be good experience if starting from the difficulties or problems facing which will enable them to solve the problems.
2. Self-examination: Inner thought affects one's expression.
3. Critical assessment: Assess preliminary beliefs after self-examination through criticism.
4. Recognition that others have shared similar transformations: To gain understanding and experience that will lead to a change together.
5. Exploration of new roles or actions: To find alternative option or relationships, including new actions to change ways of living appropriately.
6. Development of a plan for action: Planning process after assessing the situation and goals to set target for changing.
7. Acquisition of knowledge and skills for implementing the plan: is the process of preparing required knowledge and skills to implement as planned.
8. Tryout of the plan: Evaluation should be done during and after implementing the plan in

order to be able to adjust promptly when any problems or failures occurred.

9. Development to competence and self-confidence in new roles: This process occurs when individuals or groups can follow the plan. They will have the confidence to new ideas, beliefs and finally lead to new suitable guidelines.
10. Reintegration into life based on new perspectives: After having confidence, an individual or group applies new ideas or beliefs to his life. The most important thing is people have learned to solve the problems or difficulties systematically.

Concept of social responsibility consciousness

In summary, social responsibility, consciousness means gathering up human experiences that are all related and evaluated as consciousness. In other words, consciousness is a person's inner behavior which expresses the state of mind about the feeling, thoughts and desires on the alert to person, principles, or whatever caused by perception, realization, and mutual public concern or mutual concern about others who share the relationship within the same group. Individuals, communities and organizations have learned and planned to participate in the activities and take action to work for social as planned in this phenomenon. This reflects social responsibility consciousness by realization of the value of being together, resulting in cooperation in solving social problems, realization of the impact together, and respect to social rules. The experiences obtained are then applied in thinking, considering, and pondering to achieve assumptions, principles, or hypotheses that can be brought to trial or applied in different situations in the form of work for social benefit to the public.

Concept of Corporate Social Responsibility (CSR)

CSR: Corporate Social Responsibility or Corporate Governance means activities process which are consisted of thinking, speaking and actions covering planning, decision making, public relations, management and operations of the organization, both internal and external, with regards to social impact.

Social responsibility of business is to focus on stakeholders outside the organization, including those with direct and close contact with the organizations, such as customers, suppliers, employees' family, the community in which the organizations are located, and the environment or ecology, as well as the stakeholders at the remote level, such as business competitors and general public. Such focus is also made by using existing resources within the organization or outside the organization in order to enable all parties concerned to live together in the society in peaceful ways.

The 6 types of core activities to express social responsibility of business organizations (Kotler and Lee, 2008) are:

1. Cause Promotion.
2. Cause-Related Marketing.
3. Corporate Social Marketing.
4. Corporate Philanthropy.
5. Community volunteering.
6. Socially Responsible Business Practices.

The concept of learning in the workplace

The concept of learning in workplace means the establishment of learning centers to manage basic education, short-term vocational training courses for interested persons as well as training courses to enhance lifelong and continuous professional skills. Such educational management can be made in one or all of the 13 models, namely formal education, non-formal education and informal education.

Relevant research

Relevant research in Thailand

Social consciousness, social responsibility consciousness and public consciousness study of Thailand in term of entrepreneurs are mainly focused on transfer process, operating process, and activities. The overview studies from initiated process, transfer process, operating process to consciousness activities, are mostly studied in sample groups as community, students and undergraduate students.

Relevant research in foreign countries

The study on social responsibility consciousness can be concluded as follows: Most entrepreneurs are aware of the problems related to social responsibility as well as high priority problems to be solved immediately. However, most problem solving is still limited to individual level, and it is in the process of stimulating the driving changes at the structural or policy level, which can propose comprehensive solutions. Furthermore, there are also some limitations in playing roles and contributing in solving problems of most sampling group due to the lack of power to participate in social problems solving in all 4 dimensions : social, health, environment and cultural.

Conceptual Framework

Development of a Corporate Social Responsibility Consciousness Enhancement Model Based on Transformative Learning Approach for Entrepreneurs: Multicast Studies. The researcher developed the Social Responsibility Consciousness Enhancement Model for Entrepreneurs based on Mazirow's the Transformative Learning theory and Kotler and Lee's 6 types of core activities to express social responsibility of business organizations. (See figure 1 in next page)

The Methodology of Research

The process in the study is divided into four phases:

Phase 1: study the beginning or the realization of social responsibility consciousness.

1.1 The study on the emergence of social responsibility consciousness of entrepreneurs.

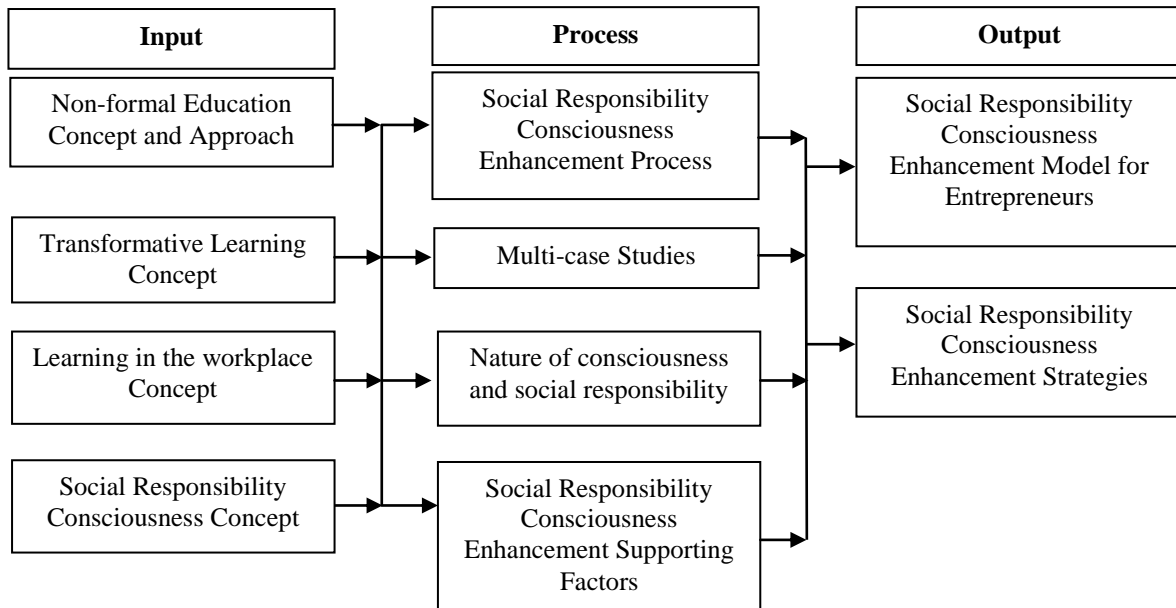


Figure 1: The Conceptual Framework

- 1) Study the phenomenon that causes a sense of social responsibility.
- 2) How does the said phenomenon affect social responsibility?
- 3) In addition to the occurring phenomena, is there anything that leads to the sense of social responsibility? In addition, what are the factors of such occurrence?

1.2 Combining the business with a sense of social responsibility into practice in organizations.

- 1) What is the action taken after the emergence of the sense of social responsibility caused by the occurring phenomena?
- 2) The reaction of members of the organization after the concept of social responsibility is implemented in the organization.
- 3) The nature of social responsibility activities both within the organization and outside the organization through Physical participation and commitment of all personnel.

Phase 2: Analysis of the process of realization of social responsibility consciousness.

Analysis and Conclusion of conscious process exist for social responsibility reasons associated with the Transformative Learning concept.

Phase 3: Synthesis and establishment of a model to promote social responsibilities consciousness for the entrepreneur.

- 1) The analysis results from Phase 2 are synthesized, leading to preparation of draft forms to promote social responsibility consciousness of entrepreneurs. This has been prepared in comparison with conclusions associated with the Transformative Learning concept in draft form.

- 2) Propose a model to promote social responsibilities consciousness of entrepreneurs for consideration by experts. The presentation can be made in-group meetings or as an individual presentation.
- 3) Revise and adjust for additional forms to promote social responsibility consciousness for operators as proposed by the experts.

The features of the model for enhancement of social responsibility consciousness are as the following:

- A. Input factors for the process to enhance social responsibility consciousness of the entrepreneurs.
- B. The process for enhancement of social responsibilities consciousness for the entrepreneurs

Results and yield of social responsibility enhancement for the entrepreneurs.

Phase 4: Synthesis and strategies to promote social responsibility consciousness based on the Transformative Learning concept for entrepreneurs.

Synthetic strategy to promote social responsibility consciousness for operators.

- 1) The data and results from the Phase 3 study to analyze the strengths, weaknesses, opportunities, and threats (SWOT ANALISYS).
- 2) The analysis of strengths weaknesses opportunities threats (SWOT ANALYSIS) maneuver draft strategy to promote consciousness of social responsibility for operators by offering: Preparation of strategic concept, Vision, Objective, Strategies issues and Strategies.

At present, this study is in Phase 1: the study in the beginning or the realization of Corporate Social Responsibility Consciousness. The tools for qualitative research including the interview, focus group discussion,

observation, document research and pilot study in the selected case studies are developed in order to collect data for the next phase of research.

Expected Approach

The study on the development of a Corporate Social Responsibility Consciousness Enhancement Model Based on Transformative Learning Approach for Entrepreneurs will lead to the following approaches: Model of CSR enhancement according to Jack D. Mezirow's concepts and theories of Transformative Learning.

Strategy to promote CSR is to adjust and apply the strategy in problem solving and to develop model to promote social responsibility consciousness in other areas of Thailand.

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