# Article information:

How stakeholders view stakeholders as CSR motivators - CORE Reader  
<https://core.ac.uk/reader/30827330>

# Article summary:

1. 该研究调查了不同利益相关者（所有者、员工、客户、非政府组织和政府当局）在推动管理层参与企业社会责任方面的相对重要性的看法。

2. 所有三个利益相关者群体都认为所有者是推动管理层追求企业社会责任的主要动力，其次是客户、政府、员工和非政府组织。

3. 在被问及谁应该成为主要推动力量时，客户排名第一，其次是员工、所有者、政府和非政府组织。年龄是一个显著变量，年龄越大，对于现实情况和理想情况之间的差距越小。

# Article rating:

Appears moderately imbalanced: The article provides some useful information, but is missing several important points or pieces of evidence that would be required to present the discussed topics in a balanced and reliable way. You are encouraged to seek a more balanced perspective on the presented issues by exploring the provided research topics and looking at different information sources.

# Article analysis:

The article "How stakeholders view stakeholders as CSR motivators" presents an empirical study that investigates the perceptions of different stakeholder groups regarding their relative importance in motivating managers to engage in corporate social responsibility (CSR). While the study provides some valuable insights, it also suffers from several limitations and biases.

One potential bias is the sample selection. The study was conducted in Norway, which may not be representative of other countries with different cultural and institutional contexts. Therefore, generalizing the findings to other settings should be done with caution.

Another limitation is the use of a paper survey as a data collection method. This approach may have limited respondents' ability to express their opinions fully or accurately. Additionally, the survey questions were relatively broad and did not delve into specific aspects of CSR or stakeholder engagement.

The article also presents some one-sided claims about the perceived importance of different stakeholders in motivating managers to engage in CSR. For example, it suggests that owners are viewed as the main motivators by all three stakeholder groups consulted, followed by customers, governments, employees, and NGOs. However, this ranking may vary depending on the specific context and industry.

Moreover, while the study asks respondents about their perceptions of how things are and how they ought to be regarding stakeholder motivation for CSR engagement, it does not provide evidence or explanations for why these discrepancies exist. It also fails to explore potential counterarguments or alternative perspectives on stakeholder motivation.

Finally, the article does not address potential risks associated with relying solely on customers as key motivators for CSR engagement. For instance, customer demands may change rapidly or conflict with other stakeholders' interests or societal values.

In conclusion, while "How stakeholders view stakeholders as CSR motivators" offers some useful insights into stakeholder perceptions of CSR motivation factors, its limitations and biases should be acknowledged when interpreting its findings. Future research could benefit from more nuanced approaches to studying stakeholder engagement in CSR and exploring potential trade-offs and risks associated with different stakeholder motivations.

# Topics for further research:

* Cultural and institutional context bias
* Limitations of paper survey data collection
* Broad survey questions and lack of specificity
* One-sided claims about stakeholder importance
* Lack of evidence and explanations for discrepancies
* Risks associated with relying solely on customer motivation for CSR engagement

# Report location:

<https://www.fullpicture.app/item/a6d1d71fe79441c2c144721d7d0f14e0>