

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE

Perceptions of Corporate Social Responsibility and Social Workers Amongst Corporate
Business Managers

A graduate project submitted in partial fulfillment of the requirements

For the degree of Master of Social Work

By

Michelle Durazo
in collaboration with Andria Saenz

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The graduate project of Michelle Durazo is approved:

Dr. Wendy J. Ashley

Date

Dr. David M. McCarty-Caplan

Date

Dr. Judith A, DeBonis, Chair

Date

California State University, Northridge

Dedication

Above all, I thank God. "*It takes a village*" and this project along with my master's degree is dedicated to my village. My husband, Parker Adams, who did not allow me to fail and did what he had to do to ensure my academic success, including, postponing his masters degree, thank you my love, I pass you the baton, there is room for one more master in this relationship! My mother, Alice Zuniga, who was taken hostage several times by me, her very stressed, exhausted, and ornery daughter. Despite our conflict through this time, you remain my number one cheerleader and you will never know how much I love and appreciate you. I could not have done this without you. My brother, Rene Flores, who is the first person I ever knew to pursue a master's degree and made it realistic for a Chicana girl, brought up in the hood, to make it this far. Thank you brother, for always encouraging my success. My dear Aunt Rina, who has shown me unconditional love and support and has brought so much joy to my life, I love you dearly. My Grandma Esther, who I've grown very close with these last few years and has picked me up when I have fallen down, thank you. My friends, who have been there to lift me up and wipe my tears away, thank you. My partner Andria Saenz: we started together and we are ending together. I am so grateful that I know you. I couldn't have completed this project without you. You are an amazing woman and I hope to have a lifelong friendship with you. Lastly and mostly, I dedicate all my successes to my beautiful, magical, daughter, Daphne Athena. You are the absolute best thing about me, my pride and joy, the love of my life. Becoming your mommy in graduate school didn't make school any easier but it definitely made me a happier person. I love you my precious sweetheart and I will live my life guiding you the very best that I can. Thank you all again.

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Abstract

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By

Michelle Durazo

Master of Social Work

A strong intersection lays between corporate responsibility and social work. The commonalities between the concept of corporate social responsibility and the social work profession are heavily tied in values based on promotion of social change in communities and societies and the development of programs and organizations. Despite the in-depth training social workers receive in principles that promote the advancement of societal and organizational structures, corporations and social workers have yet to collaborate within the realm of corporate social responsibility. Furthermore, both sectors have been shown to have a lack of understanding about each other's scope of practice. The purpose of this quantitative study is to explore the perceptions of corporate social responsibility and social workers amongst corporate business managers. Twenty-eight individuals holding upper managerial positions in corporate businesses were recruited to participate in an anonymous survey exploring their perceptions regarding corporate social responsibility and the social work profession. The findings of this study suggest that while business managers may not want to collaborate with social workers within the realm of corporate social responsibility their overall perception of social workers is positive. This exploratory study was the first step in gathering information that can raise awareness and provide a foundation for ideas to bridge the gap and create a vision for collaboration between corporations and social workers, which could help corporations better serve their communities more effectively.

Introduction

Corporate social responsibility (CSR) is a growing concept in corporations that has not yet capitalized on the social work leadership potential. Corporate Social Responsibility or corporate business conscience, acts as an ethical tool encouraging corporations to give back to society by donating to charities, implementing ethical labor practices, contributing to environmental issues, and volunteering at community events (Sheehy, 2015). Currently, corporations have utilized social workers as counselors for their human resource programs or for their Employee Assistance Program (EAP), which is used to address any personal or professional concerns that may negatively affect employee work performance and attendance (NASW, 2012). The social work profession could benefit from corporations because of the financial and structural backing of investors and employees, which could help better serve the needs of the community (Lorenz, 2015). Despite the potential advantages, social workers have had little involvement in the accountability of corporations and their CSR practices.

More recently, social workers are being trained with transferable skills such as: project development, coordination, community outreach, marketing, and negotiation. These skills encourage social workers to work in non-traditional corporate settings, like: program development, management, social entrepreneurship, performance and talent management, and marketing. Also, the generalist skills that all social workers are trained in and their professional values are a good match for the goals of CSR. The skills that social workers are learning are proving more valuable in corporations (USC, 2016). Corporations mostly embrace socially responsible practices by participating in efforts that are traditionally supported by social workers (public safety, community development, education, public health, and diversity) and hold value in reaching corporate goals of servicing clients and maintaining productivity. Some corporations

are beginning to also create roles for social workers within the corporate hierarchy because of their expertise (Acosta, 2013). A social worker's ability to assess and analyze how a company is perceived by the outside world and how their clients are impacted also holds value in helping corporations stay in business (Thompson, 2017).

The purpose of this study was to gather information on the perceptions and attitudes of corporate social responsibility and social workers amongst corporations in the for-profit, private or public business sector. Information was gathered by utilizing an anonymous online survey, targeting corporate business managers, 18 years and older who currently held an upper management position for a minimum of two years. This study collected data to examine the intersection between corporations and social work to further create opportunities for social workers.

Traditionally social workers have been reluctant to explore the concepts related to corporate businesses which resulted in a lack of knowledge. However, the social work profession could advance their skills when collaborating with businesses, by adding an additional lens to their skill set such as: learning how to run programs from a business aspect and having a better understanding of the companies that contribute to society. While only few studies have been completed on this subject, research suggests that merging the social work profession with the business profession can be beneficial (Lorenz, 2015). Corporations are becoming more involved in areas that social workers are traditionally responsible for and having social workers involved in their organization and corporate structure will help corporations better connect not only with their employees, but also with their communities. Social workers are already involved in working with vulnerable populations and have the experience and understanding of individual and community needs. Social workers know how to deliver services to meet those needs, which

benefits corporations when it comes to community planning and decision-making (Thompson, 2017).

Literature Review

Defining Corporate Social Responsibility

Corporate Social Responsibility is a global concept that has progressed from the interplay of theory and application. This concept has become essential as stakeholders have communicated that businesses are expected to do more than the status quo of making money and obeying the law. CSR stems back from post-World War II, which created a foundation rooted in social consciousness that gradually progressed in the 1960s, along with the civil rights, women's, consumer's and environmental movements (Carrol, 2015). Currently, CSR assesses and takes responsibility for the corporation's effects on the environment and impact on social welfare, which promotes positive social and environmental change. It can help with reducing a corporation's carbon footprint with clean energy solutions, being proactive about ethical labor laws, and donating to global charities (Douglas, 2017).

A Social Work Approach to Corporate Social Responsibility

Ben and Jerry's have made corporate responsibility the center of their overall business strategy by serving nothing but fair trade, GMO-free ingredients and by being the first to offer same-sex employees equal benefits (Douglas, 2017). CSR is a complex and important concept because of its intertwining relationship with ecology, our society, and the economic system, however it is lacking accountability due to its unclear definition (Sheehy, 2015). Primarily because of its ubiquitous nature, it is difficult to address and assess which businesses are generating harm and/or being socially responsible (Sheehy, 2015).

According to Thompson (2017), in corporate settings, social work falls into one of two categories: internal or individual. Internally, social workers identify workplace problems and solutions. For example, a social worker may examine the reasons that employees aren't

responding to particular initiatives and try to develop new communication strategies that are more in line with their expectations (Thompson, 2017). Individually, social workers may focus on assessing and analyzing how a company is perceived by their community and why customers react to products and services the way they do. For example, Walmart learned that having or showing good plans for the community can be derailed by community resistance when their plans to better the community weren't successful. Potentially, social workers could have helped Walmart find ways to connect and engage with communities and assess the reasons for the community's opposition (Thompson, 2017). In order to help corporations enhance the wellbeing of their communities and society, social workers are extensively trained in organizational development, quality and process improvement, and community relations that could potentially help implement protocols to promote the betterment of communities and society (USC, 2016).

Defining Social Work

Social work is a helping profession whose goal is to improve the most vulnerable population's well-being and to focus on person-in-environment and on social justice issues. Social workers are trained to empower individuals and promote social change in communities and societies and encourage the social development of programs and organizations (NASW, 2017). Social workers help with examining family history, people and their relationships, work environment, and community environment. They assist in addressing problems and policies and that have an impact on individuals and communities and advocate to make changes (USC, 2016).

Social workers have had an increased interest in corporation's CSR practices and how these practices can help better serve communities (Carrol, 2015). According to Lorenz (2015) four social workers, working in corporations participated in semi-structured interviews to explore their experiences in corporate America. These social workers expressed their value for the idea

of corporate social responsibility and expressed their interest in being involved in their corporations CSR protocols, among other aspects of their corporation's structure. These social workers expressed their desire to be involved in CSR because of their training to focus on relationships with individuals and institutions, like corporations (Lorenz, 2015). Additionally, they identified that there is a need for corporations and social workers to have a broader understanding of one another. Adding that a collaboration between the two concepts can potentially be beneficial and become a promising practice for corporations and how they give back to their communities (Lorenz, 2015). The value of social work focuses on diversity, safety, education, health, relationship building and community support, all of which coincide with the principles of CSR and adding social workers to corporate setting benefits everyone, both in the company and in the community (Thompson, 2017).

According to Lee (2016) additional research on social worker perceptions of economic justice suggests that social work collaboration in the business sector can be beneficial but finds that social workers' have limited knowledge about the business operations and that the business sector has a narrow understanding of social workers' roles.

The purpose of this article was to review an empirical case in which the fields of social work and business development intersect and to examine social workers' perceptions, experiences, and prospects regarding collaboration with the business sector. One of the areas in which social work and the business sector intersect is in assisting microenterprise development programs that aim to help disadvantaged populations access financing to establish small businesses. The study focused on an interdisciplinary microlending program that involved both the School of Social Welfare and the School of Business and

presented insights collected from the MSW students and staff who helped with the microlending program (Lee, 2016, p. 209).

The study found that a collaboration is beneficial to both groups because of the magnitude of skills social workers can bring into corporations. These skills include: project development, coordination, management, evaluation, strategic relationship building, individual and organizational linkage to resources, research, analytic skills, community outreach, and marketing. These skills can serve in various corporate job functions, some of which are: community relations and government affairs, quality and process improvement, and corporate social responsibility (USC, 2016). To date, there is no current research on the collaboration between social workers and corporations that could better support the idea of social workers working in non-traditional business settings.

Potential Roles of Social Work

The need for social workers in non-traditional business settings is just being recognized. Businesses are looking for professionals trained in a range of issues pertaining to safety and wellbeing of their employees to enhance their company's social and environmental performance. Social workers in corporate settings can take on many roles on an individual, organizational, and societal level. Social workers have elaborate training in human behavior, interpersonal relationships, and workplace dynamics (Thompson, 2017). On an individual level, social workers can assist in helping employees manage daily stresses that impede on their work performance. On an organizational and societal level, social workers can help businesses build positive relationships with their communities (Macias, 2014). Social workers could help corporations identify their strengths, which can be applied to making changes to improve society. The insight and analytical skills that social workers have (regarding human behavior, motivation, and

interpersonal communication) are skills that corporations can use to better connect with their employees and communities and make the necessary decisions that support a healthy and socially responsible workplace (Thompson, 2017).

Aims and objectives

This project explored the perceptions of corporate social responsibility and social workers amongst corporate business managers who are 18 years and older in upper managerial position. The purpose of this study was to gather information about their: (1) perceived value of social workers compared to other helping professions; (2) knowledge and beliefs about appropriate social worker roles, common stereotypes about social workers, and sources of perception; (3) knowledge and attitudes about corporate social responsibility (CSR); and (4) attitudes about the collaboration between social work and corporations. These questions were to provide a foundation and potentially bridge the gap and create a vision for the collaboration between corporations and social workers, which could help corporations better serve their communities which can benefit society as a whole.

Method

Participants

Thirty seven individuals in upper managerial positions (i.e., Chief Executives, Chief Financial Officers, Chief Operations Officers, Presidents, Vice Presidents, Directors, Managers, and Supervisors) completed the web-based survey. Nine participant responses were excluded from this data due to not meeting one or more of the study's inclusion criteria. Inclusion criteria consisted of: (1) Age eighteen and older; (2) employed for a private or public "for profit" company; and (3) employed in an upper managerial position for a minimum of two years.

The participants consisted of twelve females (43%) and sixteen males (57%). The majority of the participants identified as White/Caucasian (61%), other participants identified as Hispanic/Latino (32%), Black/African American (3.5%) and Pacific Islander (3.5%). The majority of participants identified as White/Caucasian males (39%). The mean age of the total participants was 41.3 years (range = 26-62; SD = 10.02). Twelve (42%) of the total participants indicated they were in a Manager/Supervisor position for an average of 5.9 years. Five (18%) of the total participants indicated they were employed as a Chief Executive Officer or Chief Operations Officer for an average of ten years. Four (13%) of the total participants indicated they were employed as a Director for an average of 5.25 years. Five (18%) of the total participants indicated they were employed as President or Vice President for an average of 8.9 years. Two (7%) of the total participants identified their job titles as being "other" and described their positions as: operations manager and executive vice president for an average of 14 years.

The majority of the participants (68%) indicated they had reached higher education with a minimum of an associate's degree, of these who had reached higher education, 18 participants (95%) reported they had obtained a bachelor's degree, and nine of these participants (50%)

reported obtaining a master's degree and one participant reported obtaining an associate's degree. Four (14%) participants reported high school as their highest level of education, with one of those participants completing some college. Two (7%) participants reporting having less than a high school education.

The participants reported a variety of educational backgrounds with the majority being in business/management (32%). Other areas of studies included: psychology, engineering, communications, multimedia, sociology, economics, and organizational development. The participants reported being employed in various industries: hospitality, sales, insurance, customer service, marketing and banking. The majority of participants (43%) reported "other" as their industry. The leading industry, with 14% of participants reporting working in was manufacturing.

Measures

Based on the literature and from an earlier study, the researchers developed a thirty item web-based survey that consisted of Likert scales, true or false questions, multiple-choice questions, and demographic questions. The survey was anonymous and took approximately 10 minutes to complete. The questions assessed the value of social workers compared with other helping professionals (marriage and family therapists, counselors, psychologists, and psychiatrists). Some questions focused on the beliefs and attitudes about social work and corporate social responsibility. Other questions examined participants' general knowledge about social workers and assessed sources of this knowledge. Lastly, one question asked participants about their attitude towards the involvement of social workers overseeing corporate social responsibility within their own company. The survey was first pretested using a convenience sampling.

Demographics

Participants completed a demographic portion that consisted of fill-in the blank questions asking for age, gender, and race.

Education and Employment

Participants completed an education and employment section that consisted of ten questions. These questions assessed education level and areas of study for those with college degrees, their employment industry, amount of people their company employs, their current position, the length of time they have been employed in their position and how many people they currently supervise. This portion of the survey also asked participants if their company had an employee assistance program and if yes, who the person in charge of this program was. The final questions in this section asked participants if the companies they work for employed a social worker, marriage and family therapist, counselor, psychologist, or psychiatrist, and if they or one of their employees had an interpersonal problem at their workplace who would they consult.

Perceptions of Corporate Social Responsibility

Participants were asked to answer seven questions assessing their perceptions of corporate social responsibility. These questions explored their familiarity with the practice of corporate social responsibility, if their current companies were involved in corporate social responsibilities, in what ways, who oversees this program, if they find corporate social responsibility to be beneficial to their company, practices they believe would be beneficial if they were to implement corporate social responsibility, and if they believe businesses should adopt corporate social responsibility in their workplaces.

Perceptions of Social Workers

Participants were asked to answer seven questions assessing their perceptions of social workers. These questions explored their perceptions regarding the value they place on the social work profession, their beliefs regarding social worker roles and what social workers do in their profession. Additional questions asked were how a social worker could fit into their company, what sources have contributed to their perception of social work, and do they see social workers contributing to corporate social responsibility.

Collaboration

Participants were asked three questions assessing their perceptions regarding collaboration between corporations and social workers within the area of corporate social responsibility. These questions explored their thoughts on where a social worker would best fit into their company, if they believe a social worker could benefit their company, and if they could envision a social worker contributing to the development or implementation corporate social responsibility within their company.

Research Design

We utilized a mixed methods approach with the specific purpose of exploration through collecting both quantitative and minimal qualitative data. We utilized an anonymous online survey that consisted of thirty questions.

Procedure

The first step in this process was to obtain approval to conduct this research study through the Institutional Review Board (IRB) at California State University, Northridge (CSUN). Thirty seven participants were recruited using social media and snowball sampling. Social media recruitment was conducted using Facebook by frequent posting of a descriptive narrative

regarding the purpose of the study, the inclusion criteria, and a link to the online survey. We shared our narrative daily and asked for family and friends to also share our posts on their Facebook pages. The snowball sampling began through personal associations and direct communication to individuals who met our inclusion criteria and agreed to participate in our research study and recruit other potential participants who also met the criteria.

As a part of the snowball sampling efforts, we completed online research of various corporations and found contact information for corporate managers from sixteen companies. Upon obtaining contact information, we initiated contact with individuals at these sixteen companies through emailing a formal and informative script introducing ourselves, our research study, the purpose of our study, details regarding consent and, our participant's anonymity. We also asked these individuals to forward our emails to others individuals who met the inclusion criteria. Data was screened and organized (resulting in the removal of nine participants who did not meet criteria), prior to quantitative analysis.

Results

Participant Characteristics

The majority of the sample was male (57%) with a mean age of 41.3 (SD = 10.02). The ethnicities included in the sample were: white (61%), Hispanic/Latino (32%), Black/African American (3.5%) and Pacific Islander (3.5%). The educational background of the sample of participants was in business/management (32%) and in manufacturing (14%). The majority of the sample (68%) indicated they had reached higher education with a minimum of an associate's degree, of these who had reached higher education, 18 participants (95%) reported they had obtained a bachelor's degree, and nine of these participants (50%) reported obtaining a master's degree. Also, the majority of the sample of participants reported that they were in a Manager/Supervisor position for an average of 5.9 years (42%) or were employed as a Chief Executive Officer or Chief Operations Officer for an average of ten years (18%).

Value of Social Workers Compared to other Helping Professions

Regarding the perceived value of social workers compared to other helping professions (such as: marriage and family therapists, counselors, psychologists, and psychiatrists), participants were asked to select the value of each professional role that is currently employed at their company. Participants reported that they found social workers to be “valuable” (46%). Of the participants that found social work to be “valuable,” (50%) identified as female and (50%) identified as male. Hispanic/Latino (50%), White/Caucasian (33%), and Pacific Islander (17%) found social workers to be valuable. Whereas, (46%) of the sample indicated that they found social workers as “not very valuable.” Four of these participants (66%) identified as white/Caucasian males and reported their education level as a bachelor's degree or less.

Compared to social workers, the most valued profession that was rated somewhat valuable and valuable to a company by (54%) of the participants was a psychologist.

To further assess the value of social workers compared to other helping professions, the participants were asked to select the professional role they thought would be more beneficial to consult with if they or an employee had an interpersonal problem at work. Out of the entire sample, 11% reported social workers to be the professional role they would consult with, however, 30% reported “other” (that is, human resource, supervisor, life coach, or they didn’t know). Nineteen percent of the participants indicated that none of the professional roles would be someone they would consult.

Knowledge and Beliefs about Appropriate Social Worker Roles, Common Stereotypes about Social Workers, and Sources of Perception

In a portion of the survey, participants were able to select multiple statements to indicate what roles are “something a social worker does” in order to assess the general knowledge corporate business managers have about social workers. The majority of participants indicated that social workers are “child protectors” (75%) and “community organizers” (50%). Social workers were recognized as “agents of social change” (46%) and “group therapists” (46%). Participants supported social workers to be “administrators” (39%) and as “mental health therapists” (32%). These results suggest that the participants are aware of the roles and services social workers can provide to individuals and the community. It also suggests that participants can see social workers as a people responsible for running a business or organization as indicated when selecting “administrator” as something a social worker does.

After assessing the knowledge about social workers, participants were asked to indicate whether they believed each statement to be true or false. The statements chosen for inclusion in the

survey were those considered to be either facts or commonly held stereotypes about social workers that are not necessarily true (LeCroy and Stinson, 2004). Overall, the results show that the majority of participants had a general knowledge of factual statements about social work and positive beliefs of what social workers do. Social workers received 68% recognition as a “source of comfort in times of need”, “working with all social classes”, and “having too many complex and stressful caseloads”. Participants indicated that they believe social workers are mostly female (32%) and over half of participants believe social work leads to burnout (57%). Participants surprisingly disagreed with the most negatively toned statements: “caring for people on welfare” received 43% affirmation of being false, and “taking advantage of the government” received 64% support that the statement was false. Interestingly, less than half of the sample believed that social workers do not have the right to take children away from their parents (39%) and less than half believe that social workers do have the right to take children away from parents (32%), however, 54% affirmed that social workers are “responsible for children who are severely abused”, while 25% answered “I don’t know.”

Although, majority of the sample agreed that social workers can provide family therapy (68%), assess for individual, family, and community needs (86%), serve troubled children (86%), and advocate for social and community change”(75%), fewer believed (25%) that social workers could perform psychotherapy or didn’t know (36%), if they perform psychotherapy. In addition, half of the total number of participants (50%) indicated that they didn’t know if they were aware of social workers being able to be in private practice; thus demonstrating that they are unaware of social workers existing and being tied to organizations like corporations.

To further assess beliefs about social workers, participants were asked to indicate a number of sources from which they gained their perceptions about social workers. The most

common sources were Television (46.4%), previously knowing a social worker (42.9%), and currently knowing a social worker (39.3%). Further assessment is needed to indicate whether these sources provided a positive perception of social workers as opposed to a negative one. However, from the potential roles a social worker does and from the facts and commonly held stereotypes that were selected by participants, the results suggest that participants received a positive perception from the sources.

Knowledge and Attitudes about Corporate Social Responsibility (CSR)

To identify the general knowledge about corporate social responsibility (CSR), participants were asked if they were familiar with the concept of CSR and then asked if their company is currently involved in the practices of CSR. This was asked in order to assess the perceptions of corporate social responsibility amongst the participants. Out of a total number of 27 participants, 54% reported that they were familiar with corporate social responsibility and claimed that their company is currently involved in CSR (54%). The participants who said that their company is currently involved in CSR, were asked to indicate whether they found CSR to be beneficial to their company. Out of a sample of 16 participants who said their company is currently involved in CSR, 88% said “yes” to CSR being beneficial to their company. To further assess the perceptions of CSR, the entire sample of participants were asked if they thought businesses should adopt corporate social responsibility into their place of employment. Out of a sample of 27 participants, 59% said “yes” compared to 30% percent who said “maybe.”

Collaboration between Social Work and Corporations

Lastly, to follow the perceptions of social work and corporate social responsibility, all participants were asked to indicate whether they thought a social worker could play a significant role at their company (if one was not currently employed), what can be done by a social worker

if they were to be employed at their company, and if they could see a social worker contributing to the development or implementation of corporate social responsibility within their company. These questions were asked in order to assess the possibility of social workers playing a significant role in helping businesses by overseeing the practices of corporate social responsibility. Out of a sample of 27 participants who responded, 19% said “yes” to a social worker playing a significant role at their company, compared to 48% percent who said “no” because they were not sure or because they saw no benefit. Out of the 27 respondents, 59% agreed that if a social worker were to be employed at their company, the social worker could help give back to the community and organize volunteer work, and 55% said the social worker could do individual therapy. Finally, 44% out of the 27 respondents, said they could see a social worker contributing to the development or implementation of corporate social responsibility.

Discussion

This study was based on the perceptions of corporate business managers in upper managerial positions about their perceptions on corporate social responsibility and social workers. The findings suggest that social workers are less valued compared to psychologists in regards to who business managers would rather consult if they or their employees had an interpersonal problem. However, all helping professions that were mentioned were less valued for consultation compared to a supervisor and human resources. This comparison suggests that business managers are not familiar or have a negative perception of social workers and other helping professionals in their workplace. In regards to business managers knowledge of social workers, the main sources of perception appear to have a positive influence on the majority of chosen roles (such as: agents of social change, community organizers, a source of comfort in times of need, and working with all social classes) selected for what a social worker does in their profession.

These two findings suggests that business managers have factual and positive knowledge of social workers that came from the television, previously knowing a social worker, and currently knowing a social worker. However, future studies can be done with a bigger sample size to further assess if the perceptions of social workers are mostly negative or positive and how social workers are portrayed compared to psychologists, who are found to be more valued in this study. Further studies would assist in understanding how entertainment and personal experience influence perceptions. The findings of the perceived value of social workers also created a pathway to further assess how social workers represent themselves when working with individuals and other working professionals. The study for this should include how social workers are marketing themselves, their level of education (BSW, MSW, LCSW, or Ph.D), and

to consider the lack of title protection for social workers. A discussion regarding social worker title protection can be useful when assessing perceptions because level of education and area of study will influence how a professional with social work education will conduct themselves versus a person with only a social worker title (for example: an individual with a bachelor's degree in child development who is titled “social worker” at the Department of Child and Family Services).

The exploration of this study provided us with significant evidence that provided a foundation to bridge a gap and create a vision for a collaboration between social workers and corporations, however, the study also had its limitations.

Limitations

The study had a small sample size of 28 participants, causing difficulty with analyzing and conceptualizing common themes, comparisons, and correlations. Timing was also a limitation. In order to recruit more participants for a larger sample size, more time needs to be allotted.

Technical errors with the online surveying system caused a few questions to only allow participants to select one answer when the question was meant to be multiple choice. Lastly, a limitation that lowered our sample size were individuals completing the online survey who did not meet the study's inclusion criteria. The study had 37 participants complete the survey, however, nine individuals did not meet the inclusion criteria of being in an upper managerial position, or were not in an upper managerial position for at least two years or did not work for a for-profit company or a combination of the three.

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Appendix A

Table 1 Demographics

Table 1

Demographics of Participants

Perceptions	%
Gender (N = 28)	
Male	57%
Female	43%
Race (N = 28)	
White/Caucasian	61%
Hispanic/Latino	32%
Black/African American	3.5%
Pacific Islander	3.5%
Job Title (N = 28)	
Manager/Supervisor	43%
Chief Exec. Officer/Chief Operations Officer	18%
Director	14%
President/Vice President	18%
other [described as Ops Manager/Exec Vice Pres]	7%
Education (N = 28)	
Less Than High School	7%
High School	14%
Some College	4%
Associates Degree	4%
Bachelors Degree	32%
Masters Degree	32%
Declined to Answer	7%

Note. Table 1, shows the study sample’s characteristics (such as, gender, race, job titles, and level of education).

Appendix B

Table 2 Perceived Value of Social Workers

Table 2

Perceived Value of Social Workers in your Company Compared to Other Professions

Profession	Response Category									
	Very Valuable		Valuable		A Little Valuable		Somewhat Valuable		Not Very Valuable	
	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>
Social Workers (N = 13)	0%	0	46%	6	0%	0	8%	1	46%	6
Marriage and Family Therapist (N = 11)	9%	1	36%	4	0%	0	9%	1	45%	5
Counselor (N = 12)	17%	2	33%	4	0%	0	8%	1	42%	5
Psychologist (N = 13)	23%	3	15%	2	0%	0	15%	2	47%	6
Psychiatrist (N = 12)	8%	1	17%	2	8%	1	17%	2	50%	6

Note. Table 2, shows how the participants value social workers compared to other helping professions.

Appendix C

Table 3 Perceptions of Social Workers

Table 3

Perceptions of Social Workers

Perceptions	%
Perceived roles of social workers (N = 28)	
child protectors	75%
community organizers	50%
agents of social change	46%
group therapists	46%
administrators	39%
mental health therapists	32%
legal advisers	14%
prescribers of medication	4%
Other	4%
Sources contributing to your perception of social work (N = 28)	
Television Shows	46%
Knew a social worker	43%
Currently know a social worker	39%
Community	32%
Personal Experience	29%
Daily television news	25%
Movies	25%
Newspaper	25%
Books	18%
I don't have knowledge of social work	11%
Magazines	11%
Other	7%

Note. Table 3, shows how social workers are perceived amongst corporate business managers in regards to “something a social worker does.” It also shows how corporate business managers got their perceptions of social work.

Appendix D

Table 4 Stereotypes about Social Workers

Table 4

Stereotypes about Social Workers

Statement	% True	% False	% I don't know
Serve troubled children	89%	0%	11%
Assess for individual/family/community needs	86%	4%	10%
Work with all social classes	89%	4%	7%
Advocate for social/community change	75%	4%	21%
Provides family therapy	68%	7%	25%
A source of comfort in time of need	71%	7%	22%
Having too many complex and stressful case loads	68%	0%	32%
Leads to burnout	57%	0%	43%
Responsible for children who are severely abused	54%	18%	28%
Can be in private practice	39%	7%	54%
Mostly women	32%	21%	47%
Have the right to take children away from parents	32%	39%	29%
Primarily care for people on welfare	29%	43%	28%
Taking advantage of the government	4%	64%	32%

Note. Table 4, displays how corporate business managers percieve facts and stereotypes about social workers.

Appendix E

Table 5 Perceptions of Corporate Social Responsibility

Table 5

Perceptions of Corporate Social Responsibility

Perceptions	Response Category							
	Yes		No		Maybe		Never Heard Of It	
	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>
Familiar with CSR (N = 27)	56%	15	19%	5	15%	4	10%	3
Company involved in CSR (N = 27)	59%	16	22%	6	19%	5	0%	0
Is CSR beneficial to your company (N = 16)	88%	14	0%	0	6%	1	6%	1
Should businesses adopt CSR (N = 27)	59%	16	4%	1	30%	8	7%	2

Note. Table 5, identifies the familiarity, involvement, and perceived benefit of corporate social responsibility.

Appendix F

Table 6 Collaboration: SW and CSR

Table 6
Collaboration: Social Workers and Corporate Social Responsibility

	Response Category					
	Yes		No		I don't know	
Potential for Collaboration	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>
Do you see a social worker contributing to the development or implementation of CSR within your company? (N = 27)	44%	12	33%	9	23%	6

Note. Table 6, shows the belief about social workers contributing to a corporation's corporate social responsibility.

Appendix G

Table 7 Potential Role for Social Workers

Table 7
Potential Role for Social Workers at Your Company

Roles	Strongly Agree		Agree		Response Category Neutral		Disagree		Strongly Agree	
	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>
Management (N = 27)	7%	2	19%	5	37%	10	30%	8	7%	2
Employee Assistance Program (N = 25)	28%	5	44%	11	24%	6	4%	1	0%	0
Help give back to the community (N = 27)	30%	8	59%	16	11%	3	0%	0	0%	0
Individual therapy (N = 27)	15%	4	55%	15	22%	6	4%	1	4%	1
Assessment of community needs (N = 27)	22%	6	44%	12	22%	6	0%	0	12%	3
Development of treatment plans for employees with mental health issues (N = 27)	15%	4	30%	8	33%	9	15%	4	7%	2
Organize volunteer work (N = 27)	19%	5	59%	16	22%	6	0%	0	0%	0
Organize and allocate money for donations (N = 27)	11%	3	52%	14	37%	10	0%	0	0%	0
Advocate for those in need (N = 27)	30%	8	48%	13	11%	3	7%	2	4%	1
Help change social policies (N = 27)	30%	8	33%	9	26%	7	4%	1	7%	2

Note. Table 7, displays the potential roles that corporate business managers selected to be something a social worker can do if a social worker were to be employed at corporations.