

The development of socially responsible behaviour in current business environment on the basis of the heritage of the Corporate Social Responsibility of the Bata Company up to the year 1945.

G. Končítiková and A. Gregar

Abstract—The Corporate social responsibility (CSR) and the Created shared values (CSV) have been a widely discussed topic of the current business environment. CSR and CSV have not only been part of the current business environment but they also have a deep tradition. An example of such tradition has been the business philosophy of the Bata Company Inc. by the year 1945 and its founder Tomas Bata (1876-1932). The research being introduced here has been focused on the historical data analysis connected with the functioning of the Bata Company Inc. between the years of 1894 to 1945. The time period is bordered by the year of establishing the company and its nationalization in 1945. The research was aimed at mapping the functioning of CSR and CSV of the Bata Company Inc. and making use of the research results in current business practice. CSR and CSV of the Bata Company Inc. by the year 1945 was really complex and thought-out in detail business strategy which enabled Tomas Bata to build just in a few years a company which was the greatest shoe exporter in the world in the year 1928. This company developed out of a small family-run business. There has not been any complex study so far describing CSR or CSV of the Bata Company Inc. Our goal is to implement the findings in the current business environment. The article being introduced deals with the matter of CSR in the Bata System of Control. The research is based on several research methods. They are a method of oral history (interviews with the witnesses of the time who experienced functioning of the Bata System of Control), biographic research, phenomenological research and data content analysis.

Keywords—CSR, Bata system management, Tomas Bata the Founder, Ethics, Morale, Motivation, Loyalty

I. INTRODUCTION

CSR (Corporate Social Responsibility) or socially responsible business, if you want, is not just a modern trend. The current business environment has transformed CSR into a necessity which brings into business more than just a

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product or service offered. Public sector senses CSR as something unique and new but is the term CSR completely new for us or the system has been there for ages and we just have not called it CSR?

Cited authors from the area of CSR define the CSR itself quite differently. Kolja Petzhold finds the basic thought of the concept in „believing “that modern companies should have their duties within the environment, not just to shareholders. In essence, the concept provides long term wealth to the company. CSR considers all stakeholders: Customers, employees, communities, government and environment too. [7]

Michael Hopkins states that CSR can be understood as the concept of the company’s ethics behavior related to its stakeholders. The task of CSR is to create higher and higher life standards while keeping the profitability of the company for its stakeholders, both inside and outside of the company. [3]

The definition of Ramón Mullerat says that CSR can be understood as the framework for managers to secure long term profitability of their company. It focuses on the methods of profit generating and its redistribution out of the company itself. This redistribution is the way how companies are related to their broader surroundings and how is the impact of their activities on surrounding community and environment. [6]

As Belás comments on CSR, the model is applicable in many different areas of business such as industry, finance, services sector and non-profit organizations too. [11], [12].

CSR can be perceived from the perspective of employing local companies in a form of outsourcing. Co-operation with local companies may affect employment rate in the country or certain area as well as improve company’s profit point out Popesko and Culik. [13]

Kornfeldová and Myšková point out that there are three mainstays within CSR: Economic mainstay, Social mainstay and Environmental mainstay. [14]

Within our research CSR is understood as added value to the current business environment. Companies in this

environment do not care just about quality of their products and services but do care about their approach to manufacture, attitude to their employees, public relations and perceptions and what companies do for the environment itself.

II. PROBLEM FORMULATION

In 1894 Tomas Bata (the founder) and his siblings established new company named Bata a.s.. The company had experienced dynamic growth until 1945 when it was seized to Bata family during the first wave of nationalization. In this time period the company invented the Bata system management which was applied till 1945.

CSR in Bata Company was focused on customer care and employees professional growth. The company built up medical, scholar, social and cultural background and centers for Zlin's employees and habitants and so Zlin has become modern city able to compete the world's modern cities.

Main task of this research is to find out the way how Bata Company was developing its CSR during the time period 1894 – 1945 and how these findings are applicable in the current business environment. First of all, it is essential to understand the philosophy of Tomas Bata management system.

The philosophy is based on following slogans: „Business is service for public.“ „Business as a service.“ [1]

The word „service“ is the essential of Tomas Bata's business idea and the basis for all other thoughts of this genius who established business empire which has survived both world wars, the oppression of communists regime and modern financial crisis too. Tomas Bata brought absolutely different meaning to the word „service“. His philosophy's purpose was to tutor directors, co-workers, citizens and general public in order to spread the idea of „serve as the highest value“. Service was understood as the highest and the most valuable ability for a human. To serve was the highest goal. Beware understanding „service“ as something inferior. Tomas Bata perceived „service“ as the highest achievable goal of a human action. Each co-worker, as the personality and human, can become beneficial to other human, to society, to company just by his or her „doing“.

So the human becomes useful and desirable too. These lines might be the summary Tomas Bata's philosophy who perceived the business as the service. He used to see the service in everything he used to do and by this spirit he learned to act his co-workers and colleagues (author's comment: Bata company had not used the term „employee“ but „co-worker“ until 1945). This philosophical spirit of perceiving the service as the highest achievable goal became the core of Tomas Bata management system which had evolved into perfect and detailed CSR of these times. [1]

Nobody was talking about CSR or socially responsible business at these times but business as service was the „on“ topic. What is CSR and what is its benefit? Is the motto „business as service“ far away from modern CSR systems or Tomas Bata the founder was ahead of his ages? There are several new questions to be answered which are related to perfectly and effectively working CSR. These questions have

one common connecting link – the morale: the business morale, the society morale and the personal morale.

In the recent times many companies has started to perceive the need of CSR. In foreign countries the trend started earlier then in the Czech Republic (considering the current business environment). Why the trend has developed and what is the impulse for leading companies to learn about CSR? Is it the addend value of CSR or any intentions related to customers' interests? Is our behavior influenced by the fact that company we buy from does something „more“ or is it the price tag only? These questions are answered by ongoing historical research which is the part of many others research methods applied within global research of CSR in Bata Company before 1945. The historical research is specific in the way of setting the research questions at very beginning but is transformed during the analysis of identified data. During the research which is focused on description of CSR in Bata company before 1945 many questions have been asked which are the primary target of deep research and are going to be analyzed in more detail. CSR in Bata Company had system of career growth elaborated into detail. Workers could experience the growth from operative to director. Bata's motto is „From a day laborer I am going to bring up a manager.“ [5]

The first research question is: How to use the knowledge about career growth program in Bata Company before 1945 in the current business environment? The career growth is closely linked to the question of motivation. Motivation system of Bata company before 1945 had been thoroughly set and had worked in both levels of motivation: motivation as a tool for performance growth and motivation as a tool to create loyal relationship of workers to the company.

How can we apply Bata's motivation system in the current business environment? The current research has discovered high level of ethics and morale in every way of company's life before 1945. Base on this knowledge another question needs to be answered. Which aspects of morale and ethics behavior of Bata Company before 1945 can be transformed into recent business environment? What were the contemporary requirements on ethics and morale profile of Bata company's managers? How can today's managers be inspired and what added value can be brought to the current business environment?

III. PROBLEM SOLUTION

Within the research it is carried out the analysis of historical documents which has been preserved from the time period to 1945 of Bata Company. At the beginning of the presentation of existing research it must be noted that there are no historical or recent publications and researches which would describe whole and integrated knowledge about Bata Company CSR before 1945, the manners how the system was working, stakeholders, its influence on co-workers of the company and society of the Zlin's society too. Main objective of the research is to analyze historical documents of Bata Company before 1945 and to determine the possibilities of application in the current business environment.

Basis for the analysis of historical documents is the corporate archive where there are stored all documents related to operation of the company. The archive is owned by the State Archive of the Czech Republic.

It has been mentioned there is no integrated and whole historical or recent research and document which describes CSR in Bata Company before 1945. That is why our research is based on detailed analysis of the historical documents, regulations, rules, standards, and minutes of meetings, newspapers articles, and pictures, statements of witnesses, personal notes and literature from the time period before 1945

Results of the research gradually uncovers complex description of CSR in Bata Company before 1945 and its influence on contemporary co-workers, habitants of Zlin, town development, development of managerial skills, development of system management etc.

Current results of the research are published in following chapters.

Methodology

It has been applied qualitative methods of research so far. The methodology of the research might be divided into two levels. The first level is related to historical research of archive documents and historical information about CSR of Bata Company before 1945. The second level specializes on the research of the current business environment and the ways of application the knowledge of Bata Company's CSR.

The first research level contains content analysis of historical data, bibliographic research, phenomenological research and method of oral history. It is hard to state which of these methods is beneficial as each uncovers different data forming the complex and integrated view of Bata company behavior before 1945. Interrelation among the methods is described by following diagram. [4]

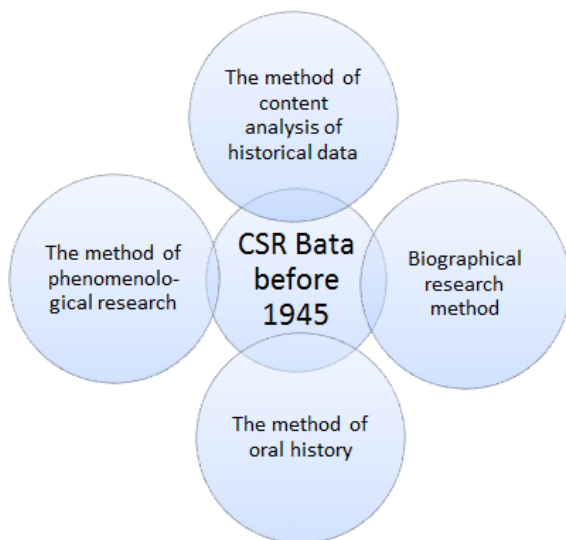


Fig. 1 - The interrelation among the methods.

Overview of used methods:

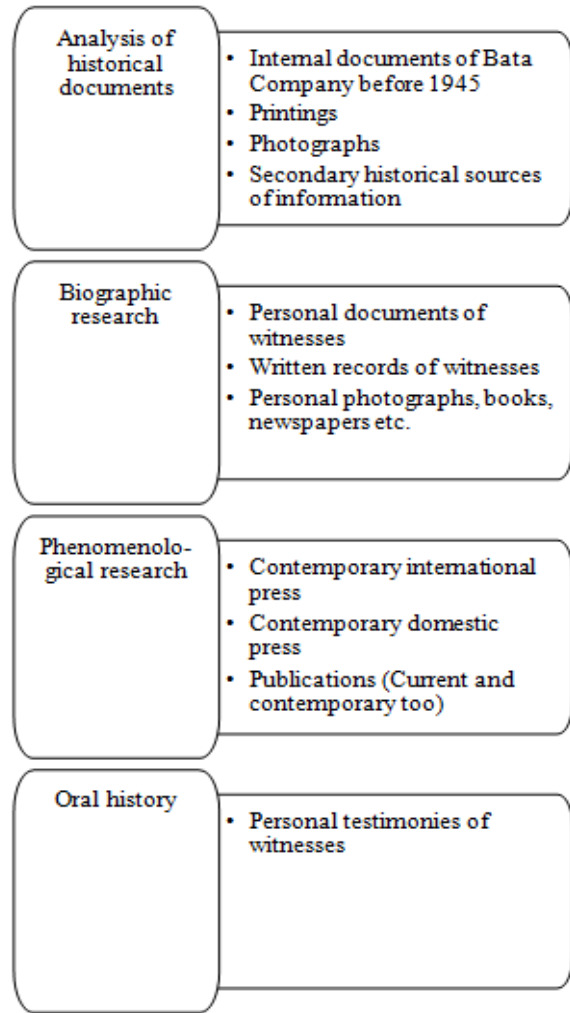


Fig. 2 - A comprehensive description of the research methods.

Method of content analysis of the historical data in the research is particularly useful when working with archival documents that remain available from the period to 1945. It is very difficult method and the application requires precise knowledge of procedures for analyzing historical documents. [2]

Phenomenological method can be applied only where we are sure that the researched object had represented the phenomena in its ages. Determination of the phenomena is governed by several specific characters such as sufficient number of books and publication records, witnesses and their influence on events in contemporary society. [2]

Method of oral history brings the unique chance to learn about specific situation and phenomena by testimony of witnesses. Within our research we have the unique opportunity to meet former students of Bata School of work who have actively met the Alumni Club of Bata School of work. This Club associates former students from around the world and we have the unique way (and the last chance) to learn about CSR of Bata Company before 1945 by its participants. [9, 10]

Method of biographic research is tightly linked to the other methods mentioned below. The method researches personal issues of witnesses which are related to the subject of the research. In our research it was used personal notes, notebooks, books, pictures, cuttings from newspapers, contemporary object etc. The research is highly beneficial for the global analysis of CSR perception of Bata Company before 1945. Together with the personal statements we have the unique opportunity to learn about the system itself. [2]

Within the second level of the research it is used observation of the company's life, interviews with employees and company's management and researching internal documents of the companies which has decided to build up their CSR on the heritage of Bata Company's CSR before 1945.

CSR in Bata Company from 1894 to 1945

However, if we return to the current issue of CSR and behavior of Bata Company before 1945 it is necessary to point out the aspects of CSR in Bata Company before 1945 and assess them according to current standards of CSR. At the current environment socially responsible company is the company which cares of its employees, behave ecologically, supports social development and generally cares about the three areas mentioned above. How had it worked in Bata Company before 1945?

CSR of Bata Company was developing continuously from 1849 until its highest expansion in 1945 when the company was nationalized. The development was influenced by three main areas which were the main objectives for Bata Company before 1945. At the first place, it was care for co-workers which influenced social activities in Zlin and the whole society too. Related to the care there was a care of environment where co-workers lived in (Zlin and surrounding areas). Development of CSR strategy in Bata Company before 1954 is described in following diagram. [Author]

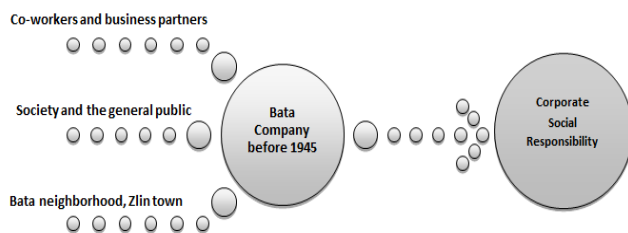


Fig. 3 - Development of CSR in Bata Company before 1945.

As it is evident from the diagram above, CSR in Bata Company before 1945 developed at the same fields as it has developed in current companies. These fields are: economic, social and environmental.

3.3 Specific examples of CSR in Bata Company from 1894-1945

In the economic field it can be found responsible behavior of Bata Company before 1945 particularly in its behavior

toward all co-workers. Bata Company before 1945 applied the principles so called self-government of workshops and participation in profit. Each workshop operated as separate department which was responsible for its results. Co-workers used to receive their wages on a weekly basis. Wages were based on quality indicators, there was a career growth system and the co-workers could enjoy a set of benefits. The well known benefits were living in Bata's houses, an opportunity to receive further education and personal growth programs, subsidy for meals, healthcare and social care, company's laundries, social and cultural facilities etc.

The significant part of economic field is personal approach of Tomas Bata the founder to competition: "Successful business is the business rewarding both sides." [8]

Bata Company's philosophy was not beating their competitors but using innovations and technologies in order to improve quality of manufacture and quality of business.

The economic field is closely related to the social field as it is difficult to perceive these fields separately. What might be considered as responsible behavior at the economic field was closely related into the social field vice versa. Systematical development of amenities is, at the first glance, perceived as the social responsibility but return on financial capital through offered services influenced the economic field. Bata Company before 1945 had created not only for their co-workers but for town citizens too, system of social care, healthcare, business, cultural and leisure services, The company has established the hospital (Tomas Bata Hospital), company's surgical and accident departments, there was perfect care for mothers and their children as well as care of seniors and handicapped too. The company also built up municipal baths which were used for regeneration and healing purposes. Within the social services there were established homes for the elderly, children's homes (operated on the principle of family care), dining facilities, dormitories etc. Whole system of employees care was provided by the social departments of Bata Company. Thanks to Bata Company and enlightened thinking of Tomas Bata the founder there was created rich cultural background in Zlin. There were new libraries, theaters, cinema (the most modern and the largest in Europe in its times), numerous cultural events organized more than once a year etc. These events were not primarily aimed for company's co-workers (even they paid low or none entry fees) bur for general public too. At the field of education Bata Company and Zlin town had become well-known at their times. Bata Company created a perfect educational system during just twenty years. The system has become an inspiration for many foreign countries. The system was consisted of all modern parts from pre-primary education in kindergartens to lifelong learning methods (programs for employees, school for salesmen, programs for women and housewives and language courses etc.)

Reform civic education which Tomas Bata had enforced in Zlin is very inspirational for the current environment. In 1925, it was founded Bata School of work for young men and lately for young women too. This secondary education together with a work in the factory and student's accommodation at dormitories created the unique system of education which had

not been overcome and had risen whole generation of exceptional people. The graduates were not morally influenced by the Second World War and communism regime either. They are the witnesses who can prove the uniqueness of CSR in Bata Company before 1945.

Significant part of the educational system is called “Tomášov” – the educational institute which continued to develop successful graduates of Bata School of Work for young men. It was a selection of elite students who were systematically prepared and educated for the high-ranking managerial positions.

In the area of housing policy there are well known so – called “Bata houses” which were used as an accommodation for Bata co-workers. Construction of these houses is closely related to environmental behavior of Bata Company which accepted the link between men and nature. Due to that Zlin belongs among the cities with “the greenest” town center. Each Bata house had to be planted by vegetation same as parks in the town center. Tomas Bata’s main object was that people could enjoy comfort environment while having their lunch breaks. The environmental behavior of the company can be seen in searching for natural traffic routes and construction of environmentally undemanding routes. Example of such behavior is a construction of Bata canal. The expansion of the company was also followed by reclaiming unsuitable places for any activities such as draining of wetlands around Otrokovice and developing an airport on the areas reclaimed.

Simplified summary of CSR activities of Bata Company before 1945 is represented in following chart [Author].

CSR of Bata Company before 1945		
Economic area	Social area	Environmental area
<p>Tomas Bata: <i>„Successful business is the business rewarding both sides.“</i> <i>„Business as a service.“</i> <i>„Our customer – Our lord.“</i></p> <ul style="list-style-type: none"> → Responsible attitude to co-workers → Career growth → Fair and deluxe rewards → Social and health care for co-workers → Fair play with competitors → Customer always at first place → Not a profit, but satisfied customer. 	<p>Tomas Bata: <i>„I made a man. A man made an enterprise.“</i></p> <ul style="list-style-type: none"> → Development of an educational system → Development of healthcare → Ensuring amenities → Housing construction → Ensuring infrastructure – electrification, sanitation → Ensuring telephone connection → Road construction → Airport construction 	<p>Tomas Bata: <i>„Try to make things best in the world and the world will find a path to your door.“</i></p> <ul style="list-style-type: none"> → Green town → Reclamation the company surrounding → Finding new ways of cheap transport → Artificial substitution of natural resources

Fig. 4 - The CSR of Bata Company before 1945

These thought of Tomas Bata the founder are from book “Úvahy a projevy” (Speeches and Reflections) [1]

Social responsibility of the Bata Company in the field of education by the year 1945

The Bata Company was successful at substituting the state education in Zlin in the 1930s of the 20th century. The Bata Company controlled the school system from the pre-primary to the lifelong learning level of education. The Bata Company established a number of kindergartens, even though the mothers were supposed to look after their small children themselves. These mothers should have been taken care of by the income of the father who was working for the Bata Company. Despite this philosophy, the company set up several kindergartens not only for its employees but also for the inhabitants of the town of Zlin. Primary education was controlled by so called Masaryk’s differentiated experimental schools – they were primary and town schools which promoted an alternative style of education. These schools specialized in complex personality development of the pupil and sharing information. Sharing information, knowledge, findings and subjective perception were the basis of these alternative schools. Great attention in the System of Bata Control was devoted to the secondary education. The Bata Company set up several secondary schools and training institutions. Among the most famous belonged especially the Bata School of Work for young men (established in the year 1925) and later the Bata School for Young Women (based in 1929). These schools were part of a three-level system of Bata’s education of young people. This education consisted of schooling at Bata’s School of Work, the accommodation at Bata’s dorms and work at the Bata Company. The Bata’s education was developing effectively in connection with the development of the company’s needs. Therefore, there was for example the Leather Processing Industrial School, the School of shop assistants, the Pilot school, the Industrial Construction School and School of exporters. The company also offered a number of evening courses to its employees which had a wide range of focus. Language courses were also greatly supported. The foreign language education was part of all study curricula at all levels of the Bata education system. The education at the Bata Company was not carried out only by means of educational institutions but also for example by means of daily press, access to the world literature and the overall enlightenment. Therefore the Bata Company did not only substitute the role of state in the field of education but also for example in the field of public awareness. The daily press was financed solely by the Bata Company but it was not focused only on informing the employees but also on the overall development and support of education. The press articles of the day had especially global character and they were good competition to the world’s leading articles of that time.

Detailed overview of The Bata educational system describes following figure:

The Baťa educational system

Type of institution	Visitors	Name of institution
The Specialized higher education	The BSW and secondary schools graduates	<ul style="list-style-type: none"> • Tomášov
The other educational institutions	The Employees of Bata company	<ul style="list-style-type: none"> • The School for newly accepted employees • The Higher folk school of Tomáš Baťa • The Study Institute of Tomáš Baťa
The Specialized education	The Employees of Bata company	<ul style="list-style-type: none"> • The Baťa's school of shop assistants • The Export school • The School of Art • The Pilot school • Language School
The Secondary education	The BSW graduates	<ul style="list-style-type: none"> • Industrial Engineering School • Industrial School of Chemistry • Industrial School of Engineering • Industrial School Leather
Training institutions	Designed for young people aged 14 to 18 years	<ul style="list-style-type: none"> • Bata School of Work for young men (BSW) • Bata School of Work for young women
Primary education	Children 6 to 14 years	<ul style="list-style-type: none"> • Masaryk's differentiated experimental schools
Nursery school	Children 3 to 6 years	<ul style="list-style-type: none"> • Nursery schools founded by Bata

Fig. 5 - The Baťa educational system

The social responsibility of the Bata Company in the field of medical and social care by the year 1945

The Bata Company offered above average services also in the field of medical care to its employees. The most up-to-date hospital in Central Europe was established in Zlin in 1928 only due to the Bata Company. However, the medical care had been started long before the year 1928. There was established a casualty ward in the Bata factory. There were several surgeries supported. There were founded rehabilitation and recovery

institutions and regular doctor check-ups were put into practice. There was also initiated an evidence of diseases and illnesses. Despite the fact that a modern health institution was constructed in 1928 which was named the Bata's Hospital, all the medical care was not concentrated only in this institution. For example the casualty ward kept its location in the factory so that health care could be provided at shortest possible time in case of work accidents.

Tomas Bata the founder had a very positive relationship to medical care and especially medical prevention. The health care was not focused only on the Bata Company employees but also on all other inhabitants of the town of Zlin. However, it is true that the Bata Company had more space to apply the health prevention at all levels especially among its employees. It was possible to order prevention health check-ups and check the employees' health in this way. Our times could view this measure as limiting one's personal independence. It is necessary to realize that in the 20s and 30s of the 20th century, it was quite common that infectious diseases such as tuberculosis were uncontrollably spreading among the population. We can find out from the documents of the day that the employees were filling in complex and detailed health questionnaires before enrolling their work. This questionnaire did not concern only the health of a future employee but especially his or her close family – parents, siblings, wives, husbands and children. The documents of the day also show that health condition did not need to pose an obstacle to get a job with the Bata Company. The company employed people with severe disabilities but it adjusted the work requirements to the individual needs of every disabled employee. Prevention health check-ups were closely linked with the health care. These preventive check-ups concerned also the children of the employees or the children who attended the Bata educational system. The tooth decay with children decreased by 74% in the 1930s of the 20th century due to these prevention check-ups. The press of the day greatly promoted the prevention care. The Bata Company had a so called House of Health built which was focused on health prevention and enlightenment as well as on the follow-up care.

The main attributes of Bata Health care system are described on the figure below:

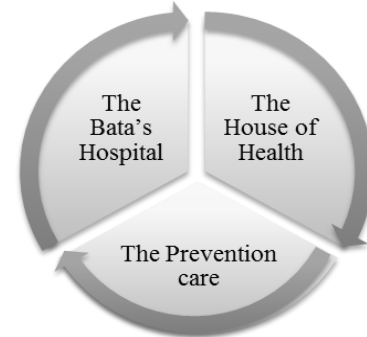


Fig. 6 - The main attributes of Bata Health care system

The social care was also closely linked with the health care. The Bata Company established several Homes for the elderly,

children's homes and social organizations for the socially weaker citizens. The field of so called healthy living formed a substantial part of health care too. The Bata Company developed the city of Zlin in concord with the latest opinions and views of the healthy lifestyle of the time. The condition of the town development was for example to keep a satisfactory amount of green areas in the town. Every house and public area had to be planted by trees. The city of Zlin has been called the city of Green up till the present day. An important fact is that all social and health care was financed from the Bata support fund. That was a fund established by the Bata which was aimed at financing social, health, cultural and sport projects. The establishment of the fund was solely effective and it served to distribute the money in such a way so that the Bata Company could donate more money to helpful projects. The complexity of the Bata Company social care was enclosed by providing the place to live to all its employees. The company had been constructing so called Bata's houses since the year 1908 which provided the accommodation to thousands of its employees and their families. Students or young people were put up either at dorms or youth hostels. The social care for the employees of the Bata Company was complex in such a way that the company employees did not need to lack anything in any field of human life.

The social responsibility of the Bata Company in the field of culture and sport by the year 1945

Tomas Bata the founder was known to have a passion for modern technologies and sport. He considered sport as the basis of the healthy lifestyle. All young men and women had to be active in sport. The Bata Company financed tens of sports clubs in the time of its greatest prosperity. The company had these clubs established. These sports clubs achieved unprecedented results. For example the well-known Czech Olympic winner Emil Zatopek was a young man at the Bata Company. It was possible to attend almost any world sport in Zlin. Fencing and American football were among very popular, non-traditional sports in Zlin. Sports activities were accessible to everyone – all children, the youth or adult were able to find their sports interest there. The company Bata adjusted gradually its production to the passion for sports. There was not only sports shoe wear made in Zlin but also sports equipment, bicycles and light airplanes. Sports piloting belonged among very popular activities in Zlin. The Bata Company invested great amounts of money to construct the latest sport areas. There was a jogging track, several sport areas and football pitches, great swimming pool, spa and an airport built in Zlin.

Tomas Bata the founder had the same approach to the development of the cultural background of Zlin as well as to the sports background. Tomas Bata was a lover of the modern technology of the day - he was called the lover of machines. His relationship to modern technologies in the field of culture was related to it as well. The town of Zlin had its own film studios and the renowned Big Cinema which had the capacity of 2000 seats at the time and it belonged to the biggest in Central Europe. The national awareness of Tomas Bata the founder was related to the development of culture. Tomas Bata

greatly supported the celebrations of the Czech national awareness. The Bata Company supported financially not only the development of film industry but also the theatre, architecture and other cultural institutions (museum, galleries, theatres, etc.). The company Bata had for example the ZOO built as part of the culture development.

All these activities were to result in the development of so called Industrial Person. The Industrial Person was a term of the day which the Bata Company implemented. That is how the person who was working in the Bata Company was called. He/she lived in a Bata's house, bought the services and goods in the Bata Company shops, did sports, lived in a cultural and educational way, had an overall overview, led a family life and devoted time to his/her personal development. The Bata Company was trying to ensure all stimuli to help such person develop. We have been able to see the benefits of its work up to the present time. Not only have many architectonic and archive remains of the phenomenal activities of Tomas Bata the founder been preserved but there have been still alive some people who had the opportunity to experience CSR of the Bata Company by the year 1945. These people are a living proof that the work of Tomas Bata the founder has been a phenomenon and its CSR is still of great inspiration for the current business environment. The witnesses of the time who experienced the Bata Company CSR by the year 1945 have enriched our research with their own experience and perceptions of this unique business system.

Application of the findings in the current business environment

Given that this is a long term research we apply the research findings into practice gradually. During the research it has been described the relationship of the company to its employees. We are going to apply the knowledge into pre-selected companies in Zlin region gradually. These companies do not have clearly set the structure of CSR yet and they have looked for an inspiration to its creation or they have faced the troubles with their employees and their relationships in the workplace. It had been described the state in the companies before application of discovered knowledge. From the historical research of Bata Company CSR efore 1945 was chosen a few areas which can be applied into the current business environment. These areas have been applied gradually.

It was set a group of concrete parameters which are measurable. Whereas that each company is different it was impossible to set the same areas of measurements. Among the same parameters for most companies belong: wages, working time, number of employees, individual performance measurements, turnover of a company, employee satisfaction, and employee identification with the company. The review of applied changes towards the employees which are common to all companies in which the research is applied is following:

- autonomy of department, sections and units;
- employee participation in profit;
- introduction of performance measurements for all employees;

- transparent wage system which is known to all co-workers;
- unified and transparent benefit system;
- replacing the title “employee” by the title “co-worker”;
- improved awareness of all employees;
- support of cultural, educational, and medical development of employees;
- building a relationship of employee towards the company;
- improvement of corporate culture;
- building a relationship to the brand and the logo;
- improvement of the contact between the management and co-workers

The results of our research help to create a corporate identity and solidarity.

The results of our results are going to bring measurable data at the end of the research period. But the interim results provide interesting results in terms of improving the working environment, average earning of co-worker, hours spent at work and individual performance of employee.

IV. CONCLUSION

Tomas Bata the founder, CSR and CSV of the Bata Company by the year 1945 and the Bata System of Control were a unique phenomenon of its time. They have been of great inspiration to the present business environment which still has not been overcome in many ways up till the present day. There is the need to approach the development of the CSR on the Tomas Bata basis in such a complex way as it was gradually constructed. The goal of our research is to make all the fields closer to the current business environment to help it streamline.

Current research has already produced particular knowledge on the functioning of CSR in Bata Company before 1945. The question to be answered is how to apply these findings into the current business environment. In determining the possible use of alternatives it has been established cooperation with companies in Zlin region. These companies understand CSR as an opportunity to improve their business strategy and to transform their company into more superior and competitive.

Among other things, our goal is to issue a publication based on this research that will describe CSR of Bata Company before 1945, and to serve as an inspiration for today’s managers, entrepreneurs and the general public.

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