

# Yoi-Shigoto: Lessons in CSR

Prof Yingyan Wang of Keio University, Japan, offers fresh insights from the Japanese concept of Yoi-Shigoto on how firms can leverage their organisational structures to foster a CSR-oriented attitude among their employees.

**Related research:**  
*Commitment to sustainable development: Exploring the factors affecting employee attitudes towards corporate social responsibility-oriented management, Wiley.*



ISBN: 978-2-36456-198-4

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# THE 3 Ps IN A CoBS POD

 **PERCEIVE**  
with a set of key takeaways

 **PROJECT**  
with food for thought: on yourself, your organisation and the wider context

 **PERFORM**  
by putting it all into practice using action tips







## ● PERCEIVE with a set of key takeaways

- Studies have shown that the perception of CSR by the employees—considered by far the most valuable asset of an organisation—is a key factor in determining organisational commitment, employee satisfaction and loyalty, perceived organisational support, and organisational pride.
- Existing research suggests that employees can be grouped into three types—committed, indifferent, and dissident—on the basis of their attitude to CSR.
- The concept of Yoi-Shigoto refers to work that is not only beneficial to society but also useful and valuable for customers and partners—all this while also proving to be a worthwhile challenge. In short, Yoi-Shigoto is a manifestation of CSR.
- Higher management also needs to lead from the front and act as role models in the workplace.
- Junior employees express commitment towards their firm's responsible commitments differently.
- Frequent and high-quality exchanges between senior and junior employees will precipitate positive reciprocity from the juniors as regards engaging in socially motivated behaviour.
- Firms operating in societies that prize individualism could try to adapt a collectivistic model to suit their own needs and thus promote shared socially motivated attitudes and behaviour.
- There is a need to bridge the gap between the identification of CSR opportunities and engaging with them.



Read the full article:  
<https://councilcommunity.org/2020/05/26/yoi%e2%80%90shigoto-lessons-in-csr/>





# ● **PERFORM**

by putting it all into practice

## CHECKLIST

- 1. Facilitate a culture where frequent and high-quality exchanges between senior and junior employees are possible. That includes internal meetings, team events, guild meetings, or initiating the process with a discussion. This will precipitate positive reciprocity from the juniors and shape socially motivated behaviour. As a result, employees will take on positive opinions about the firm.
- 2. Take a leaf out of Japan's book. Given that Japanese society is highly collective, firms operating in societies that prize individualism could try to adapt such a model to suit their own needs. And promote shared socially motivated attitudes and behaviour.
- 3. Higher management must lead from the front and act as role models in the workplace. What mechanism, awareness or training can be set up specifically for senior managers and directors?
- 4. Create a culture of support for junior employees who wish to undertake CSR goals. Support employees wishing to take time off of working hours to engage themselves in the company's CSR mission and recognise employee goodwill initiatives internally and/or externally, such as on social media handles.
- 5. Bridge the gap between the identification of CSR opportunities and engaging with them. The former may exist in regions where the firm has area offices—where working for a large responsible firm could give a person a higher social status, and thus the motivation to engage in such activity—and good support from HQ might allow this drive to be carried out even more strongly.



# Getting involved


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