A CONTEMPORARY APPROACH TO MANAGING SOCIAL RESPONSIBILITY IN RELATION TO EMPLOYEES AS PERCEIVED IN ACADEMIC PAPERS

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ABSTRACT

Corporate Social Responsibility (CSR) plays a significant role in Human Resource Management (HRM), especially when it comes to stipulating desired employee performance or behaviour, such as work performance, job satisfaction, organizational commitment or retention. However, the academic literature offers very fragmented or partial answers to questions addressing this issue, as many scholars focus exclusively on e.g. one-country or one-industry based sample only. Therefore, the objective of this paper is to summarize the current "state-of-the-art" trends in academic literature and thereafter, based on the findings, propose a broader contemporary conceptual approach to managing CSR in relation to employees. The results suggest a positive causal relationship between CSR and desirable employee behaviour, with job satisfaction often playing the function of a mediator. The findings also suggest that adding CSR to HRM practices could improve employees' work attitudes. In doing so, full compatibility with other concepts and principles across the organization is a premise.

KEYWORDS

HOW TO CITE

Highlights

- *Current academic findings regarding the CSR management and employees summarised.*
- *The relationship between CSR as a motivation driver and employee behaviour identified.*
- *A broader contemporary approach to CSR management in relation to employees provided.*

INTRODUCTION

Corporate Social Responsibility (CSR) can be understood as any decision of an organization that goes beyond its economic and technical interests (Carroll, 1991). The most commonly used and cited CSR concept (e.g. Bauman and Skitka, 2012; Farooq, Farooq and Jasimuddin, 2014; Kim, Song and Lee, 2016; Kim et al., 2017; Zhang, Oo and Lim, 2019) was first defined by Carroll (1991, 2015), who proposed a four-level CSR model including CSR economic, legal, ethical and discretionary (or philanthropic) levels (dimensions).

New ever-emerging concepts deal with the same or similar issues as CSR. Examples include Corporate Social Performance, Corporate Social Responsiveness, Corporate Citizenship and Corporate Governance (Carroll, 1991; Kim et al., 2017; John et al., 2019). Regarding sustainable economic performance,

it is clear that current organizations must formulate and implement social goals and integrate ethical decisions into all their practices and activities. Ameer and Othman (2012) found that growth in economic performance indicators, e.g. sales and revenue, was higher in the 100 most sustainable organizations in the world than in control companies (CK, 2019). Concerning the organization's economic results, it is up to the managers to decide how to deal with the CSR concept in both the short and long term. Therefore, most authors consider the above concepts identical and interchangeable with the CSR concept (e.g. Carroll, 1991; Dahlsrud, 2008; Taneja, Taneja and Gupta, 2011; Kim et al., 2017; John et al., 2019).

According to CSR theory, an organization must satisfy different groups who would otherwise stop or cannot support the organization. The term "stakeholders" helps define and

ERIES Journal
volume 13 issue 3

Electronic ISSN
1803-1617

Printed ISSN
2336-2375

101

simultaneously delimit the organization's responsibilities, which implies that the organization must engage in those CSR activities that its stakeholders consider important. Stakeholders may vary for each organization, but it is widely accepted that employees are the organization's key stakeholders. Their interest may be a legal claim, such as the fulfilment of contractual terms, a moral claim, such as employees' ability to express their opinion or organizations' fair behaviour towards employees (Carroll, 1991, 2015).

It becomes a challenge for each organization's management to address the urgency or importance of the demands made by different stakeholders. From a CSR viewpoint, the legitimacy of these claims is most important. Regarding organizational efficiency, the power of the relevant stakeholder group can have the greatest impact on the decision-making of the organization's management.

Theoretical background and the formulation of research questions

Carroll (1991) presents a conceptual approach to addressing the issue of conflict of interest of individual stakeholder groups and defines a series of questions that each manager should answer before taking appropriate action. Carroll's conceptual questions (1991: 44) are as follows:

- What opportunities and challenges do employees present to the organization?
- What social responsibility (economic, legal, ethical and philanthropic) should an organization have towards its employees?
- What strategies, practices or decisions should management undertake to best address their responsibilities and obligations to employees?

Work motivation is critical to employees' overall performance. Motivation affects what employees do, how they do it, and with what effort (Diller, 1999; Mayer, Becker and Vandenberghe, 2004; Kim et al., 2017; Graves, Sarkis and Gold, 2019). According to Graves, Sarkis and Gold (2019), many academics confirm the important role of individual CSR activities as motivating factors in meeting employees' needs and improving the quality of their working lives (QWL) (e.g. Cycyota, Ferrante and Schroeder, 2016; Kim et al., 2017; John et al., 2019).

Following Self-Categorization Theory (SCT), employees seek to integrate and become employees of organizations that are compatible with their values, enabling them to satisfy their psychological desires and meaningfully fulfil their existence (John et al., 2019). Likewise, Social Identity Theory (SIT) argues that if people have positive feelings for a group, they tend to identify themselves with the social status of the group, and membership in that group affects their self-esteem and pride (Dutton, Dukerich and Harquail, 1994; Maignan and Ferrell, 2001; Fu, Li and Duan, 2014; Kim et al., 2017).

At an organizational level, organizations seem to show better economic performance over the long term if more employees show a higher organizational commitment (OC) rate (Graves, Sarkis and Gold, 2019; John et al., 2019). This argument can be supported by Social Exchange Theory (SET); if one treats

the other amicably, the other will repay him/her equally. Such behaviour is known as "limited" reciprocity (Peterson, 2004). The involvement of the organization in CSR activities can, therefore, significantly strengthen the employer-employee relationship and lead to job satisfaction (JS), increased work performance (WP) and OC, leading in turn to voluntary employee retention (R).

Based on the synergy of the above-described motivational theories (e.g. Maslow, 1943; Deci and Ryan, 1985, 2000), SCT, SIT and SET, we can define a causal relationship between CSR (a motivation factor) and employee behaviour as:

$$CSR \rightarrow JS$$
$$CSR \rightarrow WP$$
$$CSR \rightarrow CO$$
$$CSR \rightarrow R$$
$$CSR \rightarrow JS \rightarrow WP$$
$$CSR \rightarrow JS \rightarrow CO$$
$$CSR \rightarrow CO \rightarrow R$$
$$CSR \rightarrow JS \rightarrow CO \rightarrow R$$

Therefore, Carroll's (1991) first, second and third question can be rephrased into three research questions (RQs) as follows:

- RQ 1: Which CSR dimensions affect employee satisfaction?
- RQ 2: How does CSR directly and indirectly affect employees' behaviour (JS, WP, OC, R)?
- RQ 3: What is the strength of the relationship between CSR and employee behaviour (JS, WP, OC, R)?

Macke and Genari (2019) mention a constant dilemma in Human Resource Management (HRM). On the one hand, Human Resources (HR) practitioners must support the efficiency of individual processes, such as reducing costs and increasing the organization's profitability, and, on the other hand, invest in human capital development and ensure its long-term sustainability and performance (Kramar, 2014; Macke and Genari, 2019). This paradox contributes to the tension between the goals set by the organization and the personal goals of employees (Aust, Brandl and Keegan, 2015). Incorporating CSR components and activities into HR practices can be one of the ways how to maintain JS, WP and R over the long-term (Celma, Martinez-Garcia and Raya, 2018).

As Ahmed and Rafiq (2002) state, the use of Internal Marketing (IM) practices such as segmentation, market research and marketing mix helps organizations motivate employees to meet organizational goals. Based on IM theories, employees can be considered internal customers, which leads to a positive influence on their behaviour and to improving their work results (Rafiq and Ahmed, 2000; Huang and Rundle-Thiele, 2014; Yao, Qiu and Wei, 2019). Key IM functions such as communication, education, development and employee motivation are important for increasing JS, R and subsequently strengthening employee loyalty to the employer (King and Grace, 2010; Wu, Tsai and Fu, 2013; Kim, Song and Lee, 2016; Yao, Qiu and Wei, 2019).

Within SIT, employees associate their own identity with the social identity of the organization they work for (Dutton, Dukerich and Harquail, 1994; Maignan and Ferrell, 2001;

Kim et al., 2017). Employees working in socially responsible organizations are more likely to be happy and proud to be members of a "reputable" organization. They identify with and feel committed to the organization's goals (Fu, Li and Duan, 2014).

The above findings and social theories can be understood as theoretical bases and, therefore, Carroll's (1991) fourth question can be reformulated and broken down into the following three RQs:

- RQ 4: What HR practices can be used to support CSR?
- RQ 5: What IM tools can be used to support CSR?
- RQ 6: What CSR components and activities are used for building a good Employer Brand (EB)?

There seems to be a widening gap between theory and practice as organizations often fail to implement the new theoretical knowledge in practice. The reluctance to adopt the latest CSR concepts might be caused by the lack of theoretical knowledge on the one hand, or over-theoretical information on the other. Our objective is to summarize the current trends in scientific knowledge and introduce a broader contemporary approach dealing with CSR management in regard to employees as one of the organization's stakeholders. We draw upon Carroll's (1991) concept using it as the baseline for the qualitative content analysis of "state-of-the-art" research papers on managing CSR in terms of employees.

The paper is structured as follows: In Introduction the current theoretical knowledge is summarized and the RQs are formulated. Material and Methods describe the procedure of selecting academic papers under analysis and the method of research. The obtained results are presented in subsections corresponding with the RQs. In Discussion the presented results are further elaborated and mutually compared, and a broader contemporary concept of CSR management in relation to employees is proposed. This part also identifies the benefits and limitations of this paper.

MATERIALS AND METHODS

Due to a very fragmented focus of each investigation, a narrative literature review (qualitative content analysis) and systematic literature review were considered the most suitable for summarizing the current trends and findings in the academic literature. Literature reviews provide a synthesis of published literature on a topic and describe its current state-of-art (Ferrari, 2015). While a narrative literature review is a comprehensive, critical and objective analysis of the current knowledge on a topic (Baker, 2016), a systematic literature review identifies, selects and critically appraises research to answer a clearly formulated question (Ferrari, 2015). The narrative review can address one or more questions and the selection criteria for inclusion of the articles may not be explicitly specified. Its quality may be improved by borrowing from the systematic review methodologies aimed at reducing bias in article selection and in employing an effective bibliographic research strategy (Ferrari, 2015).

For the systematic search, the instructions of Voegtlin and Greenwood (2016) and Macke and Genari (2019) were followed. In line with their proposals, six RQs were

formulated. The selection criteria to identify the studies responding to the RQs were as follows: The studies were searched in the Web of Science and Science Direct databases. The search terms included combinations such as "CSR and employee motivation", "CSR and job satisfaction", "CSR and job performance", "CSR and labour productivity", "CSR and retention", "CSR and employee loyalty", "CSR and HRM", "CSR and HR practices", "CSR and IM", "CSR and Personnel Marketing" and "CSR and Employer Branding".

The searches were limited to peer-reviewed papers, papers written in English, and papers published from 2009 to fully reflect the current interests of employees. The original period was set at 5 years, i.e. papers published from 2014 till October 2019. Due to a low number of works found, the period was extended to a decade 2009-2019.

Analysing abstracts, article titles and keywords, works that did not meet all of the above criteria were excluded. Total number of selected articles (TC = 67), final number of articles excluding non-compliant papers (FN = 45), final number of articles based on empirical research (39), final number of articles based on a systematic literature review (6), final number of articles focusing on the relationship between CSR and employee behaviour (10), final number of articles dealing with the relationship between CSR and HR practices (10), final number of articles on CSR and EB (11) and final number of articles on CSR and IM (14).

The narrative literature review was used to analyze the current state of scientific knowledge of the causal relationship between CSR and employees as one of the organization's stakeholders. To avoid human factor bias, the review strategy and findings were consulted with two scholars. The analyzed papers were segmented as follows:

- *CSR and employee behaviour* (10): Bauman and Skitka (2012), Bohdanowicz and Zientara (2009), Farooq, Farooq and Jasimuddin, (2014), Graves, Sarkis and Gold (2019), Jakubczak and Gotowska (2015), John et al., (2019), Kim, Song and Lee (2016), Kim et al., (2017), Ong et al., (2018), and Youn, Lee and Lee (2018).
- *CSR and HR practices* (10): Celma, Martinez-Garcia and Coenders (2014), Celma, Martinez-Garcia and Raya (2018), Gully et al. (2013), Kim et al. (2010), Kramar (2014), Macke and Genari (2019), Stone and Deadrick (2015), Voegtlin and Greenwood (2016) and Zhang, Oo and Lim (2019).
- *CSR and EB* (11): Aggerholm, Andersen and Thomsen (2011), Ayshath Zaheera, Khan and Senthilkumar (2015), Carrico and Riemer (2011), Cycyota, Ferrante and Schroeder (2016), Dögl and Holtbrügge (2014), Fu, Li and Duan (2014), Gregory-Smith et al. (2015), Hagenbuch, Little and Lucas (2015), Jones, Willness and Madey (2014), Marler and Boudreau (2017), Puncheva-Michelotti, Hudson and Jin (2018) and Tkalac Verčič and Sinčić Ćorić (2018).
- *CSR and IM* (14): Chaudhary (2017), Chen and Cheng (2012), Dhanesh (2012), Duthler and Dhanesh (2018), Ferreira and de Oliviera (2014), Gill (2015), Gupta and Sharma (2016), Joung et al. (2015a, 2015b), Lim and Greenwood (2017), Ruizalba et al. (2014), Sanchez-

102 | Printed ISSN Electronic ISSN
2336-2375 1803-1617

ERIES Journal
volume 13 issue 3

ERIES Journal
volume 13 issue 3

Electronic ISSN Printed ISSN | 103
1803-1617 2336-2375

Hernandez and Grayson (2012), Soane et al. (2012) and Yao, Qiu and Wei (2019).

RESULTS

CSR and employee behaviour (RQs 1, 2, 3)

The studies confirm the positive causal relationship between CSR (economic, legal, ethical and philanthropic dimension) and employee behaviour (e.g. Bauman and Skitka, 2012; Kim, Song and Lee, 2016; Kim et al., 2017; Ong et al., 2018; Youn, Lee and Lee, 2018; John et al., 2019). In this context, employee behaviour is understood as JS, OC and R. The negative causal relationship was confirmed between CSR and employees' Turn over Intention (TI). Employee behaviour is sometimes used as a mediator to explain the indirect positive relationship between CSR and the employee behaviour resulting type. The most commonly used mediator is JS, which, based on motivational theories (e.g. Maslow, 1943; Deci and Ryan, 1985, 2000) explains the employee's interest in individual CSR aspects (e.g. Bauman and Skitka, 2012; Youn, Lee and Lee, 2018; Graves, Sarkis and Gold, 2019). Instead of the simple JS concept as a mediator between CSR and OC, Kim et al. (2017) use the QWL concept, defined as "employee satisfaction with meeting different needs through resources, activities and outcomes from participation in the work process" (Sirgy et al., 2001: 242). Based on Maslow's (1943) human needs hierarchy, the "lower-order" QWL includes employee satisfaction with the satisfaction of needs such as health, security and tangible needs through organizational resources. The "higher-level" QWL includes employee satisfaction with social and aesthetic needs, or with the need for respect, self-realization and self-education (again through organizational resources). This QWL construct undoubtedly assumes the importance of CSR in the organization. We arrived at a similar conclusion interpreting the findings of Franklin (2008) or Kim et al. (2017).

We can conclude that CSR organizational activities providing "tangible" care to employees (e.g. fair pay, family support and employment security) create desirable working conditions for employees, increasing the number of employees with a high QWL rate, leading in turn to increased employee loyalty and OC (Bohdanowicz and Zientara, 2009; Jakubczak and Gotowska, 2015; Kim, Song and Lee, 2016; Kim et al., 2017).

Even if CSR activities are not directly focused on employees, they still influence employee satisfaction with QWL. Especially the CSR ethical and philanthropic activities have the potential to meet higher-level employee needs. CSR activities that allow employees to make a meaningful contribution to addressing social issues appear critical to the higher-level QWL (Cycyota, Ferrante and Schroeder, 2016; Kim et al., 2017). This is confirmed by Graves, Sarkis and Gold (2019), who examined the impact of external and internal motivation (also Deci and Ryan, 1985, 2000) on employees' pro-environmental behaviour. Motivation based on employees' internal values or efforts to avoid guilt, has a positive impact on their pro-environmental behaviour. In contrast, external motivation has a negative impact but suggests that the use of employee incentives to increase pro-environmental behaviour may be unnecessary (Graves, Sarkis and Gold, 2019).

As Youn, Lee and Lee (2018) conclude, it is important how employees perceive the industry they work in. If they know the industry has little positive impact on the development and problem-solving of a community or society, the involvement of the organization in CSR activities does not affect JS and OC. For the organization, it is important to continuously improve employees' awareness about its CSR activities, e.g. through effective communication and employees' continuous training (Youn, Lee and Lee, 2018).

CSR and HRM practices (RQ 4)

Given the ever-changing conditions of the international business environment, employees' needs and well-being became the concern of many international organizations (Stone and Deadrick, 2015). In practice, socially responsible HRM principles are essentially defined by conventions, regulations and directives issued by various international institutions promoting CSR, such as the European Commission Green Paper (2001a) and other European Commission documents issued by the European Commission (2001b; 2002; 2011), the Global Compact programme (UN Global Compact, 2019), ISO 26000 (ISO, 2017), OECD Guidelines (OECD, 2018) and the accredited certification for social responsibility SA8000 (SAI, 2019). These documents do not offer an "exhaustive" list of socially responsible HRM practices but serve as recommendations or guidelines for national authorities and institutions (Celma, Martinez-Garcia and Coenders, 2014). For example, a socially responsible organization reduces the number of fixed-term jobs while guaranteeing job security, enabling employees to develop, or providing employees with fair pay for their work. An organization is socially responsible if it fights any form of workplace discrimination, enables employees to participate in its policies, and is committed to safety practices and performance measures (European Commission, 2001b; Celma, Martinez-Garcia and Coenders, 2014; Celma, Martinez-Garcia and Raya, 2018). Zhang, Oo and Lim (2019) regard various recommendations and regulations (whether internationally or nationally) as CSR "drivers", while their absence is seen as an "obstacle" to CSR implementation in business practice.

Voegtlin and Greenwood (2016) confirm the growing interest of academics in CSR and HRM relationship. 72% of all works on the CSR and HRM relationship were published between 2009 and 2014 (the research included works published from 1975 till 2014). Voegtlin and Greenwood (2016) also noted a shift from the perception of HRM as part of CSR or CSR as part of HRM, to the understanding of CSR and HRM as two interdependent and interconnected concepts.

The intersection between sustainable development and HRM is based on two assumptions: the HRM role in supporting the organization's sustainable development, and the long-term HRM practices sustainability. As organizations strive for sustainable development of their businesses, management practices should focus on creating a strategic advantage based on three factors: human capital, the environment and profitability (Macke and Genari, 2019). E.g. Macke and Genari (2019) developed an HRM model promoting sustainable business development through personnel practices such as talent management or employee knowledge and competence acquisition. This HRM model design (Macke and Genari, 2019:

812) is in line with other authors' findings (e.g. Kim et al., 2010; Gully et al., 2013; Celma, Martinez-Garcia and Raya, 2018; Zhang, Oo and Lim, 2019). The most effective and frequently cited HRM procedures contributing to consolidating CSR and vice-versa are: employee selection, employee motivation, fair remuneration and evaluation and employee development. For example, an organization can select new employees based on sharing common values with the employees and leveraging CSR practices to gain the best talents, as current job seekers increasingly value socially responsible employers (Voegtlin and Greenwood, 2016; Celma, Martinez-Garcia and Raya, 2018; Zhang, Oo and Lim, 2019).

CSR and IM practices (RQ 5)

Although the IM concept was introduced by many authors, Foreman and Money (1995) are considered the first to identify the three specific IM components and their measurement (Joung et al., 2015a, 2015b): vision ("something" that employees can trust), development (developing employees' competencies) and remuneration system (fair performance remuneration). Joung et al. (2015a) base their work on this concept (Foreman and Money, 1995) and supplement it with two additional components: employee motivation and internal communication. They understand employee motivation as the work itself and the satisfaction resulting from the acquired work experience (Deci and Ryan, 1985; Gagné and Deci, 2005). Internal communication, the fifth component of the IM concept, serves to support communication among employees themselves and between employees and the organization through internal and external channels (Chen and Cheng, 2012).

Many authors confirm a strong positive causal relationship between IM and JS. They also confirm that IM practices not only increase JS but also positively influence overall employee behaviour (e.g. Rafiq and Ahmed, 2000; Ruizalba et al., 2014; Joung et al., 2015a; Kim, Song and Lee, 2016; Duthler and Dhanesh, 2018; Yao, Qiu and Wei, 2019). Key IM functions such as communication, education, development and employee motivation are important aspects increasing JS, R and subsequently strengthening employee loyalty to the employer (King and Grace, 2010; Wu, Tsai and Fu, 2013; Kim, Song and Lee, 2016; Yao, Qiu and Wei, 2019).

Sanchez-Hernandez and Grayson (2012) used a three-level IM model (Ahmed and Rafiq, 2002) to effectively implement a CSR strategy. The first level, "goals" (direction), requires setting goals and defining the direction in which the organization's effort is to be directed. This requires an evaluation of the organization's external opportunities and capabilities. This IM level is particularly important for raising CSR awareness among employees. The second level, "path", deals with the specification of alternative ways of implementing the CSR strategy and identifying potential obstacles and mechanisms to overcome them. At this level, specific programs should be developed for specific groups of employees. Using IM tools such as IM research or employee segmentation is an effective way to implement marketing strategies in practice. The third level, "action", is a "transition" from plans to actions. At this level, the aim is to develop a tactical measure package meeting employees' needs, i.e. an appropriate combination of differentiated benefits for specific employee segments motivating them to effectively implement a CSR strategy into the organization. Sanchez-Hernandez and Grayson (2012) understood the need to support CSR "from below". They added a fourth level to the adopted model, "feedback", representing e.g. voluntary employee initiatives. For the IM concept to be successful, Sanchez-Hernandez and Grayson (2012) suggested using marketing mix elements such as a job (education, level of responsibility, employee involvement in decision-making, etc.), labour value (employee income and costs for the work performed), communication (explaining and promoting the CSR strategy) and working environment (e.g. organizational culture, values, artefacts, etc.).

A well-established CSR strategy is essential for engaging employees in CSR activities (Gupta and Sharma, 2016; Chaudhary, 2017). For example, Soane et al. (2012) identified three dimensions of employee involvement: cognitive (intellectual), emotional (affective) and social (physical). According to Gill (2015), a higher level of employee engagement can be achieved through a managed narrative of CSR stories. Storytelling can be considered part of internal communication. Duthler and Dhanesh (2018) used Gill's (2015) link between CSR and employee engagement as a theoretical basis to combine the concept of internal communication, CSR and employee engagement. As for internal communication, they used a model designed by Morsing and Schulz (2006), which allows three ways of communication between an organization and employees: one-way communication to spread positive information about CSR strategy to workers and two-way asymmetric communication, useful when an organization requires employee feedback (e.g. CSR programme evaluation by employees). This feedback mostly serves to improve the current practices of the organization only, not to listen to employees. And above all, two-way symmetric communication based on a dialogue between the organization and employees. Duthler and Dhanesh (2018) demonstrate a positive causal relationship between all CSR dimensions and employee engagement at all three levels (cognitive, emotional and social). Although the study confirmed the positive causal relationship between all CSR dimensions and all engagement levels, the CSR social and environmental aspects had the strongest positive impact on the emotional and social link among employees, and between employees and the organization, even though employees rated the economic dimension the highest. This is inconsistent with the results of other studies. For example, some authors confirm that employees exposed to internal CSR practices are more involved than those exposed to external CSR activities only (Ferreira and de Oliveira, 2014; Gupta and Sharma, 2016). Similarly, Dhanesh (2018) found that although all CSR levels have a positive impact on employee OC, it is primarily the ethical and legal dimensions of CSR that have the strongest impact on OC and employee loyalty. Following Duthler and Dhanesh (2018), we can state that although organizations can use all three ways of communicating with employees, for the organization it is especially important to develop two-way symmetric communication to meet all its objectives successfully (Lim and Greenwood, 2017).

Increased employee engagement and satisfaction leads to increased employee loyalty to the organization (Yao, Qiu and

Wei, 2019). Regarding marketing theories (Zhang et al., 2014; Yao, Qiu and Wei, 2019), customer loyalty has two dimensions: loyalty based on customer attitude to a product or brand, and behavioural dimension (e.g. re-purchase). Yao, Qiu and Wei (2019) used a marketing approach to loyalty and, based on the results of empirical research, confirmed a positive causal relationship between JS and OC (affective and behavioural) to the organization. While affective loyalty is always conditioned by JS, behavioural loyalty may not be. The findings also point to a different influence of both loyalty dimensions on OC. Only behavioural loyalty leads to OC, regardless of JS and changing conditions. The results are consistent with marketing research findings which claim that satisfied customers do not necessarily re-purchase the same product (Zhang et al., 2014; Yao, Qiu and Wei, 2019).

CSR and EB (RQ 6)

The EB represents the overall benefits that an organization offers to its employees to improve attractiveness as an employer for existing and future employees (Tkalac Verčič and Sinčić Ćorić, 2018). Today, EB management is increasingly seen as an integral part of an organization's sustainability strategy (Aggerholm, Andersen and Thomsen, 2011). Research into the relationship between CSR and EB suggests that an organization's involvement in the organization's philanthropic activities or environmental performance (e.g. saving and recycling production resources) has a positive impact on the employer's attractiveness (Jones, Willness and Madey, 2014; Cycyota, Ferrante and Schroeder, 2016; Tkalac Verčič and Sinčić Ćorić, 2018). Organizations involved in solving social problems are better perceived by job seekers inferring organizations' behaviour towards employees from this fact (Dögl and Holtbrügge, 2014; Jones, Willness and Madey, 2014). The organization's expected behaviour towards employees or the organization's involvement in pro-environmental activities helps candidates assess the compatibility of the organization's values with their own (Jones, Willness and Madey, 2014; Tkalac Verčič and Sinčić Ćorić, 2018).

However, not all CSR activities are received positively. Potential employees perceive organizations pursuing both financial and social interests simultaneously with suspicion, as these goals may appear incompatible with their own. Employees associate the organization's economic goals with their economic interests, but they perceive them as less desirable; while e.g. the organization's philanthropic activities such as volunteering appeal to job seekers' moral values (Hagenbuch, Little and Lucas, 2015). According to Hagenbuch, Little and Lucas (2015), employees prefer to participate in the organization's socially responsible activities for purely altruistic reasons. They do not want to be associated with CSR activities bringing them economic benefits (conditional altruism). According to Tkalac Verčič and Sinčić Ćorić (2018) and Jones, Willness and Madey (2014), these findings are consistent with theoretical bases such as signalling theory and SIT, and play an important role in recruitment and R. Based on the CSR analysis of Fortune's 100 Best Companies to Work for in the United States, Cycyota, Ferrante and Schroeder (2016) found that the organizations occupying EB the second half of the ranking placed more emphasis on volunteering and philanthropic activities than organizations occupying the first half. This can be explained by the negative experience of many organizations in engaging employees in socially responsible activities (Carrico and Riemer, 2011; Gregory-Smith et al., 2015). The results of an online career adverts content analysis also indicate limited (e.g. limited to education and volunteering) or no promotion of CSR activities, even for organizations with the reputation of socially responsible employers. For most employers, this means random practices without any continuity of presenting themselves as socially responsible employers (Puncheva-Michelotti, Hudson and Jin, 2018). According to Puncheva-Michelotti, Hudson and Jin(2018) and Ayshath Zaheera, Khan and Senthilkumar (2015), in the long term, the organization must adopt an appropriate strategic approach for socially responsible EB.

For example, to increase the attractiveness of an organization as an employer, it is important that the organization properly uses and combines different communication forms to communicate with potential employees. As a result of increasing reliance on social media and the Internet for information, online career opportunity advertising became a key recruitment tool, especially for Y-generation job seekers or highly skilled individuals (Marler and Boudreau, 2017). Organizations' socially responsible activities are essential for these two groups when choosing an employer. For the organization, it is important to appropriately incorporate a "CSR activities section" into the advertisement content and focus primarily on presenting the activities essential for the applicant target groups.

DISCUSSION

According to many academics (e.g. Youn, Lee and Lee, 2018; Yao, Qiu and Wei, 2019) dealing with causal relationships between various CSR dimensions and employee behaviour, most current works concentrate on the relationship between CSR and other organization stakeholders, e.g. owners or customers. Our research also confirms a low incidence of works on CSR and employees. Most works (supported by empirical quantitative research) concentrated on the tourism and lodging industry in the service sector, dependent on employee WP essential for building customer confidence and loyalty. Employees interact directly with customers and their performance is often the only way to differentiate among almost identical services (Youn, Lee and Lee, 2018). Moreover, the two above-mentioned industries are characterized by high staff turnover leading not only to weakened relations between the organization and employees but also to the organization's worse long-term economic situation. High employee turnover negatively affects the quality of services and customer satisfaction (Yao, Qiu and Wei, 2019).

Geographically, most research is located in Asia, which can be explained by a growing interest in the region as a tourist destination (Kim et al., 2015). Voegtlin and Greenwood (2016) also confirm an increased interest among academics in this world region (18% is almost identical to the percentage of research located in North America and Europe).

The studies confirm the positive causal relationship between individual CSR dimensions and employee behaviour. Employee behaviour is understood as JS, OC and R. Motivation theories, the signalling theory and SIT are most often used as theoretical bases to prove a direct or indirect CSR and employee behaviour causal relationship. In the case of the indirect relationship between CSR and employee ultimate behaviour, the JS concept is used as a mediator. Yao, Qiu and Wei (2019) utilize the loyalty concept from marketing theories and see loyalty as a "higher" form of OC. Based on marketing principles, they identified two dimensions of employee loyalty: affective and behavioural. To increase long-term R, it is necessary to "build" an employee and employer relationship on mutual trust, with behavioural loyalty conditioned by affective loyalty.

Synthesising individual results, we can deduce a positive causal relationship between CSR and increased R - the ultimate employee behaviour desired by an organization. This causal relationship can be described as follows:

$$V/N \rightarrow CSR \rightarrow JS \rightarrow OC \rightarrow R$$

where

V - represents values recognized by an employee, N - represents employee needs;

CSR - represents each CSR dimension that serves as a motivation factor;

JS - represents employee satisfaction with work;

OC - represents employee commitment to an organization and

R - represents employee retention.

Instead of using the JS concept, Kim et al. (2017) use a more comprehensive concept of satisfaction - QWL, including work-life balance. Celma, Martinez-Garcia and Raya (2018) use a three-level concept including JS, job stress and trust in management in place of the "simple" JS concept.

Although individual studies differ in the degree of relationship strength, it is not contrary to the theoretical background. This can be explained by the geographical, economic and industry differences and diversity of the population samples examined (e.g. age, gender, social status, education). For example, as a possible explanation for a strong positive relationship between the CSR philanthropic dimension and employee behaviour, Duthler and Dhanesh (2018) mention the Islamic culture prevailing in the sample. Works on EB focus mainly on the CSR environmental and philanthropic dimensions currently viewed as the main motivational factors (Maslow, 1943, Deci and Ryan, 1985, 2000, 2008) of qualified employees and Y-generation (e.g. Cycyota, Ferrante and Schroeder, 2016; Puncheva-Michelotti, Hudson and Jin, 2018). Although the content analysis shows the importance of these two CSR dimensions, the introduction of CSR philanthropic and environmental dimensions into the daily life of an organization does not make the organization socially responsible. It is primarily the ethical and legal dimensions (e.g. adherence to contractual terms, job security) that are pitfalls for many organizations in business practice. Similar conclusions were reached by Carroll (1991, 2016), who as a solution proposed the introduction of ethical management (Carroll, 1991, 2016). In practice this means e.g. introducing a management style leading to mutual respect, open dialogue and "fair" conduct. Unethical (immoral) management or, at best, amoral management, which can be understood as ethically neutral, are unacceptable to the society of the twenty-first century.

A proposed contemporary concept of CSR functioning as a motivation driver to stipulate desired employee behaviour by an organization

Based on the knowledge of the relationship between CSR individual dimensions and employee target behaviour - increased R (↑R), we propose a broader contemporary concept (see Figure 1) based on managing employee motivation through CSR aspects or attributes purposefully (through thorough employees' knowledge and constant monitoring of their changing needs) and comprehensively, using HRM, IM and EB practices effectively and "sustainably".

Thus, looking at the CSR dimensions (economic, legal, ethical, and philanthropic) through the lances of motivation theories, the signalling theory or SIT, different CSR activities and components such as competitive wages, health insurance coverage, full-time job opportunities, employee development or anti-discrimination policies have the potential to fulfil employees' need for safety and security, consequently leading to building employees' trust in the organization, enhancing OC (↑OC), increasing WP (↑WP) and voluntary R (↑R). Such activities enable the potential employees to view the organization as trustworthy and "secure to work for", making, in turn, the recruitment process easier and more successful.

Employees' need for a sense of belonging could be fulfilled by the organization's engagement in philanthropic activities, environment or community "positive impact" causes, or by organization's ethical adherence (e.g. values declaration or daily decision-making). The perceived similarity in "values fit" makes employees improve their work behaviour patterns (e.g. encourages ethical behaviour and decision-making, supports employees' responsibility and WP, increases OC and R). Philanthropic activities, responsible environmental stewardship and "well-deserved" reputation of high-quality products or services align with the employees' perception of how others view the organization and thus help serve the employees' need for distinctiveness. With gradually enhanced pride in organizational membership, OC and voluntary R, employees' recruitment is facilitated. Seemingly, the employees' need for meaningful existence could be undoubtedly attained by CSR activities or components. Perceived contribution to welfare or building a positive legacy by engaging in a community or social development, feelings of authenticity and self-actualization produce employees' life satisfaction and emotional well-being, improve task persistence and WP and contribute to OC, eventually leading to voluntary R.

The principles of effective and sustainable CSR (economic, legal, ethical and philanthropic dimensions) should be therefore incorporated and promoted by HRM, IM and EB practices to attract and retain talented employees, maintain physically and emotionally healthy employees and develop or improve their skills, expertise and knowledge. In compliance with our findings, we suggest the following HRM, IM and EB practices

106 | Printed ISSN **2336-2375** Electronic ISSN **1803-1617**

ERIES Journal
volume 13 issue 3

ERIES Journal
volume 13 issue 3

Electronic ISSN **1803-1617** Printed ISSN **2336-2375** | **107**

as most suitable: regular labour market research, effective recruitment targeting, existing employee segmentation, staff development and talent management, the allocation of competencies, appropriate resources and responsibilities, a fair and transparent evaluation and remuneration system and two-way symmetric communication. This concept calls for HR practitioners and managers trained and skilled in human behaviour or psychology and highly sensitive to constant changes in both, the micro- and macro- level of the environment.
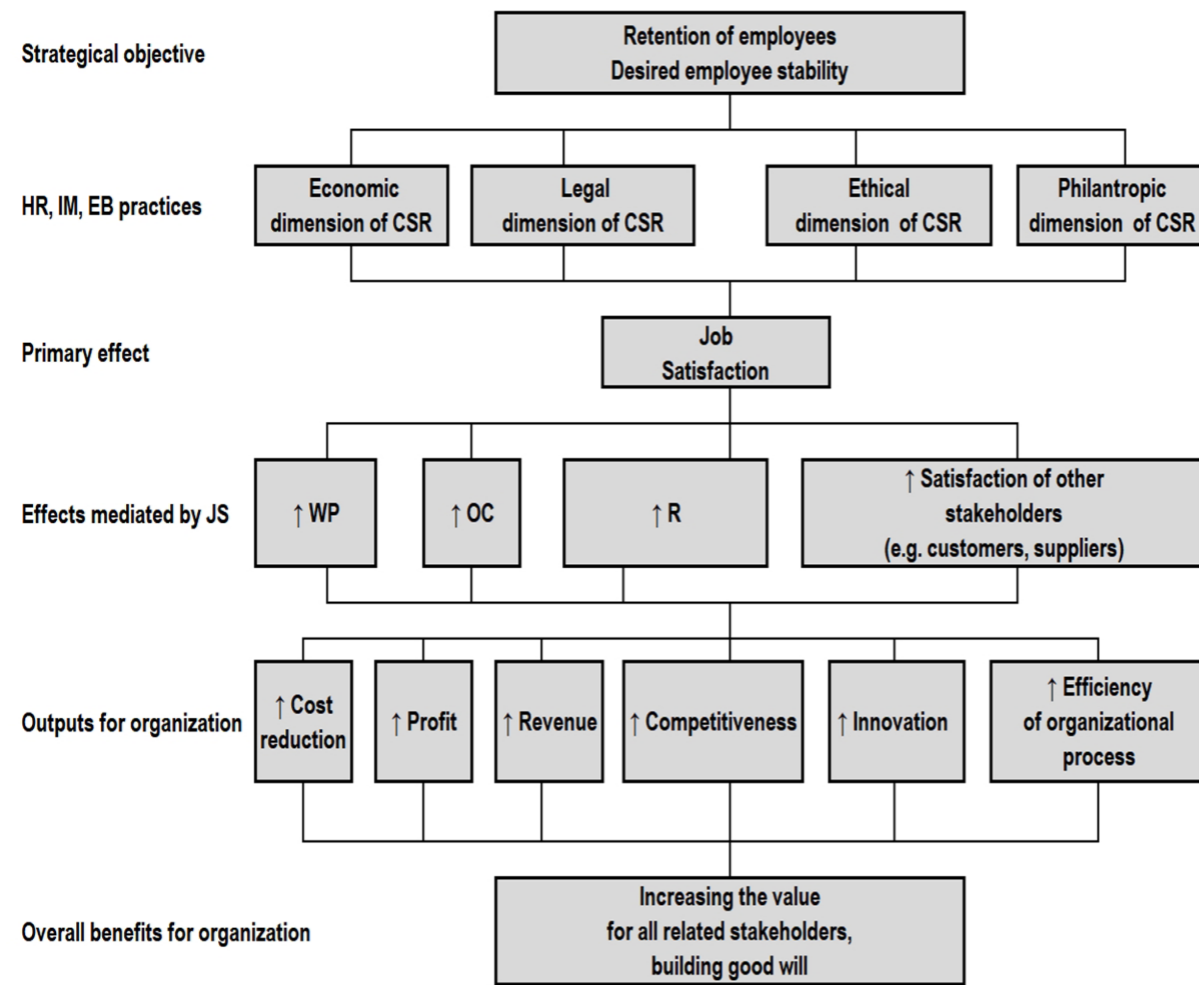

Figure 1: A proposed concept of CSR management in relation to employees (own work)

As our findings suggest, employees' performance is often the only way how to differentiate among almost identical organizational outputs, and frequently the only way how to build and attain customers' satisfaction, trust and loyalty. Therefore, appropriately implemented CSR principles into HRM, IM or EB practices both designate desirable employees' work attitudes and behaviour (e.g. increased WP, JS, OC and voluntary R) and lead to stipulating the organization's profit and revenue. Moreover, knowledgeable, satisfied and committed employees are not only "better work performers"; they are less likely to leave the organization and thus contribute to an undesirable rise in overall production cost. To ensure that all of these measures do not represent sunk costs, their compatibility with other applicable principles within the organization such as organizational structure, strategy, corporate culture, leadership and the organization's numerical flexibility is a premise.

Unfortunately, the studies under analysis mainly focused on micro-level factors, omitting macro- or multi-level factors, hindering the full understanding of the CSR concept

regarding employees as the major stakeholders. Most analysed papers (63%) used either one-country-based sample or one-organization-based (32%) sample only. Although the number of respondents always met statistical criteria, we might speculate whether the obtained results are relevant and applicable for all practitioners, especially when it comes to findings regarding the causal relationship between CSR dimensions (economic, legal, ethical, and philanthropic) and employee organizational behaviour. We suggest that they are, because the above-summarized results indicate the importance for managers to view each employee as an individual due to the constant changes in his/her motivation factor preferences and changes in both, the micro- and macro-level of the environment.

CONCLUSION

This paper discussed the purpose of individual CSR dimensions as motivation drivers in stipulating employees' desirable work attitudes and behaviour such as WP, JS, OC and voluntary R using the narrative literature review (content

analysis) to summarize the current "state-of-the-art" trends in academic literature. The results indicate that the employees' perceptions of CSR economic, legal, ethical and philanthropic dimensions are positively related to their work attitudes and behaviour, where JS often functions as a mediator between CSR individual dimensions and the ultimate employee behaviour desired by the organization. The findings also suggest that adding CSR activities or components into HRM, IM and EB practices could improve employees' overall work attitudes. These practices should mainly focus on attracting

and retaining talented employees, maintaining physically and emotionally healthy employees and developing or improving their skills, expertise and knowledge.

Going back to the starting point of this content analysis - RQs based on Carroll (1991), it is essential to highlight that the relationship between CSR and employee organizational behaviour is mutually influential. The appropriate management of this causal relationship positively affects all relations between the organization and its stakeholders, which is in line with the holistic concept of organization.

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