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).

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

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
Corporate social responsibility, employees’ needs, motivation factors, job satisfaction, retention

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simultaneously delimit the organization’s responsibilities, which in turn lessens the organization’s autonomy. In these 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 interests may be a legal claim, such as the fulfillment 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 defined by the 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 affect an organization’s decision-making process of employees (Carroll, 2015). Employees working in socially responsible organizations who identify themselves as 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 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 to 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 state of scientific knowledge is summarized and the RQs are formulated. These RQs were selected after analyzing and comparing 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 conceptual approach 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 (quantitative content analysis) 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 discussing strengths and weaknesses in research methods aimed at reducing bias in article selection and in employing an effective bibliographic research strategy (Ferrari, 2015). For these a bibliographic search of 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 were: the publication year (9) and the content (5) 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 performance”, “CSR and employee retention”, “CSR and employee loyalty”, “CSR and HRM”, “CSR and HR practices”, “CSR and IM” and “CSR and Personnel Marketing” and “CSR and Employer Branding”. 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As Youn, Lee and Lee (2018) conclude, it is important how motivation may be unnecessary (Graves, Sarkis and Gold, 2019). Instead of the simple JS concept as a mediator to explain the indirect positive relationship between CSR and the employee behaviour type. The most commonly used mediator is JS, which, based on motivational theories (e.g. Maslow, 1943) explains the employee’s interest in individual CSR aspects (e.g. Bauman and Skitka, 2012; John et al., 2019). The JS construct, defined as “employee satisfaction with meeting different needs through resources, activities and outcomes from participation in the work process” (Sieg et al., 2001: 242). Based on Maslow’s (1943) human needs hierarchy, the “lower-order” JS includes employee satisfaction with the satisfaction of needs such as health, security and tangible needs through organizational resources. The “higher-order” JS includes employee satisfaction with social and aesthetic needs, or with the need for respect, self-realization and self-education (again through organizational resources). This JS 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 JS rate, leading in turn to increased employee loyalty and OC (Baldanovic and Zientara, 2009; Jakubczyk and Gotevska, 2016; Yao, Qiu and Wei, 2019). Even if CSR activities are not directly focused on employees, they still influence employee satisfaction with JS. Although the CSR ethical and philanthropic activities have the potential to increase JS, social CSR activities that allow employees to make a meaningful contribution to addressing social issues appear critical to the higher-level JS (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 employee’s JS causes employees to be more proactive with respect to the implementation of CSR. These employees are more likely to be engaged in activities that allow them to develop a deeper understanding of CSR. Therefore, the intersection between sustainable development and JS 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 must take into account the employee’s JS as a positive and significant 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 not necessarily be the best approach for CSR. 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 sustainability of the organization (e.g. Macke, 2019; Macke and Genari, 2020), the impact of the organization in CSR activities does not affect JS and OC. For the organization, it is important to continuously improve employees’ awareness of its CSR activities, e.g. through employee training or implementing JS-based training programs (You, Lee and Lee, 2018). CSR and HRM practices (RQ 4)

Given the ever-changing conditions of the international business environment, employee’s needs and well-being became the concern of many international organizations (Stone and Deadrick, 2015). In practice, socially responsible HRM over Internally defined as a field that uses 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) explains the employee’s interest in individual CSR aspects (e.g. Bauman and Skitka, 2012; John et al., 2019). In this context, employee CSR and employee behaviour (RQs 1, 2, 3)

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more emphasis on volunteering and philanthropic activities (Takalac Verčić and Sinčić Corić, 2018). These activities are 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 empirical research confirm a positive causal relationship between JS and OC (affectional 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 kind of loyalty dimension 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 remain with the same product (Zhong et al., 2014; Yao, Qiu and Wei, 2019).

CSR and EB (RGQ 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 (Takalac Verčić and Sinčić Corić, 2018). Today, EB management is increasingly seen as an integral part of an organization’s sustainability strategy (Aggerholmen, 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 Madye, 2014; Cyrl and Fendler, 2014; Takalac Verčić and Sinčić Corić, 2018). Organizations involved in solving social problems are better perceived by job seekers inferring organizations’ behaviour towards employees from this fact (Diggel and Holbriegge, 2014; Jones, Willness and Madye, 2014; Takalac Verčić and Sinčić Corić, 2018). Organizations’ expectations towards employers 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 Madye, 2014; Takalac Verčić and Sinčić Corić, 2018).

However, not all CSR activities are received positively. Potential employees perceive organizations pursuing both financial and social goals 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 noble; 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 Takalac Verčić and Sinčić Corić (2018), these findings are consistent with theoretical bases such as signaling theory and SIT, and play an important role in recruitment and R. Based on the CSR analysis of Fortune magazine’s 100 Most Admired Companies, 100 Most Ethical Companies and 100 Best (for the United States, Cyprus, Ferrante and Schroeder 2016) found that the organizations occupying the second half of the ranking placed

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 and satisfaction. Such effects result from implementing CSR strategies (through employees’ knowledge and constant monitoring of their changing needs) and comprehensively, using HRM, IM and EB practices effectively and “sustainably.”

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 employer behaviour, Dutler and Dhinesh (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 (e.g. adherence to contractual terms, job security) that are perceived similarity in “values fit” makes employees improve their work behaviour patterns (e.g. encourages ethical behaviour and decision-making, supports employees’ responsibilities 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 perceive the organization’s ethical adherence (e.g. values declaration or anti-discrimination policies have the potential to fulfill employees’ need for safety and security, consequently leading to building employees’ trust in the organization, enhancing OC (TOC), 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 it an attractive employer. 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 the 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’ responsibilities 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 perceive the organization’s ethical adherence (e.g. values declaration or anti-discrimination policies have the potential to fulfill employees’ need for safety and security, consequently leading to building employees’ trust in the organization, enhancing OC (TOC), 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 it an attractive employer. 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 the organization’s ethical adherence (e.g. values declaration or anti-discrimination policies have the potential to fulfill employees’ need for safety and security, consequently leading to building employees’ trust in the organization, enhancing OC (TOC), 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 it an attractive employer.
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 stimulating the organization’s profit and revenue. Moreover, knowledgeable, satisfied and committed employees are not only “better work performers”; they are emotional 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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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.

analysis) to summarize the current “state-of-the-art” trends in and the organization’s numerical flexibility is a premise.

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, developing or improving their skills, expertise and knowledge.

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...


