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FACULTY OF ECONOMICS

MASTER'S THESIS

**IMPROVING EMPLOYEE SATISFACTION AND PERFORMANCE
THROUGH CORPORATE SOCIAL RESPONSIBILITY: THE CASE
OF A SELECTED MULTINATIONAL COMPANY**

Ljubljana, May 28th, 2018

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LIST OF ABBREVIATIONS

CSR	Corporate Social Responsibility
HRM	Human Resources Management
HR	Human Resources
IT	Information technology
UN	United Nations
OECD	Organisation for Economic Co-operation and Development
IPO	Initial public offering
ILO	International Labor Organization
IRDO	Institute for the Development of CSR
PRSS	Slovenian Public Relations Society
IISD	International Institute for Sustainable Development
ZVZD	Zakon o varnosti in zdravju pri delu / Occupational health and safety Act, Slovenia
HSE	Health and Safety Executive
LGBT	Lesbian, gay, bisexual, and transgender

INTRODUCTION

Bhaduri and Selarka (2016) describe that Corporate Social Responsibility (hereinafter CSR) has changed the role of performing business in society, from exhortation of no social duties for business to the understanding of being and acting socially responsible. In many parts of the world, different scholars, reporting agencies, and institutions have already started researching multiple aspects of this concept, both theoretically and empirically. The meaning of CSR can simply be explained in three words that the phrase contains: »Corporate« which describes the large spectrum of companies; »Social« which refers to the local community with which companies interact; and »Responsibility« that is essential on both sides of these relationships. Therefore, CSR is nothing but corporate in its broader sense and on many levels including all stakeholders and constituent groups that preserve an ongoing interest in the company's operations together with the society within which it operates. When the concept of socially responsible behavior was introduced to companies, criticisms, and dilemmas appeared as many thought investing into social responsibility brings higher costs. Despite the higher costs, CSR can be defined as a winning situation in interaction between business and consumers (Fallon, 2017). In being socially responsible, companies improve business, as they for instance increase sales due to increased consumer loyalty, while consumers benefit from a socially responsible behavior.

There have been several authors defining CSR evolution with phases. Bhaduri and Selarka (2016) believe that the concept of CSR has a long and evolving history. It is mostly a product of the twentieth century, with especially in the early 1920s up to this day. There have been many deliberations and research; however, we can explain the CSR evolution concept with six phases. The first phase ranging from 1950 to 1960s introduced the CSR and corporate philanthropy in the academic field; the second was the 1970s phase of rapid growth in the concept of CSR; the third was the 1980s phase of Stakeholder Theory and Business Ethics; the fourth was the 1990s phase of CSR Practicing by Corporate and the last phase from 2000 onwards was the period of empirical attempts to investigate the determinants and effects of CSR on corporate strategy. In the last decades, CSR as a concept has become more important in both, academic and business sense. It recaps a spectrum of criteria and values for measuring the company's contribution to social growth. The concept of CSR wants to show that the social responsibility is a social force operating in every society and making corporations to work in a certain way.

According to Weinreb (2015), the CSR in companies should align with its core competitive advantage given its products, industry, and branding. It is important to understand employee expectations for a CSR program and communicate how it corresponds with their needs and the company's goals. Moreover, companies should always treat employees well. They should involve employees as partners in developing CSR strategy as it delivers dual benefits: building an effective approach and improving employee engagement metrics. Thus, any

successful CSR program produces positive returns for employees. The company's sustainability programs create a more committed and satisfied workforce. The more enthusiastic employees are the more productive they will be as they create a virtuous cycle for the company's CSR investments and its competitive advantage. Besides the created culture of employees' goodwill, the CSR also brings financial and business returns. The CSR investments increase productivity and reduce the employee turnover rate. Top potentials also view companies with high corporate social performance as more attractive. Furthermore, employees that are well informed about the company's CSR efforts are more likely to go »above and beyond« by doing extra work that does not require payment.

This Master's thesis (hereinafter thesis) is focused on the cultural and social aspect of the CSR, in other words, on employees and their perception of the CSR. The goal of this thesis is to describe the CSR, identify good companies' practices, and perform analysis about the impact that the implementation of the CSR activities has on employees. The purpose of this thesis is to raise awareness on the importance of including Human Resources Management (hereinafter HRM) initiatives in the CSR and to show how the CSR linked to HRM can have a positive effect on employee satisfaction and performance. This effect will be shown on a case of selected multinational company. This thesis consists of both, theoretical background and empirical research. In the theoretical part, the following methods are used: historical method – using this method we briefly describe historical background, the origin of the CSR, and its development throughout the history; descriptive method – using this method we describe theory, terms, definitions, and findings regarding CSR activities, its presence in practice, and its impact on employee satisfaction and performance; and compilation method – using this method we summarize observations, insights, and conclusions of other authors that are found in books, articles, websites, and other sources. In the empirical part, we use primary data collection research method as we are collecting our own data through online questionnaires. This thesis is divided into two parts. The first part covers the theoretical background of the CSR, starting with its definition, determination of its advantages and disadvantages, and the description of the CSR in companies around the globe and in Slovenia. Later on, the paper introduces the theoretical impact of the CSR on employees, starting with the definition of employees' perception, the CSR involvement and its impact on employee satisfaction and performance. The second part is exploratory and starts with hypotheses development, research methodology, and design. The exploratory part consists of two questionnaires that are divided into the same group of sampled employees in the beginning and end of the year. The first questionnaire defines general employee satisfaction and performance level. Based on the results of the first questionnaire, a gap analysis is performed to improve the general level of satisfaction and performance. The aim of this thesis is to implement as many CSR activities as possible during the period of one year and to test whether they have any influence on employee satisfaction and performance. Following the analysis of both questionnaires, a comparison between the first and second questionnaire is performed, supported by paired sample T-test. The thesis concludes with

suggestions for improvement of the selected multinational company in the context of the CSR.

1 DEFINITION AND DEVELOPMENT OF CORPORATE SOCIAL RESPONSIBILITY

1.1 Defining Corporate Social Responsibility

Agarwal's (2012) believes that the CSR has been defined by many different experts, hence there is no consensus on a single definition. CSR can also be described as the responsibility of companies for their impact on society (Ekvilib Inštitut, n.d.a). It also believes that the CSR is important for the sustainability, competitiveness, and the innovation of companies and economy. It brings benefits for risk management, cost savings, access to capital, customer relationships, and human resource management.

According to Bohinc (2016), social responsibility should be a way in which community members (individuals or legal entities) behave and perform their activities to maintain co-existence with other members of society and the society in general. Social responsibility applies to all members of the society, whether they are individuals, corporations, or general legal entities. It is believed that everyone (individual or legal entity) has a duty of a socially responsible behavior. The extent of this duty and the weight of responsibility depends on the social role that an individual has in society and is measured by the degree of confidence entrusted to him. Therefore, the highest level of social responsibility lies with the politicians as people have entrusted them with the power to decide on their behalf and on their money. Thus, political social responsibility is also the most sensitive type of responsibility that is subject to general real-world judgment and criticism. Moreover, a socially responsible behavior is such behavior in which part of economic growth at the level of the national economy is devoted to social welfare, better living of people, and social development, when part of the capital gains at the corporate level is allocated to employees, their social goals, and other social development needs. Social responsibility can therefore be defined as responsibility for the social consequences of governance at the national or regional level (Bohinc, 2016).

According to Rejc Buhovac and Epstein (2014), sustainability has been described as an economic development that fulfills the needs of the present generation without jeopardizing the ability of future generations to meet their own needs. In terms of economy, this includes the CSR and citizenship issues as well as improved CSR management, its environmental impact, and better stakeholder engagement. The company's sustainability or corporate performance conditions contribute to the sustainable development of society that includes economic growth, environmental protection, and social progress. In addition, the sustainable development strategy will relate to a range of strategic activities that companies follow in

accordance with the principles of sustainable development and contribute to it. Furthermore, according to Desur Project (2018) the CSR refers to successful and efficient management, ethical and sustainable management, the implementation of many voluntary commitments aimed to manage impacts in the social, environmental and economic way, and to maximize benefits for the society. Social responsibility means taking measures and integrating social and environmental aspects into the company's objectives. The goal of a good company's CSR strategy does not only lie in how it is perceived by the public but also in how much it invests into people's development and growth. It must motivate employees with different programs, such as recognition for a job well done, provide training opportunities, and optional volunteer programs in which employees can participate to help the community, etc. (International Institute for Sustainable Development, n.d.). Widjaya (2016) believes that companies with a strong CSR strategy are more successful in terms of revenue as well as also with attracting and retaining top talents. Good CSR practices make employees feel better in their jobs. It is essential that the employer provides activities that improve employee's work-life balance, invests into care for the environment, and sustainability.

Another important focus of this thesis is also the employee perception of the CSR and its correlation to employee satisfaction. Nowadays, employees have become more and more conscious towards the society, hence they have started to perceive the CSR as one of the essential issues that need to be considered by employers. According to the findings from Eamets, Mötsmees and Tamm (2010), the satisfaction of employees is reflected in their willingness to further contribute in the organization. It is important to ask what employees expect from organization. Maignan, Ferrell and Ferrell (2005) believe that the employer can show its CSR towards employees based on their expectations, wishes, and needs by guaranteeing rewards and recognition, enabling personal development opportunities, and work-life balance, ensuring occupational health and safety, involvement and empowerment as well as good retirement benefits. The most important aspects of job satisfaction are basic pay, career opportunities, workload, supervision, social relations, and working conditions. Under basic pay we consider rewards and compensation given by the employer. Career opportunities give employees the chance to realize their full potential, show their abilities in front of their employer, and be promoted. Workload is used as a term for work-life balance. In the aspect of supervision, employees expect involvement and recognition. Moreover, good relationship among co-workers and management is also considered one of important aspects for employee satisfaction.

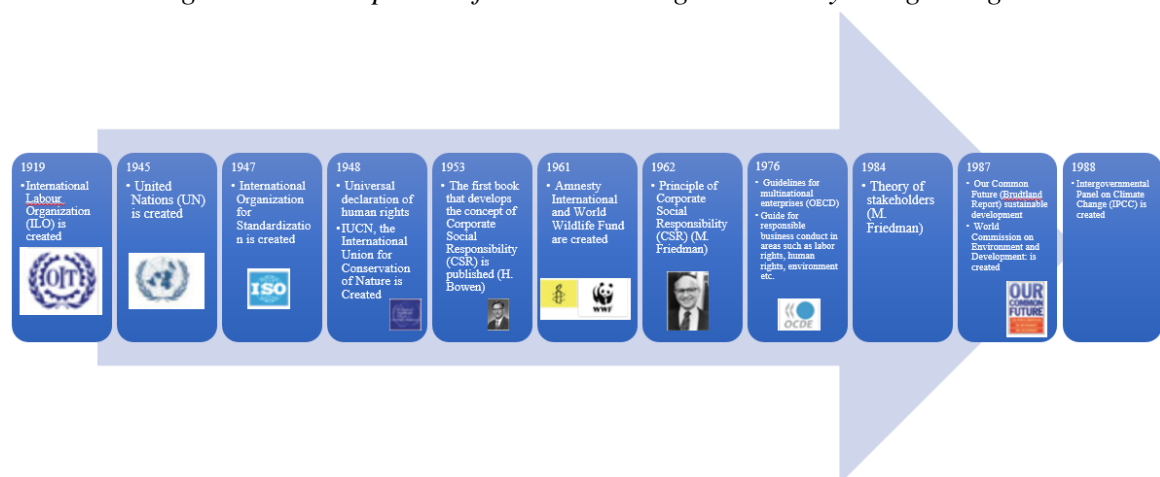
1.2 Historical background of Corporate Social Responsibility

Katsoulakos, Koutsodimou, Matraga and Williams (2004) believe we can distinguish between three phases in the development of the CSR. The first phase is called the »Initiation-phase« and it lasted from 1960 to 1990. In this period, environmental issues received prominence, whereas poverty issues, population pressure, and social inequity were in the focus. The »Momentum building phase« started in 1990 and ended in 2000 with increased

transparency of company's activities through media and modern communication and information technologies. The most important issue of this phase is sustainable development. Finally, there is the »Mainstreaming initiation phase« which is still ongoing. The aim of this phase is to ensure active contribution to harnessing globalization in order to serve social as well as economic goals.

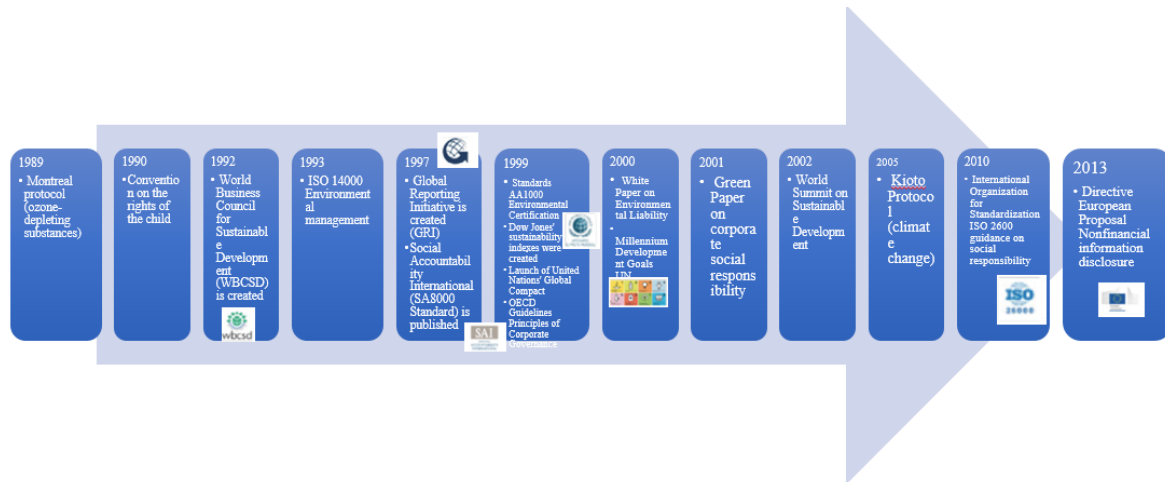
On the other hand, Desur Project (2018) describes the first start of the CSR goes back to the twenties of the last century. However, in the 1950s and 1960s the CSR consolidated. The idea about the usage of assets belonging to a company started to spread. It suggested that their use created an ethical obligation to return these funds in the form of benefits to the society. In the seventies of the last century, the CSR specialized. In the 1980s, the concept of key stakeholders emerged, who are, besides shareholders, also interested in the operations of the company. From this perspective, the entrepreneur does not consider only the shareholders, but also all the key stakeholders (employees, suppliers, customers, and society). However, the establishment of the United Nations (hereinafter UN) and the subsequent declaration of human rights laid the foundations for creating greater social awareness. In addition, the Brundtland Report of 1987, the birth of civilian groups, such as Amnesty International, WWF and Transparency International, formal business initiatives such as the AA1000, SA8000, the Organisation for Economic Co-operation and Development (hereinafter OECD) Guidelines, or the Global Compact, as well as the emergence of organizations, such as The Global Reporting Initiative, contributed to raising social and environmental awareness, known as the CSR. Nowadays, we understand the CSR as a business management system that seeks to understand the company's social role and identify all key stakeholders (employees, suppliers, customers, shareholders, etc.) and is committed to meeting their requirements in line with its prospects for improvement (Desur Project, 2018). In the Figure 1, the development of the CSR throughout history is demonstrated. Each of the activities created contributed to the recognizability and acceptance of the CSR among companies and the whole society.

Figure 1: Development of the CSR throughout history – beginnings



Source: Desur Project (2018).

Figure 2: Development of the CSR throughout history – continued



Source: Desur Project (2018).

According to Bohinc (2016), the contribution of the European Union (hereinafter EU) institutions to the development of social responsibility is great. One of the EU's fundamental documents in this area is the Green Paper of the EU Commission on Promoting a European CSR Framework. To this day, many documents were adopted, which in the global sense represent the framework and direction of social responsibility, for example, within the framework of the UN the Global Compact and the Rules on the Liability of Transnational Corporations and Other Human Rights Associations, or the Tristan Declaration on the Principles of Multinational Enterprises and Social Policy adopted by the International Labor Organization (hereinafter ILO), and the OECD Guidelines for Multinational Enterprises. UN Global Compact consists of ten principles which companies are expected to adopt, support and implement as a set of core values to which they voluntarily commit and integrate them into their business operations in the field of human rights, basic labor standards, the environment, and the fight against corruption. The ILO Trista Declaration on Multinational Enterprises is directed by governments, multinationals, and workers in areas such as employment, training, working conditions, and business relations. It also includes the commitment of countries to respect and promote the four basic labor standards: the freedom of association and the right to negotiate collective agreements, the elimination of all forms of forced labor, the elimination of child labor, and employment discrimination. The OECD Guidelines for Multinational Enterprises from 2000 and the updated versions of these from 2010 contain recommendations to companies addressed by governments, in which voluntary standards of accountable behavior are voluntary, especially about social partners, employment, human rights, the environment, consumer interests, the fight against corruption, and tax evasion (Bohinc, 2016).

According to Omnex Inc. (n.d.) ISO 14000 is a global set of environmental management systems (EMS). Continuing the standardization process that began with the ISO 9000 series, the international ISO 14000 standards have been developed to enable organizations to

integrate environmental considerations into product processes and standards. These are voluntary environmental management standards, guidelines, and technical reports that focus on environmental management systems, operations, products, and services. ISO standards are generally intended to facilitate international trade and commerce. Companies can implement any or all ISO 14000 series standards. They do not impose environmental performance goals, but they provide organizations with the tools to control and assess the impact of their activities, products, or services on the environment. »The ISO 14000 series addresses the following aspects of environmental management: Environmental Management Systems (EMS), Environmental Auditing & Related Investigations (EA&RI), Environmental Labels and Declarations (EL), Environmental Performance Evaluation (EPE), Life Cycle Assessment (LCA), Terms and Definitions (T&D)«.

The last created standard which is very important for contemporary companies is the ISO standard 26000. ISO 26000 is a standard of the CSR that provides guidelines for socially responsible behavior to both large and small companies and organizations, regardless of their field or place of business. The standard is wide-ranging, touching the areas in which any type of companies and organizations can be found. The areas defined in ISO 26000 are organizational governance, human rights, work practices, natural environment, fair business practices, consumers, community involvement, and its development. The basic principles that companies should respect include responsibility, transparency, ethical conduct, respect for stakeholders' interests, respect for the rule of law, respect for international norms of actions, and respect for human rights. The guidelines of the standard that must be integrated into the organization's strategy, because an organization with its operations or future activities influences the whole society. Guidelines give companies and organizations various benefits, such as achieving competitive advantage, better reputation of the company and the brand, satisfied customers, the ability to retain good employees, and a greater interest of investors, owners, donors, sponsors, and financial institutions for investing in a company or organization (Ekvilib Inštitut, n.d.b).

1.3 Advantages and disadvantages of Corporate Social Responsibility

According to Geethamani (2017), the CSR can also be named Corporate Conscience, Corporate Citizenship or Responsible Business. The CSR policy acts as a self-regulatory mechanism by which the company monitors and secures active compliance with the spirit of law, ethical standards, and national norms. With some models, the company that implements the CSR has gone beyond compliance and is following measures that seem to continue to be a social good that goes beyond the company's interests and what the law requires. The goal is to increase long-term profits through positive public relations, to set high ethical standards and thus reduce business and legal risk, and to enhance shareholder confidence by taking responsibility for corporate actions. The CSR strategies encourage companies to have a positive impact on the environment and stakeholders, including employees, consumers, investors, communities, and others. The CSR is a concept with many definitions and

practices. The way it is understood and implemented is very different in every company and every country. In addition, the CSR is a very wide concept addressing several different topics, such as corporate governance, human rights, health and safety, environmental impacts, contribution to economic development, and working conditions. The CSR aims to promote changes to sustainability. Although some companies can achieve remarkable efforts with unique CSR initiatives, it is difficult to be at the forefront of all aspects of the CSR.

According to Kielmas (n.d.), the CSR policy seeks to improve the value and profitability of the company. The introduction of energy efficiency and waste recycling reduces operational costs and benefits the environment. The CSR also increases company's accountability and its transparency with investment analysts and the media, shareholders, and local communities. This in turn enhances its reputation among investors such as mutual funds that integrate CSR into their stock selection. Lombardo (2016) says a true CSR policy can help build or improve business reputation. If your brand has a negative effect that has led to losses, especially due to environmental issues, a CSR policy would be a great solution to repairing reputation damage and eventually recovering profitability. In many cases, the adoption of the CSR acts as part of a business model where greater brand loyalty can be seen strengthened by the commitment to environmental issues.

Furthermore, one of the most appreciated assets of the company according to Lombardo (2016) are employees, which is a presumption of the CSR compliance obligation. This means that employees should be treated with respect and provided with good working conditions. On the other hand, companies should establish fair means of employment and create non-discriminatory jobs. These activities lead to improved teamwork and morality in the office environment. Most consumers believe that companies should be socially responsible and are attracted by those economic entities that have the reputation of being a good member of the corporate world. It is also recognized that consumers are willing to pay more for products that they feel are environmentally friendly and socially beneficial (Lombardo, 2016).

According to Desur Project (2018), a company that develops and implements measures of social responsibility wants to become more competitive, increase sales, build goodwill, and strengthen loyalty. Sometimes, however, the impact of social responsibility cannot be measured with real facts, because it is not visible over a short period of time. Table 1 shows some of the external and internal benefits of the CSR.

Table 1: External and internal benefits of the CSR

External	Internal
Improving the trust of potential investors	Motivation of employees
Attracting and retaining talented people	Better working environment leading to better products quality and service quality
Establishing and differentiating the brand	Improving internal communication
Obtaining new customers	Fidelity and commitment of staff
Strengthening customer loyalty	Creating a culture in the organization by encouraging total value in the company
Improving the image	
Improving the attitude towards the environment	

Source: Desur project (2018).

According to Księżak (2016), Figure 3 highlights the main advantages of the CSR for companies. Apart from bringing a broad range of advantages for companies, the CSR is also supposed to contribute to the well-being of society as presented in the Figure 4.

Figure 3: The advantages of the CSR for the company



Source: Księżak, P. (2016).

Figure 4: The advantages of the CSR for the society



Source: Książak, P. (2016).

On the other hand, according to Dontigney (n.d.), costs are one of the major arguments against the acceptance of the CSR as a policy. The programs to reduce environmental impacts often require drastic changes in equipment or running costs without a clear way to compensate for these losses. The decision to preserve domestic production facilities or call centers or to purchase from domestic producers rather than to outsource or move production abroad can increase the costs for the company. Furthermore, there is no clear evidence that compliance with the CSR policies would result in a significant increase in sales or profits. Additionally, Kielmas (n.d.) believes that costs are disproportionately reduced for small companies. Leading corporations can afford to allocate a budget to the CSR reporting, but this is not always open to small companies with 10 to 200 employees. Small companies can use social media to communicate their CSR policies to customers and the local community. However, it takes time to monitor exchanges and such activities could involve the recruitment of additional staff that the company may not be able to afford. In addition, Kielmas (n.d.) says that management of the company has a trustworthy duty for its shareholders and the CSR directly opposes it. The management's responsibility to shareholders is to maximize profits. A manager who leaves a profit for some benefit to society can expect to lose his job and be replaced by someone for whom profits are the main

priority. Therefore, some companies speak about the CSR, but they do not do anything about it.

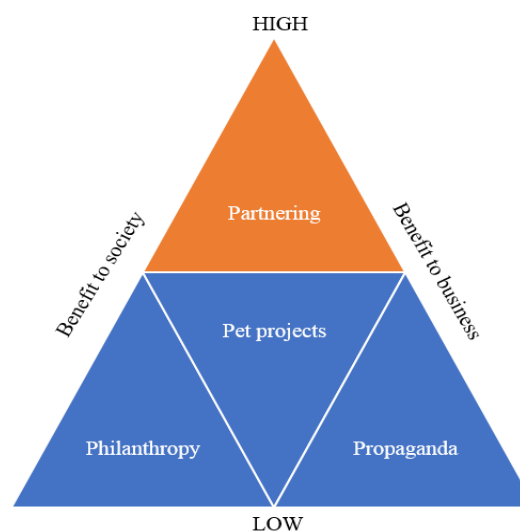
2 COMPANIES' APPROACH TO CORPORATE SOCIAL RESPONSIBILITY

2.1 CSR as the benefit to business and society

Keys, Malnight and Graaf (2009) believe that managers see the CSR as just another source of pressure. Because nowadays customers, employees, suppliers, and shareholders pay a lot of attention to the CSR, some managers have started to perceive it as a creative opportunity to significantly strengthen their performance and at the same time contribute to society. They sense the CSR as central to their general strategies that help them creatively address key business issues.

A big challenge for managers is how to establish an approach that can truly fulfill these large ambitions and yet only a few have found the way. However, some creative companies have managed to overcome this obstacle with smart partnering emerging as one way to create value for both the business and society at the same time. Smart partnering focuses on the key areas of influence between business and society and develops creative solutions based on complementary capabilities to address the major challenges that affect each partner. As seen in the Figure 5, the CSR covers two objectives: pursuing benefits for the business and for society.

Figure 5: CSR as the benefit to business and society



Source: Keys, T., Malnight, T.W. & Graaf, K. (2009).

Many companies follow CSR activities that can best be called pet projects, because they reflect the personal interests of individual managers. While these initiatives may be presented by trying to draw a lot of attention, they usually offer minimal benefits to the business or society. There are efforts in the area between both extremes that can make both sides feel good, but that create limited and often unilateral benefits. With philanthropy, for instance, corporate grants give the most benefits to the society (with potential but often dubious reputational benefits to the business). Similarly, in what is best referred to as propaganda, the CSR initiatives are focused primarily on creating a company's reputation with little real benefits to society. This type of the CSR is a form of advertising and it is potentially dangerous if it reveals a gap between the company's words and actions. None of these approaches realizes the opportunities to generate a significant added value that have been achieved through smart partnering. In such ventures, the focus of the business is on avoiding risks, enhancing the reputation, and improving its core value creation ability by addressing major strategic issues or challenges.

For society, their focus is on maintaining the minimum standards or seeking the resources to improve employment, the overall quality of life, and the standard of living. It is crucial that each party seizes the resources and expertise of others and finds creative solutions to critical social and entrepreneurial challenges (Keys, Malnight & Graaf, 2009).

2.2 Examples of Corporate Social Responsibility companies

Companies all around the globe are investing and organizing CSR activities. According to Smith (2013), the top ten companies with the best CSR reputations are Microsoft, The Walt Disney Company, Google, BMW, Daimler, Sony, Intel, Volkswagen, Apple, and Nestle. The Walt Disney Company has been recognized as one of the first CSR companies. According to Lee (2015), their aim is to join kids and families, hence thinking about how to engage and inspire kids. This includes also involving kids and families in helping communities and the planet. Apple is one of the companies that is ranked among top ten companies in terms of the CSR. Dudovskiy (2017) describes some of the activities that are held by Apple, such as the launch of the 18-month program that improves health and safety in the industry around the globe, recycling programs in 99% of the countries, CO2 emissions, etc. Forman-Ortiz (2013) also presents LinkedIn as a CSR company that knows how to make an impact on the society. According to Nations (2016), LinkedIn is a social network for business. Everybody who is looking for new career opportunity can create an account and use LinkedIn for different purposes: recruiting, selling services and products, searching for new job, business partners, etc. Not only is LinkedIn super useful for business purposes, but it is also socially responsible. As Forman-Ortiz (2013) states, each month LinkedIn employees participate in the »InDay«. Its purpose is to give back to the community through employee volunteerism and resources. Each »InDay« has a different theme and connects employees from different departments for a common cause. According to the Ekvilib Inštitut (n.d.a), the term CSR is relatively unknown in the corporate culture; however its awareness

has raised in the last couple of years. Recently, the Ekvilib Inštitut has awarded five Slovenian companies with the CSR certificate for the first time (Podeljeni prvi certifikati za družbeno odgovornost podjetij, 2016). Companies that were awarded the certificate include Abbvie, Biotehnični center Naklo, IBM Slovenija, Kostak komunalno stavbno podjetje, and Saubermacher Komunala Murska Sobota. Widjaya (2016) believes that the CSR is not only a practice that makes you look good on the outside, but must be a part of company's culture to be successful.

According to the article published in hiring success journal written by Vilas (2017), the CSR is becoming ever more important to today's candidates. The companies that offer a working environment and corporate culture of caring about essential social issues can be prosperous at both business and giving back to the wider community. Below are the top twenty organizations showing a diverse range of social responsibility initiatives and goals (Vilas, 2017).

1. Ben & Jerry's: This company has a reputation for the CSR which derives from the original Initial Public Offering (IPO) in 1985. At that time, the Ben & Jerry's Foundation was created with an initial gift of 50,000 shares and a decision of company's management that created 7.5 percent of the company's pre-tax profits which were allocated to philanthropy. Each year, the foundation allocates more than \$1.8 million to finance community activities, social change, sustainability, and other initiatives in the home country of Vermont, USA, and throughout the country.
2. Bosch: The company continues to work on the values of founder Robert Bosch who has always acted according to the principle that it is better to lose money than trust. The »Responsibility Builds Trust« mentality continues in the company's operations and efforts to promote environmental and social improvements. Bosch invests 50% of its research and development budget into technologies, supporting the field of conservation and environmental protection. The Bosch eXchange program recycles used vehicle components that save 23,000 metric tons less CO₂ per year compared to the new production.
3. Starbucks: As a company founded in the 1970s, Starbucks has always worked with a sense for social responsibility – devoted to sustainability and strengthened communities. For instance, the company has committed itself to deliver one million coffee trees to farmers as a partner in Conservation International's Sustainable Coffee Challenge program. Furthermore, the company plans to hire 10,000 refugees in 75 countries over the next five years and to hire 25,000 veterans by 2025.
4. IKEA: The IKEA Foundation focuses on a cycle of prosperity that finances home, health, education, and sustainable income for communities in need. The company is driven by the mentality to live the best possible life for as many people around the world as possible. The »Brighter Lives for Refugees« Campaign funded a solar farm in 2017 to bring renewable resources in the Jordanian refugee camp in Azraq. It is the world's first solar

power plant built in a refugee environment, saving \$ 1.5 million and reducing CO₂ emissions by 2,370 tons per year.

5. Salesforce: The company has established an integrated philanthropic approach called the 1-1-1 model. This signifies that one percent of the company's capital is set aside for donations in communities where employees work and live, one percent of the company's product is granted to non-profit organizations, and one percent of each employee's time is granted to community activities. This is a simple model that is easy to understand.
6. Dell: Dell inherited the 2020 Legacy of Good Plan in its commitment to drive and deliver human progress through environmental sustainability, addressing community challenges, global supply chain responsibilities, diversity, and ultimately committing itself to returning more than it is taken out. The goal of the Net-Positive project is to achieve ten times the benefits that they take to create and use its technology by 2020.
7. Levi Strauss & Co.: company shows a high level of social responsibility with sustainability initiatives that are woven into the fabric of the company. A branded campaign, Water<Less, reduces water consumption in production by up to 96 percent for some styles. Since the beginning of process launching in 2011, the company has saved more than one billion liters of water. By 2020, the company will use this process to produce 80 percent of its products, up from 25 percent today.
8. Virgin Atlantic: The Virgin Atlantic initiative is based on air sustainability and has three main pillars: environment, sustainable design and purchasing, and community investment. Since 2007, total CO₂ emissions from aircraft have been reduced by 22% and they have been working with LanzaTech to establish low-carbon fuels for the future. Virgin Holidays donates £ 200,000 annually to the Brandon Entrepreneurship Center of the Caribbean to help young entrepreneurs in Jamaica.
9. BMW: The BMW Group has maintained its position as one of the world's most sustainable automotive companies. This aspect of BMW's business is just one of the social programs of social responsibility, which includes education, well-being, and intercultural understanding as key ways of commitment to social peace and stable economic development.
10. Alphabet (Google): Ranked as one of the most valuable brands around the globe and known by well treatment of its employees, Google supports a series of initiatives based on the innovative use of technology to fulfill social goals. One of its goals is data-driven, human-focused philanthropy. This contains several programs, such as the use of data to detect racial injustice, translations of books through open source platform to improve education, and one on SmartRecruiters, linking people with jobs to improve economic mobility around the world.
11. Walt Disney Company: Disney has been recognized as the leading entertainment company. The company's mission is to build the community to establish hope, happiness, and comfort to the children and families who need it most. For these reasons, Disney has donated more than \$400 million to non-profit organizations in 2016. Disney's »VoluntEARS« program encourages employees to donate time estimated at 2.9 million

hours from 2012 with the goal of providing five million hours of community service by 2020.

12. LinkedIn: LinkedIn's non-profit initiative, LinkedIn for Good, operates with several organizations that link underserved communities to business opportunities. They work with youth training organizations, veterinary career services, refugee resource networks and more. As a social network, they use their platform to provide members of LinkedIn with channels to participate in mentoring programs, to spend time and find volunteer opportunities through their volunteer marketplace.
13. Apple: As one of the world's leading technology companies, Apple constantly strives to improve its global responsibility and it is taking it seriously. One of the aspects of its social initiatives is the environment that seeks to demand less from the planet. The company not only encourages its IT partners to take advantage of renewable energy, but its packaging is manufactured with 99 percent-recycled paper products.
14. TOMS: TOMS company is based on the concept of sustainable giving through a for-profit business model. »One for One« began with the promise to donate a pair of shoes for each purchased pair, and since then it has expanded to programs that support a wide range of services for people in need. Furthermore, they also invest in jobs, social entrepreneurship, and integration with other charitable organizations through the Giving Partners program.
15. Cisco: Cisco's CSR programs promote enterprise technology and resources to help the less-developed communities with education, healthcare, economic independence, and disaster relief. They have set themselves the goal of reaching a billion people by 2025.
16. Zappos: The basic values of Zappos include »Embrace and Drive Change« and »Be Humble«. Their charitable group, Zappos for Good, works with charity organizations to perform donations, such as shoes, books and school supplies, to those in need.
17. 3M: With 90.000 employees, 3M introduced »Science applied to life« as a brand. The 2016, \$67 million 3Mgives program focuses on community, the environment, and educational initiatives that aim to increase students' interest in science and technology. One of the programs, Discovery Education 3M Young Scientist Challenge, encourages students in grades 5 to 8 to find innovative solutions to day-to-day problems. Ten finalists are offered an opportunity to work with 3M scientists during summer.
18. IBM: IBM supports a wide range of training efforts, disaster relief, diversity, business development, global health, and more. Their approach to entrepreneurial citizenship is coordinated with their business: applied technology, continuous transformation, and sustainable change. In recent times, IBM also cooperates with medical professionals in cancer treatment research.
19. Deloitte: This expert advising company clearly states that it is committed to drive social change and promote environmental sustainability. With innovative solutions, Deloitte works with government and non-profit organizations and encourages its employees to donate time to volunteer work. This is also beneficial for the company as most Deloitte employees think that volunteer work has had a positive impact on their job satisfaction, and significant increase in work-related skills.

20. General Electric: The GE Foundation invested in 2016 about \$88 million to community and educational programs. They also align contributions by employees and retirees through GE Foundation Matching Gifts Program. Developing Health Programs focus on the access of health facilities to communities around the world.

3 DEVELOPMENT, STANDARDS AND CERTIFICATES FOR CORPORATE SOCIAL RESPONSIBILITY IN SLOVENIA

3.1 Development of the Corporate Social Responsibility in Slovenia

According to Petkovšek Štakul (2017), Slovenia is moving fast in preparation for activities to establish a national strategy for the CSR development. Companies are ever more aware that socially responsible behavior attracts better resources and enables sustainable growth. However, the CSR in Slovenia is more or less left to the goodwill of companies. Unfortunately, there are still many companies that are employing the CSR only as a marketing tool and strictly within the maximization of profit for shareholders and not as the main condition for its operations existence (Bohinc, 2016).

Aligned with the 2020 Strategy, one of the guidelines of the EU is that each Member State should adopt a national strategy for the development of the CSR, which means that it should be prepared in Slovenia as well. The European Commission (2011) encourages companies to adhere to the international guidelines and principles set out in the CSR Strategy of the European Commission 2014. Slovenia has been in delay with the preparation of the strategy for several years now, but it has been working actively on finishing it in recent time.

Every organization, governmental and non-governmental, profit and non-profit, must be aware of its impact on society and the natural environment. For this purpose, the Partnership for Green Economy of Slovenia in cooperation with the Institute for the Development of the CSR (hereinafter IRDO), the Network for Social Responsibility of Slovenia (MDOS), and partner organizations prepared a consultation on promoting social responsibility in the Republic of Slovenia. The reasons for the growing interest in the CSR are clear. As consumers are becoming increasingly conscious of companies' social responsibility, they buy products and services from socially responsible companies. Companies trigger changes throughout the whole supply chain. Young people evaluate future employers according to the organization's impact on society or the environment. This means, among other things, that more socially responsible companies attract better employees. Employees in such companies are more satisfied and handle higher workloads. Social responsibility is therefore important and must be present in the companies, because it provides significant benefits in risk management, savings, access to capital, customer relationship, human resource management, and ability to innovate. It must also become an interest of the economy, because it creates companies in a more sustainable and innovative way, which contributes

to more sustainable economies. In addition, corporate responsibility should also be in the interest of the entire society, because it offers a set of values in which we can build a more closely integrated society and a fundamental transition to a sustainable economic system (Petkovšek Štakul, 2017).

3.2 Certificates/awards for Corporate Social Responsibility in Slovenia

Many organizations have been actively involved in the promotion of the CSR among Slovenian companies. For instance, IRDO and the Slovenian Public Relations Society (PRSS) in cooperation with partners bestow the Slovenian Social Responsibility Award – Horus, intended for organizations with a holistic approach to the CSR. Furthermore, Social Responsibility Network of Slovenia has been established as a meeting point for companies and other organizations whose common purpose is the promotion of the CSR, both within their companies and organizations as well as in the wider social area. The key activities of the network are the exchange of knowledge, the introduction of novelties and good practices in the field of the CSR, and the awareness of the advantages that this mode of operation brings at the level of the individual, the company, and the whole society (Mreža za družbeno odgovornost Slovenije, 2011).

The mission of Horus Award is to promote integrity in thinking, innovation, and responsibility in the operations of Slovenian companies. The aim of this award is to strengthen the awareness on the importance of social responsibility and to draw attention to its interdependent relationship. Moreover, the aim is to promote examples of good practices in the public and thus encourage companies to conduct more responsible and efficient business (IRDO - Inštitut za razvoj družbene odgovornosti, 2011). The Horus award is striving to achieve following goals: the awareness of public on the importance of the CSR, the promotion of companies that are socially responsible in the long run, education on the latest practices of Slovenian and foreign companies regarding the CSR, awarding the prize to the best CSR company and issuing a manual with examples of good practices regarding the CSR (IRDO, 2011).

Another NGO dedicated to promoting the CSR and sustainable business among the Slovenian companies is the Ekvilib Inštitut. They have been monitoring and analyzing the policies and practices of companies and other actors in environmental, social, and other fields for many years, such as accountability to employees and other relevant stakeholders. They support practices that strengthen positive relationships between different actors and contribute to their social responsibility and to a higher level of realizing the human rights of all people through socially responsible actions. Their aim is to help companies with different services in the holistic and comprehensive management of the CSR activities and to recognize the risks and opportunities that are often overlooked by the conventional business practices. The companies can also be awarded the certificate of being socially responsible by the Ekvilib Inštitut. It is an analytical and advisory process based on the socially

responsible management of a company. The certificate is based on the gap analysis in the individual areas of socially responsible business: organizational management, employees, the environment, or the community (Hartman, n.d.).

Examples of Slovenian Corporate Social Responsibility companies. As evident from the different media, there are many Slovenian companies who are already actively involved in the CSR and organization of its activities to help the society and show care for employees.

1. Krka, d.d.

Since the foundation of the Slovenian pharmaceutical company Krka, its management is aware that in addition to creating good business results, it is also important that employees and residents in the environment in which Krka operates enable richer, better quality and more pleasant life. Krka's business performance is based on the commitment and knowledge of its employees. Company strives to acquire, motivate, and retain committed and capable employees. Care for a healthy and quality life is also reflected in company's attitude towards the environment. With the development of high-quality processes, company is accelerating the production development in order to minimize the burden of nature. They pay special attention to the company and support it with sponsorships and donations. Since Krka's fundamental mission is to live a healthy life, most of the donor and sponsorship funds are dedicated to projects related to health and the quality of life. Krka has been associating charity acts for the sixth year now. »Volunteering with Krka« is a socially responsible campaign which is performed under the slogan »The charity is part of us«. Moreover, Krka also hosts meetings with sponsors, where they exchange good practices with representatives of clubs, societies, and institutions. In 2017, they also organized a meeting with the locals living near to Krka's headquarters. Krka introduced them their activities, investment plans, and achievements in the environmental protection (Krka d.d., Novo mesto, n.d.).

2. Lek, farmacevtska družba, d.d.

According to Kos (2016), in the pharmaceutical company Lek, the CSR has been an integral part of business for 70 years. The foundations of their CSR are accessible treatment and responsible business. They pay great attention to reporting, employees, communities and to environmental sustainability. In doing so, they strive for transparency and comparability of data. Responsible business is directly linked to environmental responsibility, which is also within the priority interests of their employees and local communities. Lek strives to create good environmental practices in all phases of its work processes and the life cycle of its products. Strict compliance with pharmacopoeia and other regulations in the development and manufacture of medicines is strictly followed, namely the WHO and OECD standards, the requirements of the US FDA and the Slovenian Public Agency for Medicinal Products and Medical Devices (JAZPM), and the recommendations of good laboratory practice. The development of medicines, active substances, and technological procedures is based on precautionary measures such as gradual involvement of independent scientists as well as

open and transparent weighting of strengths and weaknesses (Lek farmacevtska družba d.d., n.d.).

3. Gorenje, d.d.

At Gorenje, the concept of responsibility is understood as virtue, not just an institutional orientation. Therefore, social responsibility not only permeates all spheres of Gorenje's business, but lives also in most of the members of the management and in many employees. Buyers are crucial for the company's business, as it is impermissible to achieve all other business objectives without the increase in sales. The values Gorenje cultivates in the relationship with their customers include: long-term partnership relationship based on customer satisfaction, respectful treatment of each partner, serious, flexible and responsible fulfillment of every order, continuous monitoring of customer needs, regular meetings with customers, exchange of experiences, customer education. Gorenje has a tradition of socially responsible behavior for several decades. The activities initially focused on the employees and the local environment, and over the years the company extended them to other stakeholders. Today, the philosophy of a socially responsible and sustainable operation is an inseparable part of Gorenje's successful business. In 2011, in spite of the reduced amount of funds for employees and the wider environment, the company has enabled several important events in the field of sport, culture, science, education, and health. Given the difficult conditions that vulnerable citizens of all European countries are exposed to, Gorenje donated most of the donations to charities and activities that enable young people to have quality education and spend their free time (Gorenje gospodinjski aparati, d.d., n.d.).

4. Triglav zavarovalnica, d.d.

The social responsibility of the Triglav Group is becoming increasingly embedded in every step of their business. It is defined as one of the key values and strategic orientations of the company. The responsibility to the social environment is understood as a cornerstone of sustainable development. From the viewpoint of the environment in which Triglav operates, company wants to actively live and contribute to positive changes for people and nature. The company believes that responsible dialogue is the right path for mutual growth. It develops a sense of recognition for the needs of the environment and actively responds to them by building long-term partnerships that provide mutual progress. Triglav assumes security as an exceptional responsibility. Knowledge and solutions that protect life, property, nature, and health are therefore the company's greatest value. In order to increase the visibility of socially responsible activities, Triglav created a logo of flowers that represents socially responsible activities of Zavarovalnica Triglav and its employees in the context of brand management. Flower expresses their focus on ecology, environmental protection, corporate volunteering, and responsible business. For the fifth consecutive year, Triglav has supported talented young scientists, artists, and athletes. This year, para-athletes are included as well. In 2017, the »Everything will be fine« initiative by Zavod Zavarovalnica Triglav for socially responsible activities, and the media company PRO PLUS jointly contributed the funds to the Fund of »Mladi upi« (Eng. Young Hopes). Thirteen talented young people between the

ages of 16 and 19 age (athletes, pairs-athletes artists, and scientists) received financial support from this fund, which will facilitate their development path and help achieve the set goals (Zavarovalnica Triglav, d.d., n.d.)

5. Petrol, Slovenska energetska družba, d.d.

The Petrol Group has been helping the wider community for a more diverse lifestyle and quality life in general for many years. It shows its socially responsible attitude by supporting numerous sports, cultural, humanitarian, and environmental projects. Support for the environment remains one of the main priorities of Petrol d.d., Ljubljana. The corporate responsibility in the Petrol Group is seen as a commitment to cooperate with the environment in which the company operates. The review of the sponsorship funds structure reveals a special responsibility for the promotion of sports and culture. In 2009, 7% of funds were used for charitable purposes, to support organizers of expert consultations in the field of energy and environmental projects. 77% of funds were allocated to sports. In the field of culture that also includes support for many smaller events of equal quality to the demanding cultural projects, Petrol allocated 16% of the sponsorship budget in 2009. At Petrol, together with the youngest children they created a campaign called »Children for Adults«, which started in 1990 and celebrated its 20th anniversary in 2010. Together with the Women's Advocacy Association in the Children's Stories Campaign, Petrol takes care of raising public awareness on domestic violence and ensuring that the children of such families can develop safely and undisturbed. »Donate a toy and a gift« is a campaign that the company launched to collect more than 20 tons of toys in a month and a half in 2008 and distribute them with children with unequal opportunities in cooperation with the Red Cross of Slovenia (Petrol, Slovenska energetska družba, d.d., Ljubljana, n.d.).

6. Nova ljubljanska banka, d.d.

In 2010, the internal act of the NLB Social and Environmental Policy was adopted defining its social role. With this action NLB joined a group of public and private financial institutions that are aware of the importance of active involvement in the local and wider social environment. In relation to clients, business partners, as well as employees and other companies in its group, members want to contribute to the quality of life of employees and the wider social environment in the NLB in accordance with the principles of social environmental policy and ensure sustainable development. The company takes care of their long-term professional partnerships, it is continually developing new products and services, and takes care of improving existing ones. The company strives to strengthen professionalism and satisfaction with numerous activities that promote the reconciliation of business and family responsibilities, a healthy lifestyle, and improve the organizational climate. NLB works with external stakeholders to better coexist with the wider surroundings, sponsors sporting and cultural initiatives and events, and helps in humanitarian actions. Based on the measurements, the company recognizes the impact of their business on the environment and it employs responsible behavior and technological improvements to reduce the burden on the environment (Nova Ljubljanska Banka d.d., Ljubljana, n.d.).

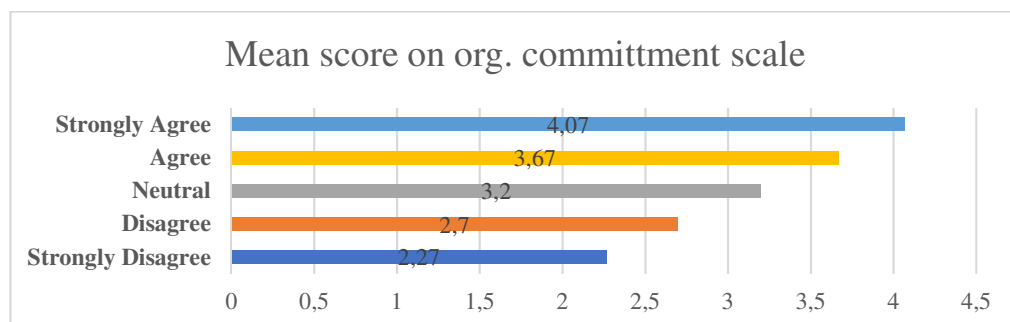
Various parties have already performed a lot of promotion and actions towards accepting the CSR as a part of company's strategy among companies in Slovenia. This is also visible above, because many Slovenian companies have already integrated the CSR strategy into their culture. To even increase this percentage, we need to further »walk the talk« and not give up.

4 IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEES SATISFACTION AND PERFORMANCE

4.1 Employee perception of Corporate Social Responsibility

Deal, Gentry and Stawiski (2010) believe that in difficult economic times, it seems hard enough to ensure the survival of the company, not to mention to include corporate citizen priorities into the mix. With everything that happens, starting or maintaining strong CSR initiatives may not be at the top of the company's priority list. A company must ask itself: What are the benefits of the CSR investments? Perhaps the CSR helps the company when it comes to employees? Does it also affect their attitudes? According to Brammer, Millington and Rayton (2007), there is also evidence that the CSR is beneficial, because it improves the perception of employees in the company. When a company employs the CSR initiatives, employees are prouder and more committed to the company. This is since our personal identities are partially linked to the companies we work for. If the company works on saving the world, employees will too, so their relationship with the company reflects positively on the outside and they feel good about the added value they bring to the company. According to Deal, Gentry and Stawiski (2010), perceived employee commitment is dependent on the level of company's concern for the community and environment. The higher employees evaluate the corporate citizenship of their company, the more dedicated they are to it. In the Figure 6, the authors illustrate an example from the CSR scale »My organization behaves as a good corporate citizen« and its attitude towards organizational commitment.

Figure 6: Relationship between perceived corporate citizenship and commitment



Source: Deal, J.J., Gentry, A.W. & Stawiski, S. (2010).

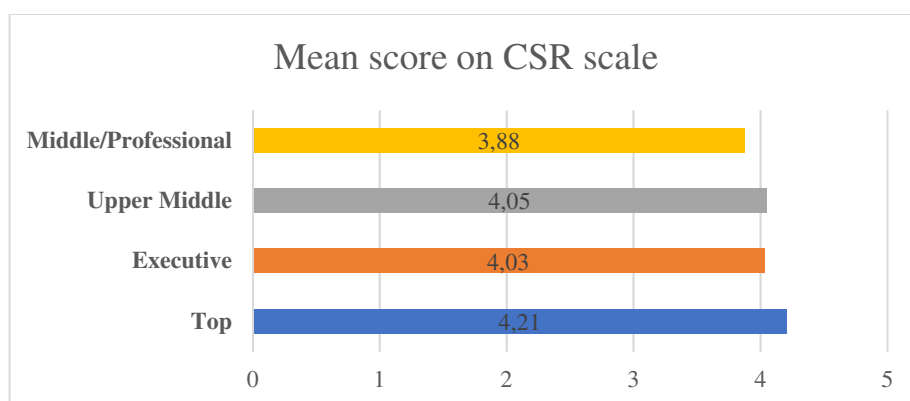
Organizational commitment is linked to positive business outcomes, including higher job satisfaction, increased job involvement, and reduced intentions to turnover.

Deal, Gentry and Stawiski (2010) also suggest that relationships work in both ways: commitment improves employee corporate image rating and a positive image improves employee commitment. It is important to know that the good CSR practices of a company make employee more eager to discuss their work with external associates and become more involved to the company that performs these positive practices. In any case, the perception of CSR is one among many factors that influences commitment, and the data also shows that the question of how firmly the CSR is related to commitment depends on what type of employees we are talking to.

For example, if we take gender, we see that on average men and women are inclined to assess the CSR of their companies equally, which means that both groups usually think their companies are performing well as corporate citizens. However, the relationship between the perception of the CSR and organizational commitment is different for women and men. Research of Deal, Gentry and Stawiski (2010) shows that the relationship between the CSR and commitment is stronger for women as it is for men. Therefore, the CSR can be particularly significant for companies that want to increase commitment of their women employees.

As shown in Figure 7, employees at the top of the chain have the most positive impressions of the CSR initiatives. What is the explanation behind this result? High-level executives are more likely to have the strongest sense of the CSR ownership as they make the most critical decisions (including the CSR decisions), and they are likely to favor the initiatives they helped to create. Likewise, people at the highest levels of the company are also the most dedicated. The higher you grow within a company, the more committed and positive you are about the company's CSR efforts. Generally speaking, the contribution of the CSR to commitment is high in general and about the same across organizational levels.

Figure 7: Perceived CSR by Organizational level



Source: Deal, J.J., Gentry, A.W. & Stawiski, S. (2010).

It should be emphasized that companies have great potential to trigger change in their communities and the environment by investing in the CSR practices. Furthermore, the CSR is important to employees and contributes, among other factors, to a general level of job satisfaction. Leaders need to be aware of what returns they can expect from the CSR investments. Although the direct benefits of CSR are difficult to measure, the importance of the CSR will increase, because people will become ever more interested in the social and environmental impact of a company. The leaders who are aware of the CSR and their impact on their companies will be able to make the best business decisions (Deal, Gentry & Stawiski, 2010).

4.2 Impact of Corporate Social Responsibility on Employee satisfaction and performance

Barakat, Giuliana, Gama Boaventura and Mazzon (2016) present articles of the leading authors on employee satisfaction. The most commonly used definition of job satisfaction in the academic research is the definition proposed by Locke (1976, p. 1304), who defines it as »a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences«. When defined as an attitude, job satisfaction can be considered a positive (or negative) assessment judgment one makes about one's job or job position (Weiss, 2002, p. 175). Emotions are inextricably linked to such evaluations, and so, job satisfaction involves both emotion and one's attitude towards evaluation of his or her job (Saari & Judge, 2004). Job satisfaction can be influenced by a company's actions, including those that relate to the CSR (Bauman & Skitka, 2012). The company's actions to the benefit of stakeholders can lead to positive emotions among employees, such as pride, enthusiasm, gratification, and fulfilment. Conversely, actions that have a negative impact on stakeholders can lead to adverse emotions among employees, including embarrassment, anger, and fear (Riordan, Gatewood & Bill, 1997; El Akremi, Gond, Swaen, De Roeck & Igalens, 2015; Onkila, 2015).

Backhaus, Stone and Heiner (2002) conclude that jobseekers consider factors, such as environmental awareness, citizen relationships, and diversity in choosing the companies for which they want to work. Barrena-Martínez, López-Fernández, Márquez-Moreno and Romero-Fernández (2015) noted that university graduates are more attracted to companies that strive for ethical and responsible approaches to their CSR practices.

Responsible companies can be considered more interesting, because: people may feel proud of being linked to companies committed to the CSR; people want to bring their values into line with the values of the company; and people expect companies to treat them fairly (Jones, Willness & Madey, 2014). In addition, companies that are committed to the implementation of the CSR probably demonstrate a higher organizational climate (Branco & Rodrigues, 2006) and retain the most talented employees (Bhattacharya, Korschun & Sen, 2009). Companies with a high level of the CSR are therefore more likely to attract highly qualified

employees, avoid high turnover rates, and encourage the commitment and motivation of employees. Therefore, it is assumed that companies dealing with several CSR issues are more likely to produce a more positive employee assessment of their own job or job position. Similarly, a careless attitude towards the CSR can create negative employee assessments.

Research shows that employees prefer to work for companies whose primary values are consistent with their own (Cable & Judge, 1994). These findings also show that there is a relationship between employees' concerns, company activities, attitudes, and behavior (Bauman & Skitka, 2012). There is proof that even the perception of values between employees and their companies can lead to better identification with all organizational initiatives (Brunton, Eweje & Taskin, 2015).

The perception of fairness and justice in the workplace can affect the well-being of employees (Aguilera, Rupp, Williams & Ganapathi, 2007). For example, the perception of fairness and justice in which concerns the attitudes of top management, both in general and in terms of the CSR, will affect the motivation and commitment of employees. Such perceptions affect employees' personal identification with the image of the organization (Collier & Esteban, 2007).

Organizational image refers to the body of experiences, impressions, beliefs, knowledge, and feelings, that one has about an organization (Arendt & Brettel, 2010). Stakeholders are frequently using it as the basis for decision-making in relation to their interactions with the company (Fombrun & Gardberg, 2000). Employees use a holistic image to evaluate their identification with the company and to assess how external groups are rating them and their employing company (Dutton & Dukerich, 1991). The organizational image includes various impressions of company's activities. Therefore, employees can consider the CSR activities when developing their company's image (Fombrun & Gardberg, 2000). The companies that perform the CSR activities will have a positive impact on justice perception, which can lead to greater employee satisfaction (Tziner, Oren, Bar & Kadosh, 2011). Employers tend to initiate the CSR activities that target external stakeholders – such as environmental protection, investment in local communities and philanthropy – as specific aspects of organizational rights, and therefore, these activities can influence their attitude and behavior in relation to the company (Aguilera, Rupp, Williams & Ganapathi, 2007; Glavas & Piderit, 2009).

As stated in the article by Li Sun and Yu (2015), some studies explore the impact of the CSR on stakeholders, such as customers and employees. Studies pay a lot of attention to the impact of the CSR on various aspects of employees. Greening and Turban (2000) believe that promising applicants are more likely to work for the CSR companies than for companies that do not ensure CSR. Backhaus, Stone and Heiner (2002) note that environment, social relations, and diversity have the greatest impact on employer attractiveness compared to other components of the CSR. The impact is strongest among women and minorities. Greater

employee commitment can stimulate a positive attitude towards work, which can in turn increase employee productivity. Hence, if companies use the CSR to influence the stakeholders and actively engage in the CSR activities, they can attract or motivate employees who are more likely to work efficiently and effectively than employees in less socially responsible companies.

According to Perrin (2016), employee performance is defined as »the ability of an employee to accomplish his mission based on the expectations of an organization. Employees must know what they need to do to perform their jobs successfully. Based on the Business Dictionary (Employee performance, n.d.) is defined as »the job-related activities expected of a worker and how well those activities were executed«. There have also been many varying definitions on performance appraisal (Scholtes, 1993; Kumar, 2005; Pettijohn, Pettijohn, Taylor & Keillor, 2001). Arbaiy and Suradi (2007) define it as »a structured formal interaction between a subordinate and his/her superior. It usually embraces a periodic interview, in which the work performance of the subordinate is examined and discussed«. Furthermore, Ubada and Santos (2007) define performance appraisal as »a tool to identify and monitor staff's competences, as well as an approach to take into account the company's core competence and external demands«. To conclude, performance appraisal is a process in which the performance of employees is assessed against some set standards over a longer period of time. Researchers have investigated performance appraisal and employee outcomes (Vignaswaran, 2008; Kuvaas, 2006). Bekele and Shigutu (2014) believe that perception of employees concerning performance appraisal relates positively to organizational commitment and work performance and negatively to employees' turnover intentions. Authors also recommend that companies should implement performance appraisals properly. It has also been established that if employees are not rated for good performance, they will not perform it again for the next time. Additionally, it has been found out that a positive correlation between performance appraisal satisfaction and employee job performance exists (Pettijohn, Pettijohn, Taylor & Keillor, 2001). Furthermore, a study has highlighted that those employees who are awarded a good score are more motivated and they sustain their performance. Positive feedback gives employees feeling of value to employees, especially when complemented in the form of salary increase (Cook & Crossman, 2004). Likewise, they further acknowledge that if employees are given a low score on performance appraisal, then they certainly feel demotivated at workplace and this correspondingly influences their work effort. Many business personnel managers assess employee performance of each staff member on an annual or quarterly basis in order to help them identify the suggested areas for improvement. The expectations for employee performance are set out in the employee performance plans. The employee performance plans are all written or otherwise recorded performance elements that represent the expected performance. The plan must include all critical and non-critical elements and their performance standards. Performance elements tell employees what to do and standards tell them how well they should do it. Developing elements and standards that are understandable,

measurable, accessible, fair, and challenging is crucial to the effectiveness of the performance appraisal process (United States Office of Personnel Management, 2017)

The CSR can also have direct impact on performance of employees through promoting a higher level of effectiveness by learning and developing new skills (Barney, 1991; Lee & Bruvold, 2003). Research has shown a positive correlation between the number of employees who received training and the performance of companies, especially in the services sector (Van de Wiele, 2010). Lately, investing in continuous training for workers is no longer an option, but a necessity for the competitiveness of the company. Investing in education and training can promote direct non-financial benefits, such as better product quality, and higher operational efficiency (Cegarra-Navarro Reverte, Gomez-Melero & Wensley, 2016; Chen and Huang, 2009), which should have a positive impact on company results over time. The CSR practices, including employee training and development, have been linked to positive organizational outcomes, such as performance (Agan, Kuzey, Acar & Acikgoz, 2016; Ferraz & Gallardo-Vazquez, 2016).

5 RESEARCH ON THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES ON EMPLOYEE SATISFACTION AND PERFORMANCE

5.1 Purpose of research

The CSR has become an important topic for the companies in the last decades. There are two aspects of the CSR, one is environmental care and the other one is the care for its people. Both aspects bring benefits to the companies. The companies that are friendly to the environment provide environmentally friendly products and comply with laws and regulations. This can lead to lower operating costs, increased sales, and customer loyalty (International Institute for Sustainable Development, IISD). On the other hand, it is also important how companies treat their employees and what activities do they offer to them to feel valued and accepted. Valued and accepted employees are often more satisfied, motivated, and can perform better. However, it is hard to prove the CSR's direct impact on its employees. The impact can mostly be measured indirectly.

The purpose of this research is therefore to focus and explore the impact of the CSR on employees' satisfaction and performance. Thesis will try to prove the positive impact of the CSR on dependent variables (satisfaction and performance) with the help of the sampled employees in a chosen company. Company was chosen, because it has already been active in the field of the CSR. For this thesis, the company agreed to increase the amount of CSR activities to find out whether the activities really influence employees in any matter.

5.2 Hypotheses development

Nowadays, it is crucial to provide the CSR activities in the companies to strengthen the climate and satisfaction at workplace and to try to influence employees' performance. Based on the findings from Eamets, Mötsmees and Tamm (2010), satisfaction of employees reflects in their willingness to further contribute in the organization. It is important to ask what employees expect from the organization. Maignan, Ferrell and Ferrell (2005) believe that employer can show its CSR towards employees based on their expectations, wishes, and needs by guaranteeing rewards and recognition, enabling personal development opportunities and work-life balance, ensuring occupational health and safety, involvement and empowerment as well as good retirement benefits. The most important aspects of job satisfaction are basic pay, career opportunities, workload, supervision, social relations, and working conditions. Under basic pay, we consider rewards and compensation given by employer. Career opportunities give employees the chance to realize their full potential, show their abilities in front of their employer and be promoted. Workload is used as a term for work-life balance. From the aspect of supervision, employees expect involvement and recognition. Moreover, a good relationship among co-workers and management is also considered as one of the important aspects for employee satisfaction.

Does the CSR also have an influence on job performance? Shin, Hur and Kang (2016) believe that the CSR contains diverse responsibilities for the circumstances surrounding a company rather than the plans to maximize profit. Most companies do not engage in the CSR activities to better the performance of their members. Therefore, it is difficult to believe that employees' perceptions of CSR have a direct impact on their job performance. For this reason, it is more logical to anticipate that employees' perceptions of the CSR affect their psychological states or attitude at work, which consequently has an impact on their job performance.

In this thesis, we will test two hypotheses related to implementation of the CSR activities. Based on the reviewed literature, we anticipate that the CSR activities positively impact employee satisfaction and performance, thus our hypotheses read as follows:

- Hypothesis 1: The CSR activities positively affect employee satisfaction.
- Hypothesis 2: The CSR activities positively affect employee performance.

5.3 Research methodology and design of the questionnaires

The scope of this thesis includes a broader understanding of the importance of the CSR on employees and its influence on employee satisfaction and performance. After an extensive review of the relevant literature on the CSR, questionnaires were designed. The questionnaires were used on thirty sampled participants (hereinafter employees) of a chosen company (or multinational company), which has around 170 employees. Based on Appendix

5, Figure 1 out of thirty employees to whom the questionnaires were sent, we received a reply from all of them. The employees chosen to participate are working in various business fields, such as human resources, finance, marketing & communications, sales, delivery etc. Out of thirty sampled employees, almost a half of them were men (43%) and half were women (57%) selected in the questionnaires. There are at least two employees from each age group participating in the questionnaires, except for the age group up to 21 (disregarded as they are no employees belonging to this age group; Appendix 5, Figure 2). Moreover, client-facing indicator is added, because the effect on performance can be measured easier with client-facing as with non-client facing employees (Appendix 5, Figure 3).

The questions in both questionnaires are based on the Workplace Survey held by Harris Interactive on behalf of the American Psychological Association Harris Interactive (2012) and its own observations within the company. Own observations are made, because this thesis should bring relevant results for the company. The company wants to see the impact of the CSR activities on employees' satisfaction and performance, which is we are performing probability sampling of thirty employees. Every fifth employee is selected into the sample. The first questionnaire consists of closed-ended questions only and defines the general state and level of employee satisfaction and performance. The second questionnaire consists of both, closed- and open-ended questions, and is applied for change result analysis. The latter shows whether employees sense any difference to their satisfaction or performance due to newly implemented the CSR activities. The second questionnaire is distributed among same sample of employees after one year. Based on the results obtained, a conclusion is drawn and improvements are proposed to the company.

The first questionnaire is divided into two parts, namely employee satisfaction evaluation and effect on performance. In the employee satisfaction evaluation, the general state of satisfaction in the company is explored. For this purpose, employees are asked questions related to the overall satisfaction with job, employee involvement in the company, employee possibilities to grow and develop within a company, work-life balance opportunities, health and safety practices activities, relationships in the workplace, level of stress at work, and other similar questions. In the second part of the questionnaire, employees are asked questions about the effect that the CSR activities have on employee satisfaction and performance. The second questionnaire consists of both, closed- and open-ended questions and is applied for change result analysis. A few of closed-ended questions are repeated from the first questionnaire to easily compare results between two periods. Open-ended questions are raised to employees to express their thinking and reveal in writing what do they think about the CSR activities' influence, what are their advantages, and how do they impact their satisfaction and performance.

The data for this thesis is collected through online questionnaires without researcher's presence. A link to online questionnaires is sent to employees via e-mail at the beginning and in at end of the year. The time required to fill out the questionnaires is approximately 15

minutes. This type of questionnaires are chosen due to low cost, fast data retrieval, easy accessibility by the employees, and the guarantee of employee's privacy. It is important for the upcoming results that the researcher is not present, because this may influence employees' answers.

In this thesis, two kinds of question types were used. For closed-ended questions of first and second questionnaire, the Likert scale is selected where employees may choose on a scale from 1 (strongly disagree) to 5 (strongly agree). The open-ended questions of second questionnaire are based on own observations of the researcher and the results of the first questionnaire. Although the main data collection tool is a questionnaire, researcher also makes its own observations, because the behaviors of employees can be better understood if one observes directly at what is happening. Researcher has the full access and permit to contact employees of the chosen company and ask them about their opinion on the CSR. Observations are only made so the researcher can implement the right CSR activities to improve results of the first questionnaire.

The data obtained in the questionnaires is first analyzed and in presented in charts using Excel. Both questionnaires are analyzed in the same way showing the average data results for each question and separately the results by the level of agreement of individuals. There is also a chart comparison made between the first and second questionnaire showing the average changes. In the thesis, we also compare the same individuals results before and after using the data received from questionnaires. Furthermore, a paired sample T-test is conducted to better compare differences between the results of the first and second questionnaire and the test hypotheses set in the beginning of this research.

5.4 Description of the company

The chosen company is a US based multinational company dedicated to selling information technologies services, such as software, middleware, and hardware. It was founded more than a hundred years ago. The company is present all around the globe and has over several hundred thousands of employees. The company maintains a diverse atmosphere with people coming from various cultures, bringing innovation and new perspectives to the company. Its subsidiary in Slovenia has approximately 170 employees, who are working for different clients locally and globally. According to its organizational structure, the company consists of several business units, such as human resources, marketing & communications, sales, delivery, technical support, finance, etc. In recent years, the Slovenian subsidiary has been paying a lot of attention to being socially responsible and it is working on establishing a strong and good working environment for its employees. Over the one-year period, the chosen company has implemented many CSR activities which came out as a result of this thesis research. We divide them into two groups, namely activities held internally and activities held externally. The activities held internally are health- and sport-related CSR activities (items 5.5.1–5.5.3), climate-related activities (items 5.5.4–5.5.6), growth- and

development-related activities (point 5.5.7). The activities held externally included participation in humanitarian actions, collaboration with the NGO's, and other activities (items 5.5.8–5.5.12).

5.5 CSR activities implemented over a one year period

5.5.1 Cancer awareness events held in October and November

As we all know, the month October, known also as the »pink October«, is the time of the year dedicated to raising breast cancer awareness and encouraging women for self-review. For this purpose, the company held an event where invited women individuals who have already beaten cancer shared stories of their fight and at the same time encouraged all participants for self-review. At this event, women received answers in terms of disease, recovery, and prevention. Because women population is still a great part of diversity groups, it is important to work on organizing several events which help women feel more accepted, valued, and attached to the company.

In addition to the pink October, the company also promoted the month November, or so called »Movember«, as a month dedicated to raising awareness on the diseases affecting mostly men and, above all, encouraging prevention and timely action. The company also held an event in November and speakers who were invited to this event spoke about the importance of caring for yourself and your health.

5.5.2 Winter sports day

As it is commonly known, active lifestyle prevents diseases, boosts energy, and helps people to be more productive. Based on the results of first questionnaire, we found out that employees miss sports activities which would help them gain more energy. In this regard, the company implemented winter sports day and encouraged all employees to participate in this event to go either hiking, cross-country skiing, or skiing. The promotion of how important an active and healthy lifestyle is was made via e-mail to all employees and was also shared via notice boards.

5.5.3 Promotion of active lifestyle and healthy nutrition among employees

Over one-year period company was constantly promoting active lifestyle among employees. Among several business-units healthy breakfasts were organized. Employees also received healthy smoothies during working hours which helped them boost energy for the day and remind them how important it is to consume as much fruit and vegetables as possible.

5.5.4 Team building

The climate-related CSR activities were organized based on the relatively poor results from first questionnaire related to organizing activities which help balance work and stress. Based on the article (Workplace Stress – The silent epidemic, 2010), team building events can play a major role in combating stress in the work environment. Many organizations still see team building events as a luxurious commodity, as a recognition for staff when business is good. However, only a few companies realize that team building events can have an extremely positive effect when conducting business is not so straightforward and it is particularly beneficial in times of change. A well-organized team building experience can be used very effectively to reduce stress and conflicts in the work environment, break down barriers and improve communication skills within a group, improve problem-solving, improve managerial and leadership skills, and identify strengths and weaknesses within a team.

5.5.5 Events for kids

The company also organized events for the children of employees. By organizing such events, it wanted to show its care for employees and its understanding on the importance of balancing private and work life. Moreover, the company wanted to show children the work environment of their parents, what they do when they are not at home, and why their contribution is so important for the good of the company.

5.5.6 Diversity events

According to O'Mahoney (2014), research shows that the support for diversity within companies is not only the right thing to do, but it also has a business sense. Therefore, diversity management has become an important topic in recent years as organizations compete on a global scale for the most talented workers. Diversity management goes beyond equal employment opportunities. It is the management of policies and procedures that embrace all forms of diversity ranging from cultural, ethical, and religious to sexual orientation. Nevertheless, unlike other sorts of diversity, sexual orientation is a hidden stigma and individuals still decide to hide or disclose sexual orientation. Research reports that the fears of disclosure of sexual orientation have an overwhelmingly negative relationship with employee workplace experiences and psychological well-being. Lesbian, gay, and bisexual and transgender (hereinafter LGBT) employees fear the consequences of disclosure, which range from exclusion, bullying, harassment, and, in extreme scenarios, physical violence or loss of employment. However, the LGBT employees are more likely to disclose when workplaces are supportive of sexual orientation, bringing benefits for the organization as much as the individual. For companies, the benefits of such diversity include the development of an innovative and creative workforce, attracting and retaining talent, increasing employee commitment, and aligning employee and customer's demographics. Individual benefits of a supportive organization and disclosure include positive job

satisfaction, affective organizational commitment, less stress and anxiety, and the ability for the LGBT employees to develop a more positive relationship with their colleagues.

The company has held several diversity events to promote the existence and importance of different diversity groups, like women, people with disabilities, and the LGBT community within companies. It is important to organize events that help understand and accept different diversity groups in the working environment and to prevent making differences in this regard. Although there has been a lot of work and effort made in promoting women to leading positions, we still detect differences compared to men. On average, women are still paid less and hold lower positions in business as men. Therefore, in the last year the company was striving to minimize these differences and help women not to feel underappreciated with organizing special workshops that help gain new knowledge, useful guidance on how to succeed in the business environment, sharing and promoting good practices. On the other hand, the company has also supported other diversity groups like people with disabilities and the LGBT community. During the period of last year company organized two events intended to educate employees on different diversity groups and emphasized how all employees are important and contribute to mutual success of the company. It taught employees not to make differences while cooperating and along with examples that showed how employees can help these diversity groups to feel better and more accepted in the workplace. With this organized workshop, the employees learned the fears of specific diversity groups, unpleasant situations that they face every day and how to avoid them, which questions should not be posed while speaking to a specific group, etc. By organizing diversity events, the company wanted to release stress among employees, better relationships, and improve company's climate.

5.5.7 Workshops intended mostly for support functions in the company to gain business acumen

Based on the answers received from first questionnaire and meetings organized in the field of the CSR, we discovered that employees who are working in support functions (finance, human resources, sales support, administration, operations, etc.) miss having more knowledge and acumen on business. Therefore, we decided to organize quarterly workshops and invite each time one person from the business field (sales, consultant, field specialists) to educate employees from support functions and help them better understand business. This way, the employees sense a higher level of belonging to the company and are more motivated to push themselves and stay motivated.

5.5.8 Blood donation

The company organized events where employees were invited to donate blood. Employees were able to use the extra day of vacation on that day. This is a very popular campaign because employees feel good when they can help people in need.

5.5.9 Collection of pupil materials for children from underprivileged families

The company encouraged the employees to donate pupil materials for children from underprivileged families. Many employees participated in this action and company collected a lot of material that was donated to different institutions for charity.

5.5.10 Collection of food, clothes, and towels for animals of Animal Shelter

Besides being a family- and employee-friendly company, the company also wanted to help animals. Therefore, it encouraged employees to donate food, clothes, and towels for animals at the Animal Shelter. The organizers of this campaign were employees who are great animal lovers. People working at the Animal Shelter were truly grateful to the company for making this action and collecting so much material.

5.5.11 Sharing/promoting/teaching good practices among the external NGO's and other institutions

The company participated in many events organized by the external NGO's. In these events, it mostly encouraged its employees to participate, sharing their knowledge from different fields: Information technology (hereinafter IT), Human Resources (hereinafter HR), and other field and teaching others in need for help. In many cases, the company shared its best practices, taught the people how to prepare for an interview, how to write a CV, how to constantly seek new knowledge, and how to develop and share the best practices from the IT field.

5.5.12 Participating in other humanitarian actions

In addition to the actions listed above, the company participated in many other humanitarian campaigns, such as »Santa for a day« and others in which it collected material for the people in need.

6 RESULTS OF EMPLOYEE SATISFACTION AND PERFORMANCE BEFORE THE IMPLEMENTATION OF CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

6.1 Results on job satisfaction

The questions in the first questionnaire are analyzed based on the entire sampled population. We applied this analysis to define general statement of the chosen company in the field of employee satisfaction (employee involvement, employee growth and development, work-life balance, health and safety practices, relationships in the workplace, work stress) and the

effect on employee performance (self-performance evaluation, the CSR, and business interaction with clients).

Heathfield (2016a) defines employee satisfaction as a term used to describe whether employees are happy, contented, and fulfilling their desires and needs at work. The factors contributing to employee satisfaction include the respectful treatment of employees, empowerment, recognition, above industry average benefits and compensation, providing health and safety activities, and positive leadership. If the above listed factors are considered, employee satisfaction can lead to higher motivation, goal achievement, and positive morale in the workplace. Figure 8 shows the average results on how satisfied and involved employees feel with their jobs.

Figure 8: First questionnaire: Employee satisfaction and involvement: the analysis of answers (in average values) based on all sampled employees (Q4–Q7)



Source: Own work.

6.1.1 Employee satisfaction and involvement

The results of the question 4 in Figure 8 indicate a high (4.2 points) level of employee satisfaction on average, which means the company on average provides sufficient benefit factors to their employees for them to feel satisfied. This statement can also be confirmed by the data from Appendix 5, Figure 4 showing that most of the participating employees strongly agreed or agreed with this question. Moreover, none of the participating employees answered this question negatively.

Heathfield (2016b) defines employee involvement as creating an environment in which people have an impact on the decisions and actions that affect their jobs. It is a management

and leadership philosophy about how employees are most enabled to contribute to the continuous improvement and the ongoing success of their work organization.

Figure 8, question 5 shows an average satisfaction level of 3.7 with the amount of control and involvement of employees in the workplace. Appendix 5, Figure 5 shows that most employees (60%) (strongly) agree with the statement; however, there are 33% (10) of sampled employees who define this statement as neutral and 7% (2) who define it as disagree. This result may appear due to a lack in leadership skills in the company. Specific tasks might not be accordingly delegated to employees, which is why some might experience a high level of control, yet others must confront the lack of possibilities to control and involve. Our suggestion to the company is to improve this area by organizing leadership workshops specialized in advising on how to develop better leadership, delegation, organizational, and communication skills.

Figure 8, question 6 shows an average satisfaction level of 3.8 points with opportunities for employees to be involved in decision-making, problem-solving, and goal-setting at work. If we look at Appendix 5, Figure 6 we can observe relatively good results, namely 17% (5) strongly agree, 50% (15) agree, 30% (9) are neutral, and one employee (3%) disagrees with this statement. These results might reflect the company's overall organizational structure. In multinational companies, there is a vertical hierarchy meaning that decisions in some business units are taken from the headquarters and delivered for execution to local subsidiaries. It is similar with problem-solving and goal-setting.

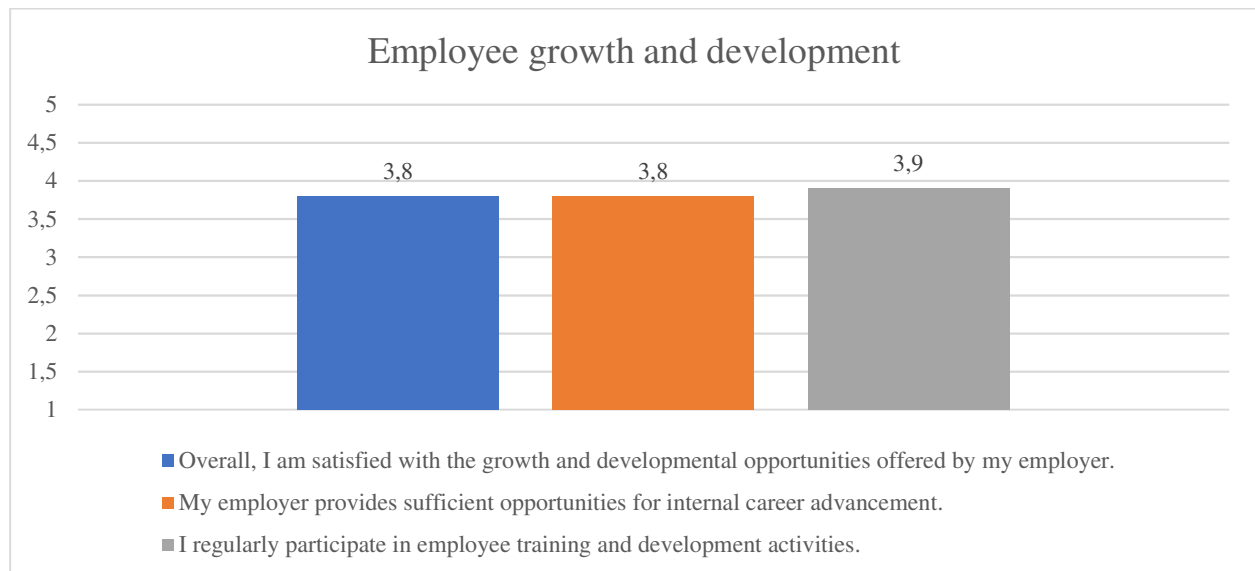
Figure 8, question 7 indicates an average satisfaction level of 3.6 points in terms of participating in the activities designed to involve employees in decision-making, problem-solving, and goal-setting. According to Appendix 5, Figure 7 there are 17% (5) of sampled employees who strongly agree that they have a high level of participation in these activities followed by 37% (11) of employees who agree with this statement, 37% (11) of employees who are neutral, and 10% (3) who disagree. As already explained in the previous figure, the subsidiaries of multinational companies usually do not have much power on the design, they mostly adopt decisions made or goals set and adjust them to local markets' needs. These activities are designed at the headquarters, so the employees do not have much opportunity to participate locally, except for the employees working in regional roles or in higher management.

6.1.2 Employee growth and (development)

Employee development is defined as a process where employees undergo various training programs to enhance and develop their skills and acquire new knowledge with the help of their employer (Employee development, n.d.). In today's work environment, the employee development is the number one factor for employee retention, especially among millennials. The best employee development methods used by the companies often include training

programs and leadership development programs. Investments in employee growth, learning, and development directly impact employee engagement and productivity, and improve the overall business success metrics. Figure 9 shows the average results on employee's satisfaction rate with growth and development in the workplace.

Figure 9: First questionnaire: Employee growth and development: the analysis of answers (in average values) based on all sampled employees (Q8-Q10)



Source: Own work.

Figure 9, question 8 indicates an average satisfaction level of 3.8 points with the growth and development opportunities offered by the employer. It can also be seen from Appendix 5, Figure 8 that sampled employees are satisfied with growth and development opportunities offered by their employer in overall. This multinational company has established an advanced educational portal which offers employees many opportunities for growth and development. Some examples are online educations, on-class educations, the possibility to have and learn from foreign mentors, shadowing programs, etc. Moreover, the achievements that are gained through online educational portal can be shared externally to social media and serve as a good self-promotion source. Since there are also 33% (10) of employees who are neutral on this statement, there is still room for improvement in the way of informing employees more on the possibilities they have for growth and development through communication by the word of mouth, internal sites, notice board, e-mail, etc. The promotion of educational activities shall be performed via top-down method meaning managers should invite responsible persons from the HR to their team meetings to share educational possibilities and encourage employees to participate. The managers can also promote educational possibilities by themselves.

Figure 9, question 9 shows an average satisfaction level of 3.8 points with the amount of opportunities offered by the employer for internal career advancement. Appendix 5, Figure

9, indicates that only 17% (5) of the sampled employees strongly agree, the majority (53%, 16 employees) of employees agree, 23% (7) of employees are neutral, and 7% (2) disagree with this statement. To gain a better understanding of the above results, another analysis was performed based on age indicator as seen in Appendix 5, Figure 10. We notice that the lower satisfaction level with internal career advancement offered by the employer can be felt with employees whose age is 57 or more. The employees at this stage are close to retiring, they are not that motivated anymore, and are usually reluctant to changes. Therefore, it is hard for them to perform to their maximum, which is why their internal career advancement is decelerated. The highest satisfaction level can be felt with the age group of 47–56. This result can also be simply explained, because the employees at this stage establish their reputation maximally, are very experienced, and still enough motivated to perform at their best. The results of groups 21–34 and 35–46 are almost the same. As for the first group, it is reasonable that the result is a bit lower due to the millennial way of thinking. The millennials are usually well-educated and at the same time impatient. Thus, soon after coming from the university they want to hold a senior position, but are lacking experience. Since multinationals and companies in general do not offer such kind of shifts very fast, they often feel unappreciated and unmotivated and believe that things are moving too slow for them. The age group from 35–46 might have the lowest results since in this period people usually focus on taking care of their families and have less time to focus on their careers.

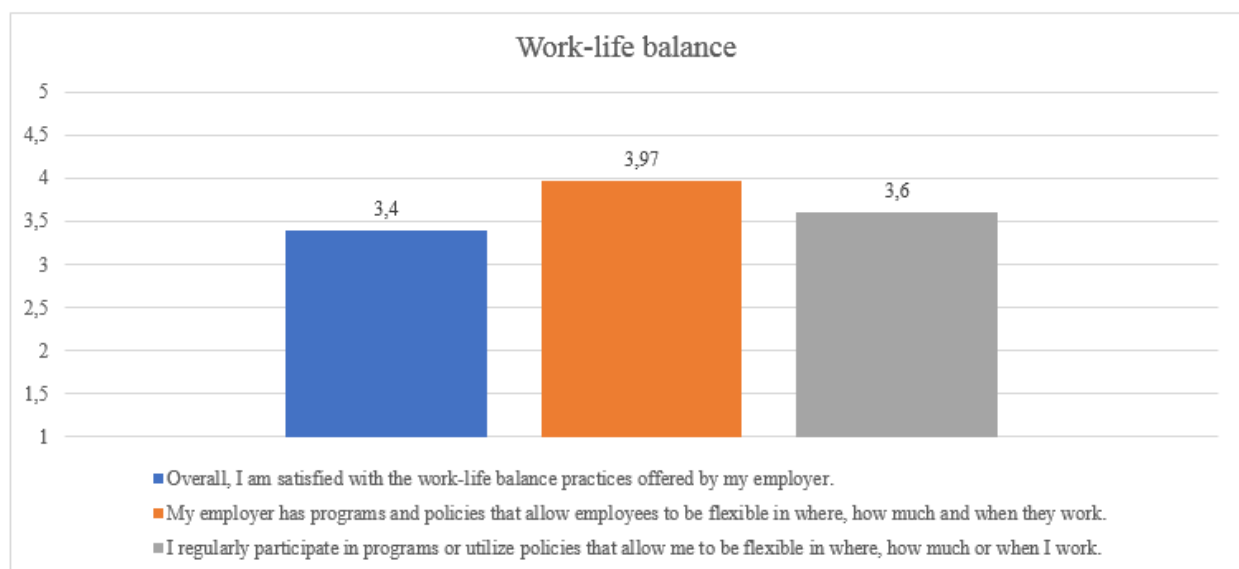
The average satisfaction in the answers to question 10, Figure 9, is 3.9 points which shows that the employees have a positive attitude regarding the participation in the employee training and development activities. Appendix 5, Figure 11 shows that 33% (10) of all sampled employees strongly agree and 33% (10) agree with this statement. The results show that only 23% (7) of all sampled employees are neutral on this fact and 10% (3) disagree. The company's organizational structure is based on many different business units with each business unit having its own manager. In addition to managers, there are also team-leaders selected for almost each of these business units. Both roles, managers and team-leaders, are there to train and develop their employees in different ways. Moreover, with every new employment the predecessor's responsibility is to train and develop the newcomer to successfully adapt to the new role. The employees also have the possibility to develop through mentoring or shadowing programs that are offered by the company. A mentoring program is a program where everyone employed by the company can choose its own mentor. Mentors are usually experienced individuals who share their knowledge and give advices to the selected employees who have desire to grow in their career (mentees). Mentors can be chosen locally or globally. Mentoring program is an effective tool for transferring soft skills, business skills, and other skills in different fields. Job shadowing is on-the-job learning program which gives employees an opportunity to spend a specific time learning about a role that interests them, in a business area that interests them while discovering the skills demonstrated by the person performing a different role. This experience is intended to validate an employee's interest in a role/area and to help them make skills development and career decisions. Skill development can be used to broaden the employee's awareness of the

required skill development areas, develop his career and increase his professional network. Considering all the above facts, employees can really be involved into employee training and development in different ways.

6.1.3 Work-life balance

Johnson (2015) says it is crucial that companies enable employees to have a balance between work and personal responsibilities, which means create and maintain supportive and healthy work environment. In this regard, the loyalty and productivity of employees can be strengthened, and company can experience a higher return on investment, recruitment and retention of top talents, lower absenteeism, etc. Figure 10 shows how satisfied employees are with the work-life balance practices and their opinion on regular participation in the programs that allow them to be flexible during working hours.

Figure 10: First Questionnaire: Employee work-life balance: the analysis of answers (in average values) based on all sampled employees (Q11-Q13)



Source: Own work.

Based on the results of Figure 10, question 11, the satisfaction level with the amount of work-life balance activities offered by the employer is 3.4 points on average. Appendix 5, Figure 12 shows there are 13% (4) of employees who strongly agree with this statement, 37% (11) who agree, 27% (8) who are neutral, and 23% (7) of employees who disagree with this statement. The selected company offers many work-life balance activities to its employees, such as the possibility to work from home, flexible working hours, internal sick leaves, bridging days, work-life balance education and workshops, providing benefits to employees with young children, etc. These relatively poor results might be attributed to the lack of communication between employees and managers. Although the benefits are communicated via different online sources, notice boards, mouth-to-mouth, the employees

are still not aware of all the benefits that can be used in different occasions. For this purpose, the responsible business units should share these benefits among the managers during management meetings more often, so they will become more educated in this area and will be able to suggest these benefits to their employees.

Based on the results of Figure 10, question 12, there is an average satisfaction level of 3.97 points with the programs and policies that allow employees to be flexible. In Appendix 5, Figure 13, we can see that 30% (9) of all sampled employees strongly agree, 43% (13) agree, 20% (6) are neutral, 7% (2) disagree, and none strongly disagree with this statement. On average, these are good results showing that the company offers programs and policies which allow the employees to be flexible, for example, work from home policy, flexible working hours, different working areas within work location (quiet rooms, kitchen), etc.

Figure 10, question 13 shows an average satisfaction level of 3.6 points with the possibility to participate in the programs or utilize policies that allow the employees to be flexible in where, how much, or when they work. Based on the result shown in Appendix 5, Figure 14, 17% (5) of all sampled employees strongly agree, 43% (13) employees agree, 23% (7) are neutral, 17% (5) disagree, and none strongly disagrees with the above statement. The relatively poor results might be the consequence of lack of communication about the eligibility criteria of the available benefits and its characteristics. However, the poor results might also arise due to the client-facing employees. To explain, the client-facing people are less likely to use the work-from-home policy since their nature of work requires constant client visits. Therefore, our recommendation to the company is to promote and explain the characteristics of flexible programs and policies among the employees more often and to try to enable some new policies which allow also the client-facing employees to be more flexible. A good example would be to work on the engagement of client-facing people and give them more responsibility over specific projects or tasks. Along with the engagement and responsibility, this also entails higher appreciation from the direct supervisor, regular one-on-one meetings with company leaders, etc.

6.1.4 Health and safety practices

Based on the Occupational Health and Safety Act, Article 5 (Official Gazette of the Republic of Slovenia, ZVZD-1Nr. 43/2011), it is employer's responsibility to protect the health and safety of their employees. According to Health and Safety Executive (HSE), this means making sure that employees are protected from anything that may cause harm, effectively controlling any risks to injury or health that could arise in the workplace. (Employer's responsibilities, n.d.). The employers must abide by the Health and Safety Act to assess risks in the workplace. Risk assessments should be based on all risks that might cause harm in the workplace. The employers must advise employees on health and safety issues. Figure 11 shows an overall satisfaction with health and safety practices, organization and involvement in activities who help the employees develop and maintain a healthy lifestyle.

Figure 11: First questionnaire: Employee health and safety practices: the analysis of answers (in average values) based on all sampled employees (Q14-Q17)



Source: Own work.

The results of Figure 11, question 14, show an average satisfaction level of 3.5 points with health and safety practices offered by the employer. Appendix 5, Figure 15 indicates that 17% (5) of employees are strongly satisfied, 27% (8) of employees are satisfied, 47% (14) are neutral, and 10% (3) of employees are dissatisfied with the amount of practices offered by employer. The company offers a wide assortment of practices in both fields. First, it organizes all legally-mandated educations in the field of security and provides regular medical checks for all employees. In addition to the legally mandated measures, the company promotes a healthy lifestyle through organizing diverse educations in this field (how to manage work-life balance, stress at work, etc.), shares tips for stretching via notice boards, provides employees with fruit or healthy snacks, etc. Despite the already offered practices, there is still room for improvement.

The results of Figure 11, question 15, show an average satisfaction level of 3.23 points with the fact that employer helps the employees develop and maintain a healthy lifestyle. Appendix 5, Figure 16 shows that a 10% (3) employees strongly agree, 20% (6) agree, 53% (16) of employees are neutral, and 17% (5) disagree with this statement. Based on the results, the company should work on providing more practices that help the employees develop and maintain a healthy lifestyle. Our recommendation to the company would be to organize and promote sport activities among employees, and promote a healthy and balanced diet.

Figure 11, question 16, shows an average satisfaction level of 2.97 points with the level of participation in the health and wellness programs. In Appendix 5, Figure 17 it is indicated that only 7% (2) of all sampled employees strongly agree with this statement. 17% (5) of all

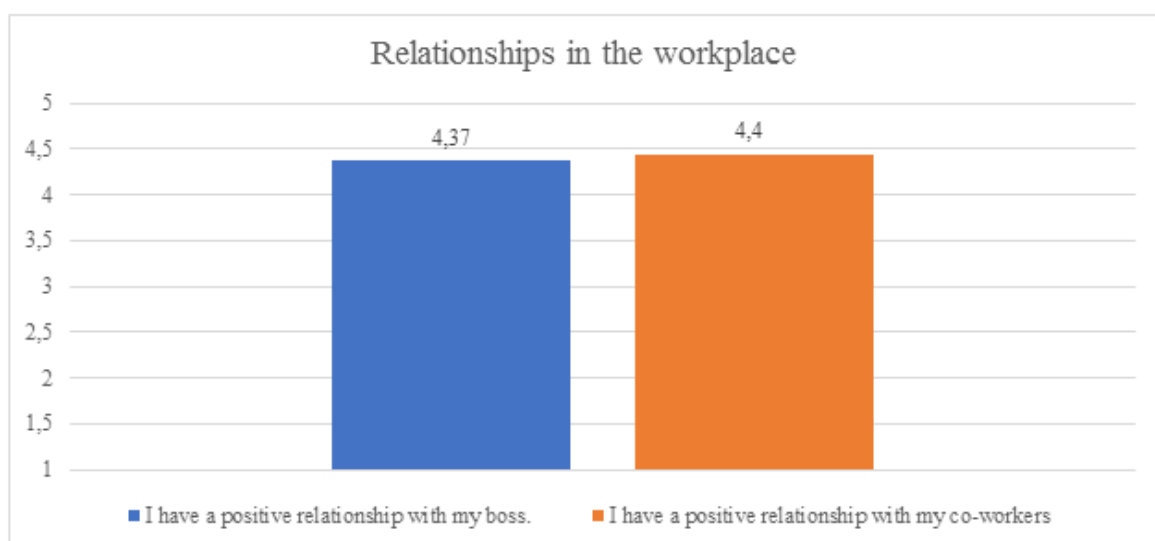
sampled employees agree, one half (15) of employees is neutral, 20% (6) disagree and 7% (2) strongly disagree with the above statement. The company has established a CSR group that among other things actively works on organizing and providing health and wellness programs for employees. Everyone can participate in this group. Based on the results, it seems employees are not motivated enough in this regard. Thus, the company should work on motivating the employees and promoting health and wellness programs in the future. One good example for promoting health and at the same time motivating employees would be to organize a competition in stair climbing. Employees would track their scores in writing. At the end of each quarter, the one with the most climbed stairs would be announced via email to all employees and would win an award that would be presented in the all-employee meeting. The award should include something related to health.

Figure 11, question 17, shows an average agreement level of 4.6 points with the statement that an active and healthy lifestyle positively impacts effectiveness at work. In Appendix 5, Figure 18, it is shown that 63% (19) of all asked employees strongly agree, 33% (10) agree, and 3% (1) employees are neutral on this statement. According to the above results, employees of the chosen company find healthy lifestyle very important and believe it impacts their effectiveness at work.

6.1.5 Relationships in the workplace

According to Haddaway (2016), building workplace relationships is an important component of being successful in your career. It is essential to get to know your co-workers and learn about skills and abilities they have.

Figure 12: First questionnaire: Relationships in the workplace: the analysis of answers (in average values) based on all sampled employees (Q18-Q19)



Source: Own work.

To establish good working relationships, one should be friendly, encouraging, responsible, and considerate. A person should also understand co-worker's needs and dwell on their positive rather than on the negative qualities. Finally, there are constant communication and openness that are the most important. Figure 12 shows employee's perception about the relationships in the workplace.

Figure 12, question 18 shows an average satisfaction level of 4.37 points with the relationship that the employees have with their boss. According to Appendix 5, Figure 19, 47% (14) of all sampled employees strongly agree with the above statement. 43% (13) employees agree, and only 10% (3) are neutral on this statement. In this company, the relationship with managers is at a high level due to the nature of management the company is following. Firstly, the managers provide feedback to their employees constantly. There is also an open-door policy within the company that allows communication between all, managers and non-managers. Additionally, there is no need to address each other formally. Ideas and opinions can quickly come to the top and are also taken into account.

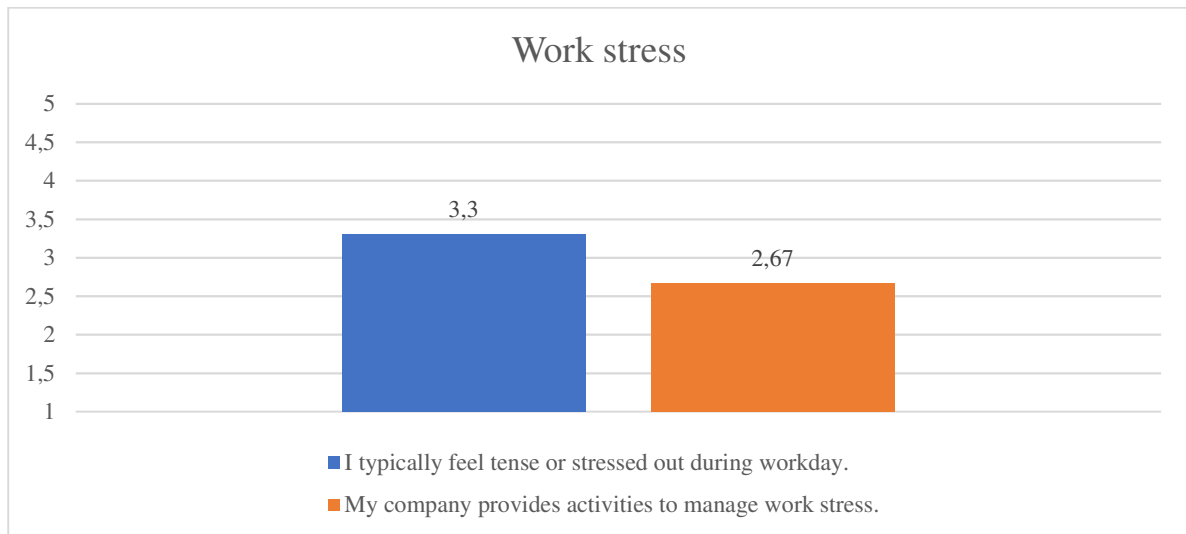
Based on the results of Figure 12, question 19, the relationships seem to be the strongest point of this company. On average, the satisfaction level with the relationship between co-workers is at 4.4 points. Based on Appendix 5, Figure 20, 43% (13) of all sampled employees strongly agree and 57% (17) employees agree with the above statement. Nobody was neutral on this statement and nobody disagreed with it. The challenge of this company is not to improve, but to maintain this level of relationship satisfaction.

6.1.6 Work stress

In almost every country around the globe, the employers are legally mandated to recognize and deal with stress in the workplace so that the employees do not become physically or mentally ill. It is essential to tackle the causes of stress in the workplace, because stress at work can lead to problems for the individual, working relationships, and the overall working environment. These issues may include a lowered self-esteem and poor concentration skills for the employee. The employer may suffer from worse business results, increasing customer complaints, staff turnover, and days lost to sickness (Skills You Need Ltd., n.d). Figure 13 shows employee's level of stress and satisfaction with activities provided by the employer to manage work stress.

The result of Figure 13, question 20, shows an average of 3.3 points. As seen in Appendix 5, Figure 21, 7% (2) employees strongly agree, 40% (12) agree, 33% (10) are neutral, 17% (5) disagree and 3% (1) employee strongly disagree with the statement that they feel tense or stressed out during their workday.

Figure 13: First questionnaire: Work stress: the analysis of answers (in average values) based on all sampled employees (Q20-Q21)



Source: Own work.

Based on the results received, we can conclude that almost one half of the whole sampled population feels tense or stressed out during the workday. Feeling stressed out is normal nowadays, because the market requirements are growing along with the employer expectations. Both employers and employees are responsible for taking care of employees' health. This means that the employers must encourage employees to use as much of yearly vacation as possible, to avoid checking e-mails during vacation, to rest during sick leaves, etc. On the other hand, employees must be the ones knowing how to switch off from work and relax.

Moreover, the result of Figure 13, question 21, shows an average of 2.67 points. As seen in Appendix 5, Figure 22, there are no employees who would strongly agree with the statement that the company provides enough activities to manage work stress. Only 3% (1) of employees agree with this statement, followed by 67% (20) who are neutral. There are 23% (7) of employees who disagree and 7% (2) who totally disagree with the above statement. The company does offer activities to manage work stress, such as team building events, sports activities, education in this field, etc. However, it seems that not enough activities are being provided in this field. The company should therefore implement new work-life balance activities that will lower the level of stress during the day. The activities in the field of work-life balance can be practical educations, workshops, health programs, thematic events, or other related benefits.

6.2 Results on employee performance

6.2.1 Self-performance evaluation

According to Heathfield (2016c), the employee self-performance evaluation is one of the best methods to engage employees in the process of looking at the performance and setting both job and career goals. The employee self-performance evaluation ensures that employees prepare thoughtfully for their performance development planning. Moreover, it provides a useful opportunity for the employees to consider their level of performance and contribution. This is especially important when companies want to encourage employees to set ambitious goals. A self-reflection on the possibilities can enhance their capability to aim further, higher, and smarter. This should not be mistaken with the concept of managers expecting more from their employees. It is far superior for his performance when the employee himself is raising the expectations. Figure 14 shows how the employees assess their performance at work and whether their boss provides enough feedback regarding their performance. Moreover, from the results of Figure 14 we can evaluate the correlation between employee satisfaction and performance.

Figure 14: First Questionnaire: Self-performance evaluation: the analysis of answers (in average values) based on all sampled employees (Q22-Q26)



Source: Own work.

Figure 14, question 22 indicates an average level of 4.1 points when individuals' performance at work is self-assessed as very good. It is evident in Appendix 5, Figure 23, that 20% (6) of all sampled employees strongly agree with the above statement, 70% (21) of employees agree, 10% (3) are neutral, and none disagree or strongly disagree. Generally, the employees think that their performance is at a high level.

Figure 14, question 23 shows an average satisfaction level of 4.01 points with the amount of feedback offered by the boss. As seen from Appendix 5, Figure 24, 27% (8) of all sampled employees strongly agree to the above fact, 53% (16) employees agree, 20% (6) are neutral, and none disagrees or strongly disagrees. The results reveal that the company has a good feedback system implemented to provide the employees with an assessment on the work performed. Feedback is provided to each employee at least once per quarter. In the feedback review, the manager makes employee assessment and evaluation based on five dimensions, namely client success, business results, skills, responsibility to others, and innovation.

Figure 14, question 24 shows an average level of 3.97 points in terms of believing that clients are satisfied with employee's work. In Appendix 5, Figure 25, it is evident that 17% (5) of all sampled employees strongly agree, followed by 63% of all sampled employees (19) who agree with the above statement. There are 20% (6) of employees who remain neutral, and none who disagree or strongly disagree. These results may vary due to the employees' targets and business results performed in the selected year. Client satisfaction with one's work also depends on their relationship. To establish a good relationship with the client, one should also, to some extent, be open on a personal level. In doing so, the client senses trust which is one of the most important factors when doing business. The CSR can strongly contribute to one's relationship with the client, because one can »break the ice« with sharing good CSR practices with his clients.

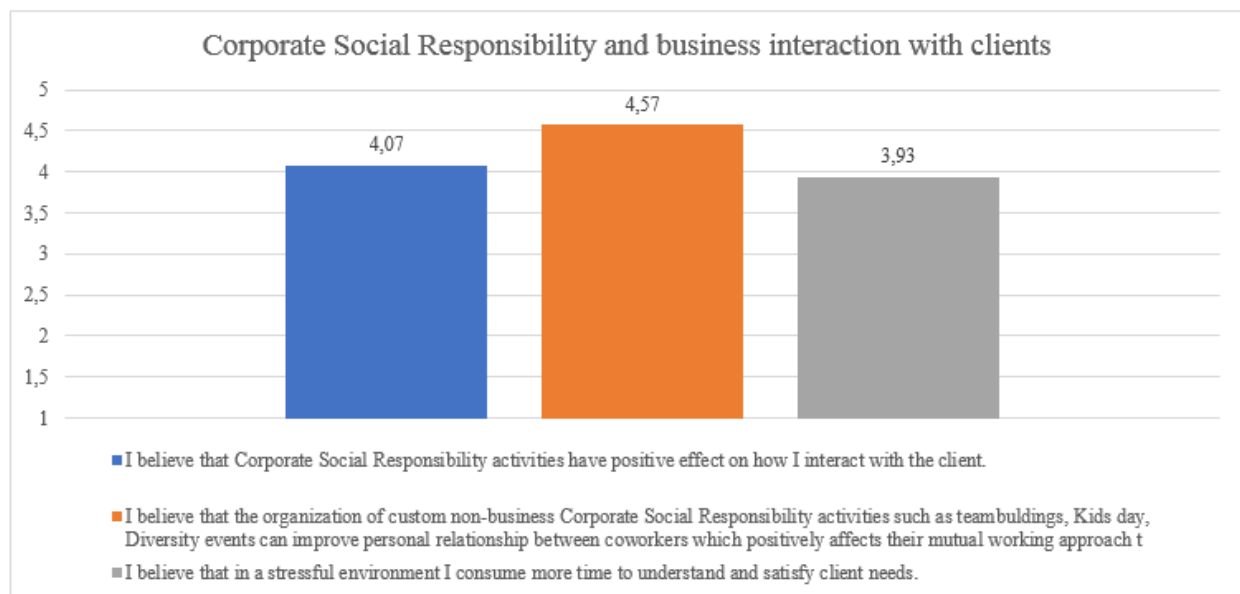
Figure 14, question 25 indicates an average of 4.1 points. This means that the employees still see many ways to improve their current work performance. In Appendix 5, Figure 26 a great openness to new approaches is displayed. Twenty-three percent (7) of all sampled employees strongly agree, 63% (19) agree and 13% (4) are neutral on the above statement. None of them who disagrees or strongly disagrees. Having accepted new approaches, the employees could improve their current work performance by means of higher effectiveness. One of possible approaches could also be the implementation and participation in the CSR activities.

Figure 14, question 26 shows on average of 4.56 points. This question explains whether better satisfaction in the workplace can lead to better performance. From Appendix 5, Figure 27, it can be seen that 60% (18) of all sampled employees strongly agree with the above statement, 37% agree and only 1 (3%) is neutral on the above statement. Considering the above results, the employees already sense a correlation between satisfaction and performance without implementing any new CSR activities. The company should therefore spend more time on promoting an anti-stressful environment, so that people will feel more satisfied and will perform better.

6.2.2 CSR and business interaction with clients

According to Muir (2015), a strong CSR framework is important to establish and maintain trust between the company and clients. It can build alliances and encourage strong working relationships with both the existing and new clients. One way this can be achieved is by offering pro-bono or similar services where a company can partner with not-for-profit organizations to support their public value outcomes where funds or resources may be limited. In turn, this helps deliver public value outcomes that would not have been delivered otherwise. Figure 15 shows correlation between the CSR and relationship with the client.

Figure 15: First Questionnaire: CSR and business interaction with clients: the analysis of answers (in average values) based on all sampled employees (Q27-Q29)



Source: Own work.

Figure 15, question 27 shows an average agreement level of 4.07 points supporting the statement that the CSR activities positively affect employees' interaction with clients. As seen from Appendix 5, Figure 28, 27% (8) of all sampled employees strongly agree, 53% (16) agree, and 20% (6) are neutral on the above statement. None of the sampled employees disagrees or strongly disagrees. The results show affinity to the CSR and its impact on employee's interaction with clients. Therefore, implementing a good CSR audit system is an idea we would propose to the company. An established audit system would find discrepancies and regularly check if company is working on including the CSR into the company's strategy. This can also lead to a company's higher business performance.

Figure 15, question 28 indicates an average of 4.57 points. This means that there is a strong agreement level with the statement that the organization of custom non-business CSR activities improves personal relationship between co-workers and this in turn positively

affects their mutual working approach toward the client. From Appendix 5, Figure 29, we can notice that 67% (20) of all sampled employees strongly agree, 23% (7) agree, and 10% (3) of employees are neutral on the above statement. None of the employees disagrees or strongly disagrees. This figure shows that most of the sampled employees strongly support the CSR events and understand the tendency that such events have on strengthening mutual relationships within and outside the company.

Figure 15, question 29 indicates an average of 3.93 points. This question indicates whether the employees consume more time to understand and satisfy clients' needs in a stressful environment. In Appendix 5, Figure 30, it is evident that 20% (6) of all sampled employees strongly agree, 53% (16) agree and 27% (8) are neutral on the above statement. No employees disagree or strongly disagree.

According to Latif et al. (2013), the job satisfaction of employees plays a vital role and influences the job performance. It is essential to know how employees can be retained by making them satisfied and motivated to achieve extraordinary results. Target and achievement depends on employee satisfaction and in turn contributes to company's success and growth of business results. Additionally, it enhances the productivity and increases the quality of work. It is necessarily for companies to feel and think together with employees. Based on this initiative, business outcomes can be improved, productivity can be enhanced, and commitment can be strengthened. Increasing employee satisfaction is one of the most important factors for the success of an organization.

7 RESULTS ON EMPLOYEE SATISFACTION AND PERFORMANCE AFTER THE IMPLEMENTATION OF NEW CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

7.1 Design of the analysis

The second questionnaire is divided into open and closed questions. It is shared among same group of employees as last year. Using closed questions, we can directly and easily define outcome of the newly implemented CSR activities on general employee satisfaction, performance and interaction with clients, and compare them with the results from the first questionnaire. Open questions help us better understand how exactly the CSR activities influenced employee's satisfaction and performance over a period of one year. Based on the open questions, we are also able to give recommendations to the company concerning the fields it still needs to improve and work on in the future.

The selected multinational company has already been active in the field of CSR. It has been awarded certificates for being a family-friendly company and socially responsible company in the field of employees. The company's main CSR activities that are already implemented

are, for example, the ability to work from home, flexible working hours, bridging days, days of extra vacation for different purposes etc. Furthermore, this company is already active in the field of growth and development by offering extensive self-education materials, online courses, and internal and external education.

In addition, the company is paying a lot of attention to giving/receiving feedback and hence it implemented an app that enables employees to give and receive feedback very quickly and easily. Feedback is a faster way to grow. The more feedback we receive, the more we can foster a growth mindset. All employees can use this app and the responsible person in HR is committed to promote this app during all-employee meetings, e-mail, and company's intranet.

Moreover, the company has a way of managing employee's performance. A high-performance culture is built on a clear strategy and priorities fueled by the feedback. The employees must set goals that are updated throughout the year to remain aligned to business priorities and the work they are doing. The progress and feedback against those goals is shared continually to ensure that employees understand how to elevate their performance and deliver results. At the end of the year, the employees are assessed against five dimensions that contribute to the success of the company and the conversation is based in the feedback received throughout the year. The five dimensions include business results, client success, innovation, the responsibility to others, and skills.

The CSR activities that were newly implemented during the period of this year are divided into internal and external activities. The activities were implemented based on the results received from the first questionnaire. They showed that the employees were facing difficulties in managing their work-life balance and stress, and were missing activities related to health at work and their inclusion into the organization of such activities.

Therefore, during this year company paid s meticulous attention on encouraging employees to participate in organization of such activities and worked to make them feel more included in the company's climate. In addition, many CSR activities in the field of health and climate were implemented also in the field of employee's growth and development. Moreover, in Figure 16 we can see most the commonly used words used by the employees in their answers to the open questions of the second questionnaire. From this figure alone, we can already see that the employees sense positive changes, they know what activities were held during this year, and they feel more satisfied as they did last year.

Figure 16: Most commonly used words in the answers to the second questionnaire



Source: Word Cloud Generator (2017).

7.2 Results on job satisfaction

7.2.1 Employee satisfaction

The results of question 4 indicate a higher (4.47 points) level of employee satisfaction on average compared to the results of the same question posed to the employees one year ago when satisfaction rate was 4.2 points. From Appendix 5, Figure 31, we can see that 50% (15) of employees strongly agreed, 47% (14) agreed, 3% (1) of employees rated their satisfaction as neutral, and none disagreed or strongly disagreed.

An open question that was put to the employees in the second questionnaire asked them to describe the reason for feeling more or less satisfied at work as they did in the beginning of the year. The question was put to gain a deeper insight whether and how the employees sensed the newly implemented CSR activities in relation to their satisfaction at work. The answers are mainly positive. The employees are sensing a better organizational climate, stronger interdepartmental relationships, higher involvement in business decisions, and increased organization of the CSR activities. They also mention the possibility to develop constantly, the ability to make decisions and impact. Moreover, there is a boost in career discussions along with appreciation and gained confidence. However, some employees have still not sensed any change in satisfaction, whereas others have sensed a decrease in satisfaction. However, this decrease in satisfaction does not have anything to do with the CSR, but mostly with strong competition on the market and highly set targets.

7.2.2 Employee involvement

The next open question of the second questionnaire asked whether the employer encouraged the employees to more actively participate in organization of the CSR activities during this year as it did last year. Because we have observed that the employees missed active involvement in the CSR activities, we decided to promote participation in such activities among all employees during the year. An established group of ambassadors for the CSR is therefore organizing monthly meetings and inviting all employees to participate. Moreover, the CSR is being promoted during almost each all employee and board meeting. Thus, the management support has been gained and employees' support was strengthened. Each employee has the chance to participate and give his own ideas that contribute to better relationships and climate in the workplace. Most of the answers in second questionnaire are positive. The employees' felt that the company has organized more activities as last year, that they have sensed higher encouragement to be involved in these activities and in the organization of events, that they have tried to join all events happening in this field, etc. This is a great recognition to the company as ever more employees are joining the CSR events.

7.2.3 Employee growth and development

The results of question 7 indicate a higher (4.2 points) level of employee satisfaction on average in the field of growth and development opportunities compared to the results of the same question posed to the employees a year ago when satisfaction rate was 3.8 points. From Appendix 5, Figure 32, we can see that there were 43% (13) of employees who strongly agreed, 37% (11) who agreed, 17% (5) of employees who rated their satisfaction with opportunities as neutral, and one employee (3%) who disagreed with this statement. There was none who would strongly disagree. This kind of questionnaires help the existing communication channels to gain recognizability. Without them, it is more difficult for the companies to receive an honest feedback from employees. Therefore, we can attribute this improvement in satisfaction to the higher level of communication coming from the HR in the field of internal education: enhanced e-mail communication, mouth-to-mouth communication, sharing education possibilities among the managers on board meetings and via company's intranet. Moreover, during one of the CSR meetings we also figured out that the employees who work in support functions are struggling due to the lack of knowledge in their business area. Hence, one initiative that was held this year was the organization of quarterly business workshops for all support functions hosted by co-workers in senior business positions.

7.2.4 Work-life balance

The results of question 8 indicate a higher (4.23 points) level of acquiescence on average to the number of programs and policies that allow the employees to be flexible compared to the answers to the same question posed to the employees a year ago when the acquiescence

rate was 3.97 points. From Appendix 5, Figure 33, we can notice that there were 47% (14) of employees who strongly agreed, 40% (12) who agreed with the statement, 7% (2) who were neutral, 3% (1) who disagreed, and 3% (1) who strongly disagreed with the statement. The open question posed to employees in the second questionnaire related to the work-life balance asked whether they think that their employer has made a difference in providing activities that better their work-life balance during the year and whether this had any impact on their satisfaction or performance. This open question arose due to the relatively poor results of the first questionnaire in the field of work-life balance programs. The company has undertaken an effort in this field to organize and promote workshops regarding the work-life balance, stress and health at workplace, team building events that helped employees establish a deeper bond with their superiors or peers and therefore created trust and understanding in daily work-life balance duties. The answers of the employees are mixed. More than one half of the respondents answered that they have sensed the improvements in the field. However, there were still many that did not recognize any improvement in the field and hence no impact on their satisfaction or performance. The employees who are noticing positive changes are highlighting a greater availability of online educations, workshops with senior co-workers who are giving them tips on how they should manage their work-life balance, empowering events, career conversations, summer working hours, the possibility to use vacation on first school day, the possibility to work from home, the easier usage of vacation days due to planned vacation, etc. Some of the respondents mention that the work-life balance programs are a part of a continuous policy in the company. They have considered this company as one of the top Slovenian employers already before and now as well. Many state that the implementation of work-life balance activities has had a direct impact on their satisfaction, which is felt in their work and private life. Furthermore, the climate in the workplace has improved since many of employees (also superiors) have received this education and an increased understanding of the field. The possibility to use vacation days freely had positively impacted their focus, lowered the level of stress and thus increased their year-to-year performance.

7.2.5 Health and safety practices

The results of question 10 indicate a higher (3.73 points) level of acquiescence on average to the statement that the employer helps the employees to develop and maintain a healthy lifestyle compared to the answers to the same question posed to the employees a year ago when the acquiescence rate was 3.23 points. From Appendix 5, Figure 34, we can see that there were 27% (8) of employees who strongly agreed, 30% (9) who agreed with the statement, and 33% (10) who were neutral. There were 10% (3) employees who disagreed and none who would strongly disagree with this statement.

Because employees were missing health- and safety-related activities, the company has organized many activities in this field during the year. It posed an open question to all respondents whether they can list the activities that were performed in health and safety in

the workplace during the year and whether they have influenced their satisfaction or performance at work in any way. There have been mostly positive reactions to this question. The employees are able to list all CSR related activities performed during this year in area of health and safety, which means we have managed to attract all desired audience to participate in these events. The listed activities included the winter ski day, healthy eating breakfast and smoothie days, blood and other donations and campaigns, security exercise, diversity women event, stairs challenge, the construction of additional quiet rooms, the education in the field of safety and renewal of education, medical check-ups, communication on health, etc. Thanks to the health-related activities performed, the employees feel fresh, more active, and feel an increase in energy. Therefore, they reply that their performance improved in the period when these activities were organized. Furthermore, the activities are helping to maintain a better organizational climate and easier cooperation between business units. On the other hand, some of the employees believe that no activities have been performed and the company is lacking better ergonomic conditions. In their opinion, the activities are fun, but do not contribute much to overall satisfaction and performance. We expected this response, because the effect of the CSR is hard to be measured. For instance, most of the employees are more satisfied and perform better if their salary increases. This is a typical indicator for measuring work performance. However, the employees do not associate the increase in salary with the CSR. When a manager and an employee connect at a team building event, the manager starts to see this employee differently, more personal and therefore they start to work better together. Good cooperation is shown by higher revenue and better business results that lead to a better performance of the employee and thus to a salary increase. This implies that the CSR activities indirectly influence work performance.

7.2.6 Relationships in the workplace

The results of question 12 indicate a higher (4.7 points) level of acquiescence on average to the statement that the employees have a positive relationship with co-workers compared to the answers to the same question posed to the employees a year ago when the acquiescence rate was 4.4 points. This result is surely a consequence of numerous CSR activities held in this year with intention to boost the company's climate and improve relationship in the workplace: team building events, diversity events, sports events, the possibility to participate in the organization of these events, etc. From Appendix 5, Figure 35, we can see that 27 out of 30 employees answered this question meaning we have had 3-unit non-responses. These three respondents have probably forgotten to answer this question. Since other answers provided by these three non-response respondents were positive throughout the entire survey, we would expect a positive answer to this question as well. There were 85% (23) employees who strongly agreed and 11% (3) who agreed with this statement. No employees disagreed and only one respondent strongly disagreed with this statement. The open question addressed to the employees in the field of co-worker relationships asked them to describe in few sentences whether their relationship in the workplace has strengthened due to the CSR activities that employer has organized during the year. If it did, they should explain why and

if it did not, they should explain why not. Again, most of answers to this question are positive. The employees believe that the CSR activities also help strengthen their relationship with the employees they do not cooperate with on a daily basis. The activities help employees meet new people that they have not met in the past, increase socializing, and help them connect and collaborate in a different non-job-related way. The organization of such events gives the employee feel needed. Moreover, team building events enable the employee to get to know people in his work environment, to learn their abilities outside of the company, etc. The CSR activities also help to gain a perspective and help with work relationships immensely and at the same time do something good for the society. Furthermore, Diversity events are also mentioned as beneficial, because the employees are discovering the stories of some inferior groups at those events and can relate to them better afterwards.

The activities organized are not directly related to business, so they break the everyday pattern and help to connect with co-workers on a different level. An important thing also highlighted in several answers is that the relationships and overall satisfaction improved greatly in the organization of activities with the Ambassadors of the CSR, because every event is also a type of teambuilding. Most of these events help connect people, enable them to give ideas, to participate and feel recognized. There is also a more relaxed atmosphere in the workplace and the employees are changing the way they work, which positively affects their performance: they are motivated and more productive.

7.2.7 Work stress

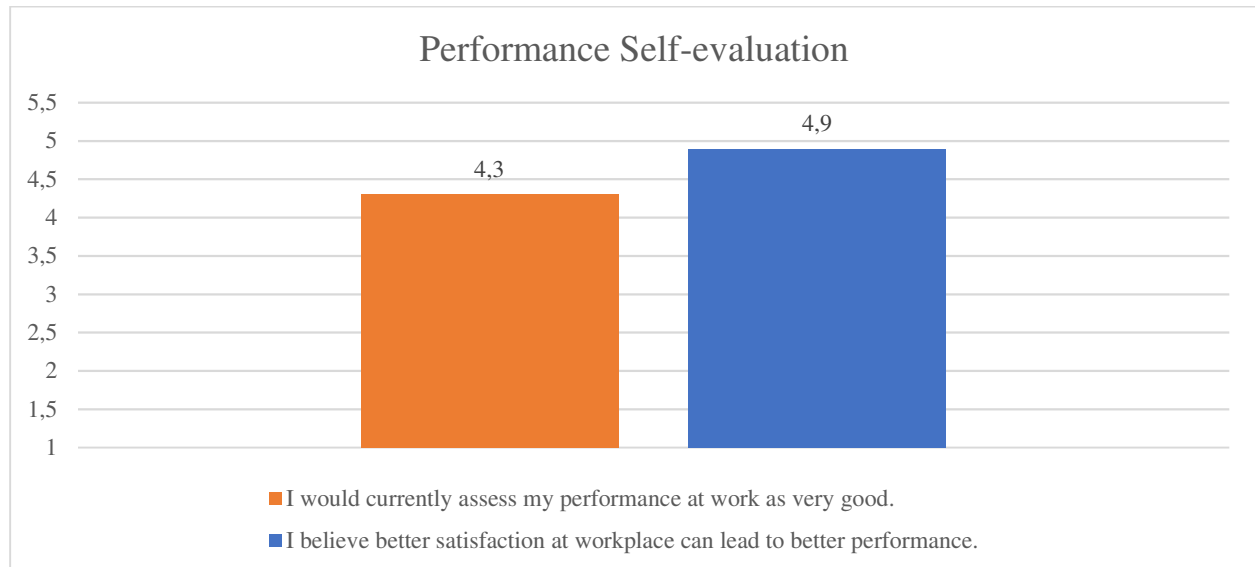
The next question posed to the employees asked whether they think that the CSR activities at work have had a positive, negative, or no correlation with the level of stress this year. Most of the answers given by the employees to this question are positive. They believe that, at such events, you forget about the stress and focus on other topics. Such events also help you to get in touch with the people you work with and do not get along well in the workplace: it helps you strengthen your relationship with them. Moreover, the company and people show that work is not only about the revenue and stocks. You can see your co-workers in a different, more human light and this triggers a very different connection and relationship that helps you to be more relaxed at work, because it somehow redefines/softens the hierarchy at work.

7.3 Effect on performance

7.3.1 Performance Self-evaluation

Figure 17 consists of two questions, assessing sampled employees' own performance and general belief that better satisfaction leads to better performance.

Figure 17: Second Questionnaire: Performance Self-evaluation: the analysis of answers (in average values) based on all sampled employees (Q15-Q16)



Source: Own work.

The results of question 15, Figure 17 indicate a higher (4.3 points) level of acquiescence on average to the statement that the employees would currently assess their performance at work as very good compared to the answers to the same question posed to the employees a year ago when the acquiescence rate was 4.1 points. From Appendix 5, Figure 36, we can see that 27 out of 30 employees answered this question meaning we had 3-unit non-responses. These three respondents have probably forgotten to answer this question. Since other answers provided by these three non-response respondents were positive throughout the entire survey, we would expect a positive answer to this question as well. There were 33% (9) who strongly agreed, 59% (16) who agreed, and only 7% (2) of employees who rated their answer as neutral. No employees neither disagreed nor strongly disagreed with this statement. The reason for a better result lies in the increased development opportunities offered by the employer during this year. The employer has not only strived to promote the online education available and organize different business workshops but has also encouraged the employees to ask their managers/peers for feedback more often and vice versa. Giving and receiving constructive feedback is a gift that helps employees grow, improves their performance, and builds up their self-confidence.

The results of question 16, Figure 17 indicate a higher (4.9 points) level of acquiescence on average to the statement that the employees believe that greater satisfaction in the workplace can lead to better performance compared to answers to the same question posed to the employees a year ago when the acquiescence rate was 4.56 points. From Appendix 5, Figure 37, we can see that 27 out of 30 employees answered this question meaning we have had 3-unit non-responses. These three respondents have probably forgotten to answer this question.

Since other answers provided by these three non-response respondents were positive throughout the entire survey, we would expect a positive answer to this question as well. There were 89% (24) of employees who strongly agreed, 11% (3) who agreed, and no employees who rated their answer as neutral. No employees disagreed or strongly disagreed with this statement. A better result of this question is logical, because the employees are feeling more satisfied now and are thus more motivated to work and achieve better results.

7.3.2 CSR and business interaction with clients

The last question posed to the employees was whether they have shared good CSR practices with their clients during the year and whether they think this has had a positive impact on relationship with their clients and on their performance. The answers to this question are mixed. Some of the respondents do not perform client-facing work, which is why this question is not that relevant to them. As for the client-facing employees, it is claimed that they share good CSR practices in client meetings. The impact that they see is reflected in the way how clients perceive the company's brand and , this increases the company's reputation on the outside. They acknowledge that some of the events (team building events, health-related activities) were based on great ideas and the employees are using these ideas to bond/perform team building with the clients as well. The employees who work with the internal clients shared the company's experiences and inspirations on these topics among the internal clients. In addition, they also shared good words about the company in social media as a good practice and they stated that they feel proud they work for a company that takes care of its employees. The respondents are not only sharing good practices with their clients, but also among friends and family. They claim such activities help make business easier and positively impact their year-to-year sales results. The relationship with the clients is better and more relaxed.

8 THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES ON EMPLOYEE SATISFACTION AND PERFORMANCE BASED ON COMPARISON BETWEEN THE RESULTS OF THE FIRST AND THE SECOND QUESTIONNAIRE

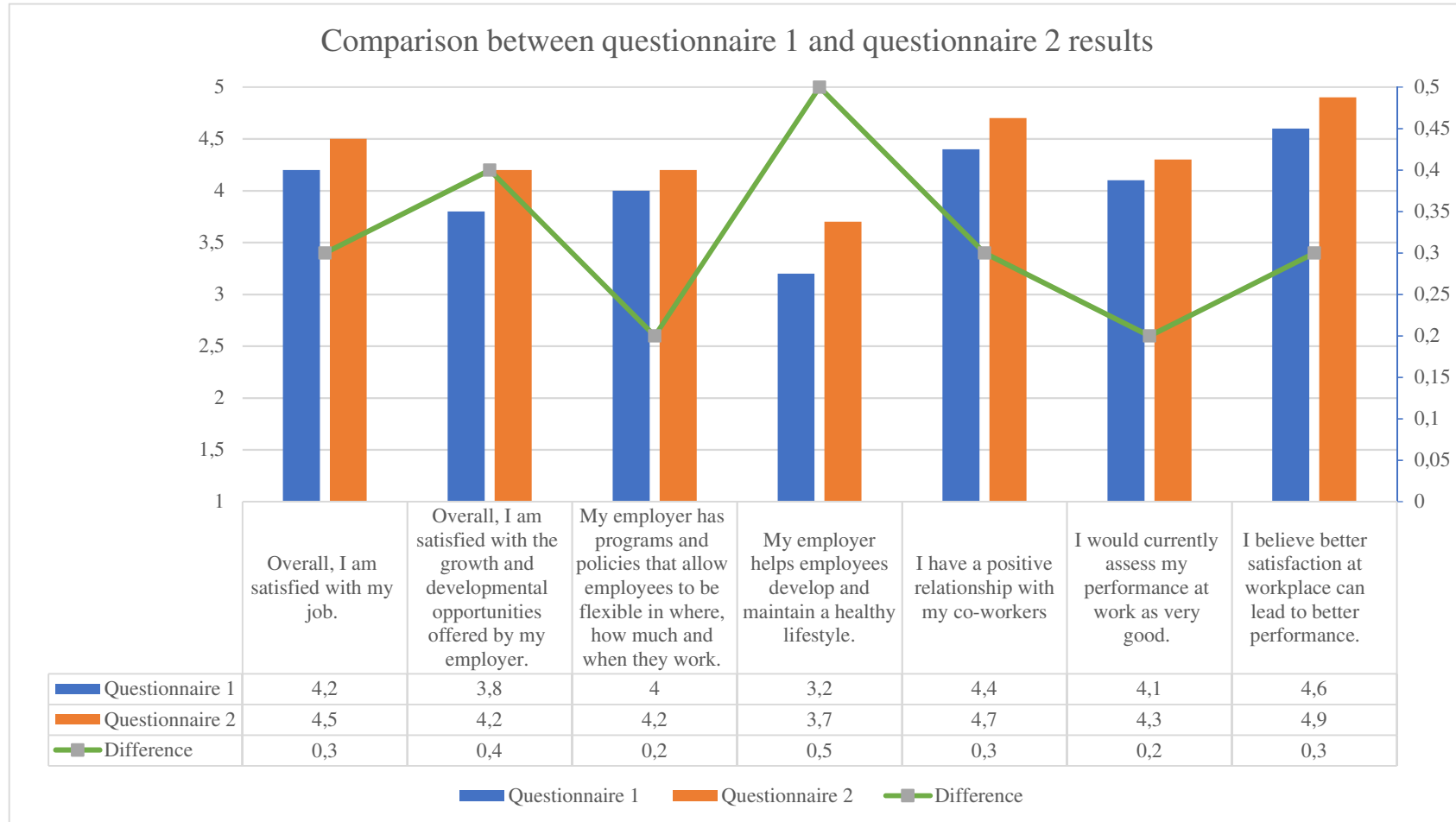
8.1 First questionnaire average results compared to second questionnaire average results – all sampled employees

The main goal of this thesis is to find out if the CSR activities contribute to employee's satisfaction and performance. Nowadays, companies still do not pay enough attention to the importance of the CSR and its effect on company's results and employee's engagement. Business is not only about generating revenue, but also about showing employees respect,

support, and care. If employees see company cares for their well-being, they will most probably make excellent results and outperform. This is not only true in theory, but also evidenced in practice. With the help of sampled group of the chosen company, we applied two questionnaires (before and after) that demonstrate a positive impact of the implemented CSR activities and show positive effect on employee satisfaction and performance.

For the purpose of analysis, we selected one closed question from each area that was repeated in the first and the second questionnaire (employee satisfaction, employee growth and development, work-life balance, health and safety practices, relationships in the workplace, self-performance evaluation, and CSR and business interaction with clients). Using closed questions we could quickly find out whether there were any changes of satisfaction or performance in these fields. The first Questionnaire only consists of closed questions, whereas the second questionnaire also includes open questions to gain a better insight into the situation after the implementation of the CSR activities (reasons why they feel satisfied at work, what do they still miss, how do they perceive the CSR, and how exactly does this impact their performance). The first part of the questions relates only to employee satisfaction. On the other hand, the second part of the questions relates to employee performance.

Figure 18: Comparison between first and second questionnaire based on all sampled employees



Source: Own work.

Figure 18 shows a comparison between the closed questions of the first and second questionnaire. There has been an increase in all researched areas. If we first take the overall satisfaction rate in the beginning of the year we set a question to all sampled employees whether they feel satisfied with their jobs. We received mostly positive results, 4.2 out of 5 possible points on average. Although job satisfaction was already at a high level, we wanted to improve it further and see whether the CSR can have any impact on this score. The development opportunities surely had a major influence on job satisfaction in this year, which was also mentioned several times in the open questions of the second questionnaire, such as several business workshops, increased feedback and open conversation with managers/peers, appreciation, online educations, and many performed team building events (per department and all-employee). Business workshops have helped employees gain a better insight into specific business areas, obtain a better understanding on products/services and thus make them more confident in their daily jobs. As already mentioned before, the increased amounts of feedback and open conversation helped the employees lower their level of stress, gave them more opportunities to grow and develop, and to improve co-worker relationships and self-confidence. This led to a higher appreciation and, along with many team building events that the company organized, a higher job satisfaction level. Moreover, the most common answers to open questions in this field stated that the employees had a greater possibility to develop constantly, more support and engagement from their managers, and a higher ability to make decisions and impact. Overall, the job satisfaction level of the second questionnaire increased compared to the level in the first questionnaire, achieving 4.5 out of 5 possible points on average. To summarize, the level of job satisfaction increased by 0.3 points (7.14%).

As already explained in the context of the job satisfaction chart, a considerable effort was made in the field of growth and development. Not only has the company implemented many activities in this field, but it has also increased the level of communication in the field of internal education: more e-mail communication, mouth-mouth communication, sharing education possibilities among the managers on board meetings and via the company's intranet. Therefore, the level of growth and development opportunities has increased compared to the results of the first questionnaire, achieving 4.2 out of 5 possible points on average. To recap, the level of growth and development opportunities increased for 0.4 points (10.53%).

One of the most challenging areas based on the results of first questionnaire was the work-life balance. Due to capitalism and pressure created by the market, it is very difficult to reconcile the work-life balance today. Still, the companies can try to regulate this area as much as possible by organizing various activities. As we found in the first questionnaire, the employees did not seem to think there is an effort being made in this field. Hence, along with the group of ambassadors of the CSR we worked to improve this level and to try to promote the existing activities and to implement as many new work-life balance activities as possible in this year. With the help of the second questionnaire, we found out that many

employees were not aware of all work-life balance activities that were already available to them. The already established employees valued the most the ability to work from home, the option of flexible working hours, and free time while introducing a child into kindergarten. In summer, many employees had the chance to use summer working hours, meaning that they were able to finish their workday routine earlier to spend more time with their families. Moreover, the company gave employees the chance to use bridging days mostly during holidays. The company organized an event called »Kids day« where it invited all employees with younger children to come to the offices and see what their parents do in their jobs. Moreover, there were many fun activities organized to entertain kids, such as games, workshops, dance, visit of Santa/magician, etc. The children were excited and their parents grateful due to the fact that children were now able to know their parents' job better and gained a better understanding if parents were late at home due to the job. Because of all the above activities, the level of satisfaction with the programs and policies that allow the employees to be flexible in where, how much, and when they work has increased compared to results of the first questionnaire achieving 4.2 out of 5 possible points on average. In other words, the level of satisfaction with the work-life balance activities increased for 0.2 points (5%).

The next area researched includes health and safety practices that have showed one of the poorest outcomes in the first questionnaire scoring only 3.2 out of 5 points. The trend of a healthy lifestyle as well as safety at work is ever more present in the daily routine of the employees. Because health and safety practices are one of the most important CSR activities, the group of the CSR ambassadors started to work on the initiatives that helped improve this result. Firstly, the group started to promote the CSR in general by organizing monthly meetings and inviting employees to join and participate with their ideas, putting the CSR-related topics on notice boards, and sending e-mail communication. When the participation rate was high enough, the group started to propose ideas. Shortly after that, the group started organizing several events in the field of health and safety in the workplace. Besides the regular, mandated fire drills, medical examinations, and various safety-related education, we organized activities that demanded active involvement by the employees. The first event was a winter sports day that was organized to promote how important it is to do sports and eat healthy. The employees were invited to ski, cross-country ski, snowboard, hike, or ice skate. The company also had a challenge month when it encouraged the employees to use the stairs instead of the elevator and, in doing so, save electricity and improve their physical condition. Furthermore, in October and November the company organized an event to inform the employees about different types of cancers. October was more focused on the women population and they received knowledge on self-prevention and useful tips on how to early detect breast cancer. Moreover, men participated in the same type of event held in November where about the main topic was prostate cancer, its marks, and self-prevention possibilities. Among other things, a couple of days were dedicated to promoting healthy nutrition: healthy breakfasts, smoothie days, accompanied by the posted papers with health content on the notice boards. With all these events, the employees' mindset in relation to the health and

safety activities has improved. Among other things, the employees' responses in the second questionnaire also showed that they have noticed a significant increase in the health- and safety-related activities in the workplace, that they feel more accepted, and that their ideas are taken into account. The employees' commented that they feel more satisfied because of the level of the health and safety activities performed in the last year and that this also influenced their relationship with co-workers, clients, and the way they perform. Because of all the above activities, the level of satisfaction with health and safety activities has increased compared to results of the first questionnaire, achieving 3.7 out of 5 possible points on average. In other words, the level of satisfaction with health and safety activities increased for 0.5 points (15.63%). Based on the overall result, there is still room for improvement in this field.

In the field of relationships in the workplace, we noticed relatively good results already after finishing the first questionnaire with an average of 4.4 points out of 5. Hence, we did not directly work on improving the relationships; however, the activities had a positive impact on them too. With help of constant feedback, growth and development opportunities, open door policy, increased communication and especially many team building events organized, we managed to bring the relationships between the co-workers to an even higher level as it was before. The result of the second questionnaire was higher for 0,3 (6,82%) points.

The impact on performance is very difficult to measure by merely considering the CSR influence, because it depends on several factors, such as: the current situation in the industry/market, sales targets, supply/demand, internal relations, inflation, growth and development opportunities, the amount of sales commissions/salary increases etc. Thus, we designed the performance-based questions in the second questionnaire mostly as open questions. We wanted to discover whether the employees would also put the CSR on the list as one of the factors that positively affects their performance. Based on answers received, we were not mistaken. Most employees mentioned the CSR as one of the main factors that improve their performance if it is present in the company's climate. Many client-facing employees mentioned they feel proud sharing good practices with their clients and during the external events, because this has positive impact on the company's brand and help them sell a product or service better and easier. A sold product or service within a specific time and budget increases the possibility for promotion or a higher sales commission. In other words, the CSR and performance go hand in hand. If we take a look at last two closed questions put to the employees in the first and second questionnaire, we can see absolute improvements in the field. The first question that was set to employees was used to assess their current performance. At the beginning of the year, this question scored on average 4.1 points out of 5; however, in the second questionnaire the result increased for 0.2 (4.8%) points. It is obvious that their performance has improved due to the fact the employees started to perceive the situation better as they did one year ago. Moreover, the employees also agreed with the fact that better satisfaction in the workplace can lead to better performance. In other words, the CSR activities impact both, satisfaction and performance.

This result has received on average 4.6 points in the first questionnaire and has increased for 0.3 (6.52%) points in the second questionnaire.

8.2 The first questionnaire results compared to the second questionnaire results – individuals before and after

Based on Appendix 5, Table 1, we compared everyone's results before and after the introduction of the CSR activities to see whether there were any major positive or negative deviations. We also reviewed the answers to the open questions of the second questionnaire to improve the analysis of the received deviated ratings. There were seven questions that we analyzed, because they repeated in the first and second questionnaire. The first question we analyzed was whether the employees were satisfied with their jobs. There were three employees whose results from the second questionnaire significantly increased compared to the results from the first questionnaire. Their grade increased from 3 to 5 which is a 2–point improvement (67%). If we take a closer look into their comments, we can find similar statements, for example: They have all been more satisfied as they have sensed a higher level of belonging to the firm, new opportunities to grow and develop, and a higher involvement in the event planning. There was one employee whose grades increased from 3 to 4, 8 employees whose grades increased from 4 to 5, 12 employees whose grades have not changed, and 5 employees whose grades have fallen from 5 to 4. The major negative deviation was felt with one employee whose satisfaction has decreased from grade 4 to 3, which is a 1–point deterioration (-25 %). Based on his comments, the employee gave compliments to the organization of the CSR activities and its correlation to the employee satisfaction, as he believed that the CSR activities are having positive impact on the organizational climate and stress. Therefore, we cannot say that his decrease in satisfaction has anything to do with the CSR activities, but rather with other indicators.

The second question was whether the employees are satisfied with the growth and development opportunities offered by employer. There were 6 employees whose satisfaction rate with the growth and development opportunities has increased from grade 3 to grade 5 (2 points or 67%). The employees highlighted that they have sensed that there was an increase in the number of activities held in the growth and development field. They mentioned the education held for support functions that helped the employees see a bigger picture of the company's business. Furthermore, they have also felt that the HR has increased the promotion of other online education that the company has to offer and encouraged employees to take these courses and obtain certificates that can also be shared via social media for self-promotion. Also, the employees appreciated the possibility to receive a quarterly feedback from their managers and peers. To continue, there were 2 employees whose grade has increased from 3 to 4, 4 employees whose grade has increased from 4 to 5, 13 employees whose grade has not changed, one employee whose grade has decreased from 5 to 4, and 3 employees whose grade has decreased from 4 to 3. The largest decrease in satisfaction with the growth and development opportunities was observed with one

employee, whose grade decreased from 4 to 2 (-2 points, 50%). If we review his comments, we can notice that this employee is no longer employed by this company, so the problem may have arisen from the fact that he was not yet aware of all the growth and developmental programs that this company had to offer, because he was still in the training period.

If we look at the results of the next question asking whether the employer has any programs and policies that allow employees to be flexible in where, how much, and when they work, we can see major deviations on both sides, the positive and negative one. On the positive side, we have 2 employees whose grades increased from 2 to 5 (3 points, 150%), and on the negative side we have one employee whose grades have decreased from 4 to 1 (-3 points, -75%). Considering the positive answers, we can see that the employees answering them are non-client facing employees. Such employees have more possibilities for flexible working schedules, because they do not have to adapt to customers. On the other hand, the worst results from this question came from a client-facing employee who also commented that due to his nature of work, he cannot be flexible and use the programs and policies offered by the employer, such as work from home, because he always has to be available to the client. The reason behind the decrease in these results may lie in the client-facing employees' perceptions, because in last year, a lot of promotion was done in this regard, which might have caused dissatisfaction among the client-facing employees who are not able to use these programs that often. Apart from the major deviations, there were 5 employees whose grades increased from 3 to 5, one employee whose grades increased from 3 to 4, 3 employees whose grades increased from 4 to 5, 12 employees whose grades have not increased, 3 employees whose grades decreased from 5 to 4, one employee whose grade decreased from 4 to 3, 1 whose grade decreased from 5 to 3, and 1 employee with a grade decrease from 5 to 2.

The following question included in the comparison was whether the employer helps the employees to develop and maintain a healthy lifestyle. There was one employee whose grades increased from 2 to 4 (2 points, 100%) and 2 employees whose grades decreased from 4 to 2 (-2 points, -50%). The employee whose grades have increased attended all the organized health-related events and has also shared good practices with his clients and friends. He claims it has influenced his satisfaction and performance level as the climate within the team has improved and the relaxed atmosphere triggered more innovation and creativeness. On the other hand, the employees whose grades decreased commented that they did not feel any major changes in their satisfaction or performance. They also commented that they did not attend any of the organized events due to increased workload during the year. We can conclude that the reason for not feeling any differences in satisfaction or performance was because of the fact that they could not sense it at all. If they would have attended any event, the result would probably be better. Among other respondents, there were 5 employees whose grades increased from 3 to 5, 2 employees whose grades increased from 2 to 3, 7 employees whose grades increased from 3 to 4, one with a 4 to 5 increase, 7 employees whose grades have not changed, one employee whose grade decreased from 5 to 4, and 3 employees whose grades decreased from 4 to 3.

Many employees responded positively regarding the positive relationship with their co-workers. Out of 27 employees responding to this question, 13 of them increased their grade from 4 to 5 (1 point, 25%). Only two employees changed their opinion in a negative way, because their grades decreased from 4 to 1 (-3 points, -75%) and from 5 to 4 (-1 points, -20%). The remaining 12 employees have not changed opinions, which were already very positive in the beginning. The employee whose results were the worst was complaining about the reorganization in his business unit that caused stress and a lack of vision. Consequently, he did not have enough time to socialize or unite with the rest of the team. All other responses to this question included extremely high grades and can be considered a result of strong work on bettering the organizational climate, team building, health and safety, diversity events, etc.

The employees were also assessing their performance. When comparing the individuals before and after, most of them have sensed a better performance as they did in the beginning. Only the grades of 3 employees have decreased, namely for 2 employees from 4 to 3 (-1 points, -25%) and for one employee from 5 to 4 (-1 points, -20%). The results of 18 employees remained the same and were very positive (either rated as 4 or 5). 6 individuals increased the grade of their performance, namely 4 employees from 4 to 5, one employee from 3 to 4, and one employee from 3 to 5 (2 points, 67%). The last question asked whether the employees believe that better satisfaction can lead to better performance. There were only 2 out of 27 respondents who negatively changed in grades, which was from 5 to 4. The grades of 15 employees remained the same followed by 10 employees whose grades increased with one increase by 2 points (67%). Based on the results received, it is evident that the majority of individuals feel more satisfied and perform better in the workplace. Surely, there are always anomalies which do not necessarily mean that the CSR has a negative impact on the employee satisfaction and performance, but they are rather a result of various indicators that are not related to the CSR.

8.3 Testing the hypotheses

We performed the CSR activities that were used to anticipate the general satisfaction and performance increase. Therefore, we expect employee satisfaction and performance to improve and not to worsen. Thus, we set two main hypotheses claiming that the CSR activities positively affect employee satisfaction and that the CSR activities positively affect employee performance. Under these two main hypotheses, we compared the questions set in the first questionnaire and second questionnaire that related either to the employee satisfaction or performance. We set a null and alternative hypothesis for each question. The mean difference in the null hypothesis should be equal to zero, whereas in the alternative hypothesis, the mean difference should be greater than zero. The alternative hypothesis is set as a one-tail inequality. Therefore, we are looking at the p one-tail value when

interpreting the results of the analysis. The paired samples t-test is distributed by the t-distribution and is performed using Microsoft Excel.

The null hypothesis means that the CSR activities have no impact on employee satisfaction and performance. The alternative hypothesis means that the CSR activities positively affect employee satisfaction and performance. We are performing a paired sample t-test on seven questions that are repeated in the first and second questionnaire. The null and alternative hypothesis are set equally for all seven questions and are as follows:

$d = \text{estimate at the end of the year} - \text{estimate at the beginning of the year}$

$H_0: \mu_d = 0$

$H_1: \mu_d > 0$

8.3.1 Hypothesis 1: CSR activities positively affect employee satisfaction

In the field of employee satisfaction, we repeated five questions. The first one referred to the employee's overall satisfaction with their jobs. Based on the paired samples t-test provided in Table 2 we can conclude that the mean difference between the estimate after and estimate before was statistically significant at $p\text{-value} = 0.04$. The next question was whether the employees are feeling satisfied with the growth and development opportunities offered by the employer. The paired samples t-test shows that the mean difference between the estimate after and estimate before was statistically significant at $p\text{-value} = 0.02$. For both questions, we can confirm the alternative hypothesis suggesting that the CSR activities positively affect employee satisfaction. The next question asked whether the employer has programs and policies that allow the employees to be flexible in where, how much, and when they work. Based on the paired samples t-test, we can assert that the mean difference between the estimate after and estimate before was not statistically significant, because $p\text{-value}$ was 0.17. In this case, we cannot rely on our data that this improvement in satisfaction applies also to the entire population of the selected company. In this analysis, we also repeated the question related to the employer's development and maintenance of a healthy lifestyle. Based on the paired samples t-test, we can conclude that the mean difference between the estimate after and estimate before was statistically significant at $p\text{-value} = 0.01$. Furthermore, the paired samples t-test on the positive relationship with co-workers shows that the mean difference between the estimate after and estimate before was statistically significant at $p\text{-value} = 0.03$. For both questions, we can confirm the alternative hypothesis stating that the CSR activities positively affect employee satisfaction. Based on the results of the t-test, in overall we can confirm the alternative hypothesis suggesting that the CSR activities positively affect employee satisfaction. We can generalize that all employees in the company were more satisfied at the end of the year as they were at the beginning.

8.3.2 Hypothesis 2: CSR activities positively affect employee performance

In the field of employee performance, we repeated two questions. As evident in Table 2 the first one was about the assessment of own work performance. Based on the paired samples t-test, we can conclude that the mean difference between the estimate after and estimate before was not statistically significant because the p-value was 0.13. Thus, we cannot rely on our data that this improvement in performance holds also for the entire population of the selected company. On the other hand, the statement »I believe that better satisfaction in the workplace can lead to a better performance« shows statistically significant results. Based on the paired samples t-test, we can conclude that the mean difference between the estimate after and estimate before was statistically significant at p-value = 0.009. Therefore, we can confirm the alternative hypothesis stating that the CSR activities positively affect employee performance. Based on this statement, we can generalize that all employees in the firm were more satisfied at the end of the year as they were at the beginning.

Based on above, the results of the second questionnaire compared to the results of the first questionnaire confirm the significant effect of implementing the CSR activities into the company's climate. However, the following two questions are excluded from this generalization: »My employer has programs and policies that allow the employees to be flexible in where, how much, and when they work« and »I would currently assess my performance at work as very good«. In the context of these questions, we are not able to rely on the results of the t-test. Therefore, we are not able to generalize the results to the entire population of employees in the selected company. However, the results show positive changes in all questions due to the implementation of the CSR activities, which in turn positively affect the sampled employees. Therefore, we can conclude that the implementation of the CSR activities positively affects employee satisfaction and performance and hereby confirm the both hypotheses set in the beginning of this research work.

Table 2: Paired Two Sample for Means – comparison between variable mean of the first and second questionnaire

	Variable mean first questionnaire	Variable mean second questionnaire	T-stat	P one-tail	Observations
Overall, I am satisfied with my job	4.17	4.47	1.8	0.0415	30
Overall, I am satisfied with the growth and development opportunities offered by my employer	3.8	4.2	2.05	0.0249	30
My employer has programs and policies that allow the employees to be flexible in where, how much, and when they work	3.97	4.23	0.97	0.1702	30
My employer helps the employees develop and maintain a healthy lifestyle	3.23	3.73	2.35	0.013	30
I have a positive relationship with my co-workers	4.41	4.74	1.97	0.0295	27
I would currently assess my performance at work as very good	4.11	4.26	1.16	0.1279	27
I believe that better satisfaction in the workplace can lead to a better performance	4.56	4.89	2.55	0.0085	27

Source: Own work.

8.4 Description of research limitations and suggestions for future research

When interpreting the results of the empirical research, certain limitations related to the research work and final findings arose. We encountered the first limitation in the course of literature review, because there were not many studies on the CSR researching the CSR impact on employee satisfaction and performance, especially for Slovenia. Furthermore, many authors deal with the CSR topic and understand it differently. Hence, it was sometimes difficult to compare the authors claims or provide common parallels between their opinions on the CSR. For this thesis, we designed two questionnaires for thirty sampled employees in a chosen company. We came across another limitation while conducting the empirical part because of the company's data privacy protection policy. Thus, the company did not want to share the performance-measured indicators that could strengthen our research findings, because performance is difficult to measure descriptively/by means of a questionnaire. Hence, we were not able to identify if there were any increases in the yearly performance evaluation, sales performance of the sampled employees, salary, received sales commissions, etc. Therefore, we only focused on the expressed employees' opinions and own observations. The main disadvantage of the empirical research was a limited number of companies selected in the sample. Thus, the findings of the research could only be generalized to the researched company and not to the entire market population of companies. In this case, we included thirty sampled employees into the research, because as we had to analyze two questionnaires, the before and after, which is why the data analysis was extensive. The number of the employees selected in the sample could have been higher. Moreover, in the analysis of the open questions from the second questionnaire some participants' answers were too brief and concise. Therefore, it was more challenging to extract the essence when interpreting their answers. Furthermore, we encountered another limitation, because we were not able to exclude other factors and were therefore we were not able to fully attribute the changes in estimates to the implementation of the CSR activities.

The empirical research of this thesis represents a starting point for future research on the influence of the CSR activities on the employee satisfaction and performance among the Slovenian companies. Research could also cover data over a longer period, because some changes may not be visible in one year, but rather in five years. It would also make sense to expand this market research to the segment of IT industry or broader to obtain a more comprehensive picture on the general state of the CSR among other companies. Research could compare the CSR state among different industries or perform a general company-to-company comparison. To be able to generalize the research findings to the whole industry or state, a larger number of companies could be considered for research. Furthermore, the post-research analysis could be divided into the questionnaire part and the personal interviews part. Such an approach is based on our observation that some of the participants

were not strong in written communication, which is why we could obtain more interesting data if we would have asked them on their opinion in person.

9 SUGGESTIONS FOR IMPROVEMENT OF EMPLOYEE SATISFACTION AND PERFORMANCE BASED ON THE CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

According to Torben (2011), the high levels of employee satisfaction in companies are linked to superior business performance, including increased profitability, employee retention, customer satisfaction, and safety levels. If we take a look at the results of the second questionnaire, we see very good results on average. This multinational company has already been very active in the field; however, there are a couple of areas where we still see enough room for further improvement, such as the work-life balance, health, safety practices, and work stress. Based on the results obtained, we list the suggestions for improvement for the selected multinational company below.

9.1 Implementing a measurable audit system in terms of improving the quality of the CSR

According to Remišová and Búčiová (2012), to secure constant improvements of the CSR in relation to employees, the company shall implement a measurable audit system that will test and review the quality of the CSR activities on an annual basis. For that reason, the authors think that the CSR measurements can be performed using the Integrative Model of the CSR. Based on this model, the company is obliged to meet its ethical and legal commitments and concurrently bear specific responsibility based on its status of an economic entity. A CSR measurement shall be executed in two steps: Compliance with the CSR basis should be evaluated and Evaluation criteria of activities beyond the CSR basis should be defined.

The company gains no points for compliance with the CSR, because the basis represents the minimum level of the CSR. However, if the company does not meet a requirement of the CSR basis, it receives a minus point (one point for each requirement that has not been met). As long as the company fulfills a negative value (this happens if it has failed to meet just one criterion of the CSR basis), it falls below the line of the CSR. Thus, it cannot be recognized as socially responsible in relation to a given stakeholder. Furthermore, the company cannot be given any points for additional activities it has been carrying out in favor of a given group of stakeholders beyond the CSR basis. The model does not allow to compensate for the criteria of the CSR basis that have not been met by other activities beyond the core principles of economic, legal, and ethical responsibilities. The companies that comply with the CSR basis may continue to the second part of the CSR measurement: the

evaluation of other activities that the company has been performing towards a given stakeholder. They are assessed against a set of specific indicators for which they receive positive points. The final total scores a company has gained defines the range of socially responsible activities of a company in relation to a given stakeholder. The company receives one minus point for each field where a breach of legal provisions has been discovered. The model of a CSR assessment has scoring methods to show the extent of the CSR (or irresponsibility). Thus, the company scores (-1) point for each field where it has breached the law and not for each individual case. Appendix 6, Table 1 shows the basis of the legal responsibility to employees divided into legal indicators.

The basis of the economic responsibility towards employees was established in terms of timely payment to the employees and the payment of all taxes and other legally required payments to social security, health insurance funds, etc. The estimate is based on the salary and social legislation of a specific country and assesses the exact payment of salaries and the obligation to pay contributions for employees to insurance companies (Appendix 6, Table 2). The company fails to comply with the basis of the corporate economic responsibility if there has been a violation of any conditions stated within the period concerned. In case the company does not meet any of the given conditions, it receives one minus point (-1 point) for the violation. For failing to consider the minimum level of the corporate economic responsibility towards employees, the company may be given up to two minus points. Appendix 6, Table 2 shows the basis of the economic responsibility to employees divided into economic indicators.

The basis of the ethical responsibility introduces the minimum ethical specifications in the relationship between the employer and employee. Sixteen different indicators were identified in seven basic areas of the CSR to the employees (Appendix 6, table 3). To meet each of these indicators, the company must prove the existence of a strategic concept and demonstrate a policy for implementing the strategy in everyday life. The company fails to comply with the basis of the ethical responsibility if there is no defined strategic concept or functional system for its implementation in any of the sixteen areas listed. For each area in which there is no defined strategic concept and a functioning implementation system (the company does not demonstrate the existence of such a system), the company receives one minus point. Appendix 6, Table 3 shows the basis of the ethical responsibility to employees divided into ethical indicators.

The second part of the assessment, which follows the measurement of the CSR basis, focuses on other corporate activities in relation to stakeholders. The company receives positive points for non-compulsory activities and obligations that it has taken voluntarily. The ultimate overall result that the company has achieved defines the extent of its socially responsible activities in relation to a stakeholder. It is important to emphasize that even if the company does not gain any positive points, it is considered socially responsible if acts in accordance with the CSR basis (in this case, the score is equal to 0). Many corporations do

much more in relation to individual stakeholders, which is why all activities that go beyond the scope of the CSR must be evaluated. Such activities makes the company unique and strengthen its social responsibility towards the stakeholders. Appendix 6, Table 4 shows the enhancement of the CSR to employees.

It is important to find a person who can be trusted to measure the objectivity of the CSR. Based on the opinion of Remišová and Búčiová (2012), the model can be used for the company's self-assessment and must be performed by an independent external auditor for ethics or a member of the ethical council. Establishing measurements is a complicated and time-consuming process. Its goal should be to identify the real state of the CSR development and to correct the mistakes and improve it. When a corporation performs such a demanding process, it intends to obtain a real picture of its activities.

9.2 Continuously enable healthier options at your workplace and organize activities that boost mental and physical wellbeing

According to Sheridan (2015), the bottom line is that anyone who knows about the employee engagement is also a firm believer in instituting health and wellness programs. There have been multiple academic studies proving that health and wellness efforts not only yield a higher productivity and engagement in the workplace, but will also help reduce turnover as job stress is the number one reason people leave their jobs (along with a lack of work-life balance which is related to wellness as well). To avoid fluctuation, better employee satisfaction and their mental and physical wellbeing at workplace, this company should consider executing the following actions:

1. Promote continuous exercise by establishing a company's own sports club. The purpose of the sports club establishment is to bring employees together, organize diverse forms of sports activities (running, swimming, skiing, fitness, camping, etc.), and encourage employees to participate.
2. Build a shower for employees who ride or run to work.
3. Create a workplace wellness newsletter emphasizing healthy nutrition and physical wellbeing. At the same time, it should encourage employees to limit caffeine and tobacco intake and try to include also other educational content. Select a person from the CSR group to find the best articles, interesting YouTube videos, and other content each week and send them out via e-mail to all employees.
4. Insist to substitute unhealthy snacks in the kitchen machines with the healthy ones (for instance: fruit, nuts, sandwich with vegetables, and rye bread).
5. Set table footballs, ping-pong tables, hula hoops, and balls around the office.
6. Encourage the employees to act healthy with different weekly challenges, such as water challenge, sleep challenge, fitness challenge, running challenge: whoever wins the challenge receives a prize.

9.3 Emphasize work-life balance and reduction of stress at workplace

According to Thompson (2006), to successfully tackle the work-life balance and job stress, the employers need evidence on the nature and scope of the issues their employees face. The main implications found regarding the work-life balance are that the employers need to think in life-course terms recognizing that an individual's needs transform through various phases of life. They need to adopt a flexible approach to the work-life policies and programs allowing the workers to choose what best suits their immediate needs. In addition, understanding the adequacy between the employees' expectations and needs on the one hand and their actual workplace expectations on the other hand, is a key piece of information for effective human resource planning. The employer actions to address the workload distribution and work schedules as root causes of issues could provide the employees who experience a work-life conflict with a better balance. Moreover, the employers should discuss this with their employees to better understand their preferences and priorities and how these vary by the demographic groups. The next steps shall also include helping employers diagnose the extent of the work-life problems within their firms and design interventions that are evaluated for their effectiveness. Moreover, the employees should also address factors that help reduce job stress. Firstly, the employers shall identify sources which trigger stress, such as work demands – measured by the hours worked and the distribution of work. The employers should also assess the business and personal risks of job stress. »Work-life balance and stress go hand in hand. What seems to matter in this regard is the importance workers place on balance in their lives and the effectiveness of workplace policies and practices in supporting them to achieve this goal« (Thompson, 2006).

If we return to the results of this thesis, the employer provided many CSR activities to help employees lower the level of stress at workplace and promoted the work-life balance in this year. My first suggestion would be to compose a survey for all employees and ask them about their opinion, wishes, and suggestions for improvement of those areas that received the worst results. An honest feedback is always the best. Based on the results from two questionnaires handed to the sampled employees of the selected company, we managed to discover the general state of the company one year ago. Throughout the entire year, the company strived to improve the satisfaction and performance by implementing the ideas provided by the CSR group and management as a part of this thesis. Now, it is the time to set these questions to a broader group of employees and gather as much ideas as possible from them and then to try to implement them. The questions set should be relying only on the CSR activities and their suggestions on room for improvement in the future: what they miss and what they propose as a possible solution, what the company should do to make them feel less stressed, etc.

The managers should support positive messaging and clear communication, because the words you choose in the workplace play a huge role in the overall corporate culture. Positive words lead to positive people, which is why we suggest them to be personal, honest,

encouraging, talk passionately about the tasks, communicate clearly, motivate, and empower in their interactions with the employees. One good solution would also be the implementation of a policy forbidding to call co-workers after a given hour. At the same time, this would encourage the employees not to check nor answer mobile phones or e-mails after the given hour if it is not a matter of life or death. Considering this policy, the employees would be able to switch off work and dedicate afternoons to their families.

As stated in our previous suggestions, to lower the work stress and promote work-life balance, the company must not stop organizing events, such as team building events, well-being and security-related activities, and should further promote their existing activities, such as flexible working hours, the ability to work from home, the use of vacation for children purposes, etc.

CONCLUSION

According to Deal, Gentry and Stawiski (2010), the employees think that the companies work actively in terms of the CSR and that corporate citizenship is becoming ever more important for the employees and can contribute to an overall job satisfaction and performance. Even for companies that are struggling to do more in lean times, there are things that can be done to make the most out of the available resources for the CSR. The organizations that invest in the CSR should use this investment to improve the perception of the employees in terms of the company and customer perception. Firstly, communicating the CSR initiatives and the tangible benefits of investing in the CSR helps the employees to better understand the company's contributions. After all, the employees cannot be proud of something they are not familiar with. Additional communication on the CSR initiatives is probably particularly important for those at lower levels in the company that report lower levels of the perceived CSR and organizational commitment. They may not be aware of all the CSR initiatives that the management chain is aware of. High-level leaders can easily forget that not everyone knows what they know. On the other hand, the organizational leaders should communicate these efforts on the outside to maximize the internal benefits of the CSR. However, if the company uses only words and no actions, then the employees will become aware of this and will be less satisfied. Hence, the company must make sure that the programs and policies make a difference.

In addition, authors also emphasize it is important not just to communicate the CSR efforts, but also to involve the employees in decision-making. Whenever possible, the companies should enable employees at all levels to propose what types of initiatives are important to them and to contribute to the efforts. The companies that involve themselves into the CSR are those that have the CSR incorporated in the employees' jobs. This has several advantages, because the employees can bring truly innovative ideas on how to affect the community positively while still meeting business needs. Moreover, if the company is investing in initiatives that are relevant to their employees, they will increase the importance

that they attach to the CSR and the commitment they have towards the company. Involving employees in this way is in line with the principles of participative management and the idea that the employees prefer to work in environments in which they can contribute to the work they consider meaningful.

The aim of this thesis was to test whether implementation of the CSR activities positively affects employee satisfaction and performance. Our purpose was to increase the employee awareness on the importance of the CSR in the chosen company. The hypotheses (the CSR activities positively affect employee satisfaction and the CSR activities positively affect employee performance) were tested in a chosen multinational company on thirty sampled employees. We compared two periods, one before and one after the implementation of the new CSR activities. The implemented activities derived from the results of the first questionnaire and included: top-down and bottom-up methods of increased communication and feedback among employees, team building events, events for kids, sports events, the promotion of healthy nutrition through healthy breakfasts and smoothie days, several workshops on health-related topics, diversity events, blood donations, collaboration with the NGO's, supporting those in need of help, and other activities. We can confirm both the hypotheses set, because the results of the second questionnaire lead to positive outcomes in all areas. The areas that were researched include employee satisfaction, involvement, growth, development, work-life balance, health and safety practices, relationships in the workplace, work stress, self-performance evaluation, and business interaction with clients.

The employees are paying ever more attention to the importance of the CSR, which is also becoming one of the key factors in choosing the best employer. The CSR affects well-being, relationships in the workplace, the general perception of the company and, the most important of all, the overall performance of employees. Thus, motivated and satisfied employees perform better, achieve better results, and contribute positively to the company's brand and image.

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APPENDICES

Appendix 1: Summary of the thesis in the Slovenian language

Podjetja so vse bolj družbeno odgovorna, kar prispeva k splošnemu zadovoljstvu in uspešnosti zaposlenih na delovnem mestu. Pomembno je, da podjetja v odločanje o družbeno odgovornih aktivnostih vključujejo svoje zaposlene. Največje bogastvo so zaposleni. S svojim znanjem in idejami lahko pozitivno vplivajo na družbo ter pripomorejo k lažji in uspešnejši vpeljavi družbeno odgovorne strategije v podjetju.

Cilj magistrske naloge je preveriti, ali organiziranje družbeno odgovornih aktivnosti pozitivno vpliva na zadovoljstvo in uspešnost zaposlenih. Namen magistrske naloge je povečati ozaveščenost zaposlenih o pomenu družbene odgovornosti v izbranem podjetju. Hipotezi (družbeno odgovorne aktivnosti pozitivno vplivajo na zadovoljstvo in družbeno odgovorne aktivnosti pozitivno vplivajo na učinkovitost zaposlenih) smo testirali na primeru izbrane multinacionalke. V vzorec smo zajeli trideset zaposlenih. Analizirali smo dva vprašalnika ter primerjali dve obdobji, eno pred in eno po izvedbi novih aktivnosti družbene odgovornosti.

Na podlagi rezultatov, ki smo jih zabeležili pri prvem vprašalniku, smo organizirali nove družbeno odgovorne aktivnosti. Aktivnosti so metoda povečane komunikacije in dajanja povratnih informacij med zaposlenimi, organizacija dogodkov za krepitev moštvenga duha, organizacija dogodkov za otroke, športne prireditve, promocija zdrave prehrane z zdravimi zajtrki, organizacija delavnic o temah, povezanih z zdravjem, organizacija dogodkov, ki spodbujajo raznolikost, spodbujanje zaposlenih k darovanju krvi, sodelovanje z nevladnimi organizacijami, nudenje podpore tistim, ki potrebujejo pomoč, in druge aktivnosti.

Rezultati vprašalnika po organiziranju novih družbeno odgovornih aktivnosti kažejo izboljšanje na vseh področjih, zato lahko potrdimo obe hipotezi. Področja, ki smo jih analizirali, so bila zadovoljstvo in vključevanje zaposlenih, rast in razvoj zaposlenih, usklajevanje poklicnega in zasebnega življenja, zdravstvene in varnostne prakse, odnosi, stres in učinkovitost na delovnem mestu ter poslovno sodelovanje s strankami.

Zaposleni posvečajo vedno večjo pozornost pomembnosti družbene odgovornosti v podjetjih, ki postaja eden ključnih dejavnikov pri odločanju o najboljšem delodajalcu. Družbena odgovornost podjetij pozitivno vpliva na počutje, odnose na delovnem mestu, dojemanje podjetja in, kar je najpomembnejše, na uspešnost zaposlenih. Motivirani in zadovoljni zaposleni delujejo bolje, dosegajo boljše rezultate in povečujejo ugled podjetja.

Appendix 2: Cover letter for the questionnaires research handed out to the sampled employees: the CSR and its influence on employee satisfaction and performance

Dear Participant,

my name is Katarina Ferjančič and I am writing my Master thesis at the Faculty of Economics in Ljubljana on the Corporate Social Responsibility (hereinafter CSR) and its influence on employee satisfaction and performance. The main objective of this thesis is to confirm or reject two hypotheses: the CSR activities positively affect employee satisfaction and the CSR activities positively affect employee performance.

Therefore, I kindly ask you to participate in the empirical part of this thesis and complete two questionnaires, one before and one after implementation of the new CSR activities.

Both questionnaires are anonymous. The data obtained will serve for thesis analysis purposes only and will not be misused.

The following questionnaire will require approximately 10 to 15 minutes to complete. To be able to compare equal individuals in the beginning and in the end of this analysis, I kindly ask you to make up a code and memorize it, so that you can use the same code when filling in the second questionnaire.

I believe that both the results of the survey and the theoretical background of this thesis will provide you with useful information on the CSR. It will also contribute to creation or strengthening the competitive advantage of your company and presumably to your satisfaction and performance.

If you are not satisfied with the way this research is being conducted, you may report any complaints or concerns directly to my email address: kati.ferjancic@gmail.com.

Thank you for your time and consideration.

Sincerely,

Katarina Ferjančič, kati.ferjancic@gmail.com

Under the mentorship of Full Professor Dr. Nada Zupan

Appendix 3: First questionnaire

Question 1 (hereinafter abbreviated to Q followed by a number): Due to anonymity of this questionnaire, please pick any code of at least four characters using letters and numbers. Remember it, because you will have to enter the same code when filling in the second questionnaire (code example: sonce21).

Q2: Choose Gender (female, male), Age (21–34; 35–46; 47–56; 57 or more).

Q3: Choose client-facing status (yes/no).

Q4: Overall, I am satisfied with my job (strongly agree, agree, neutral, disagree, strongly disagree).

Q5: Overall, I am satisfied with the amount of control and involvement I have at work (strongly agree, agree, neutral, disagree, strongly disagree).

Q6: My employer provides sufficient opportunities for me to be involved in decision-making, problem-solving and goal-setting at work (strongly agree, agree, neutral, disagree, strongly disagree).

Q7: I regularly participate in the activities designed to involve employees in decision-making, problem-solving and goal-setting (strongly agree, agree, neutral, disagree, strongly disagree).

Q8: Overall, I am satisfied with the growth and development opportunities offered by my employer (strongly agree, agree, neutral, disagree, strongly disagree).

Q9: My employer provides sufficient opportunities for internal career advancement (strongly agree, agree, neutral, disagree, strongly disagree).

Q10: I regularly participate in the employee training and development activities (strongly agree, agree, neutral, disagree, strongly disagree).

Q11: Overall, I am satisfied with the work-life balance practices offered by my employer (strongly agree, agree, neutral, disagree, strongly disagree).

Q12: My employer has programs and policies that allow the employees to be flexible in where, how much, and when they work (strongly agree, agree, neutral, disagree, strongly disagree).

Q13: I regularly participate in the programs or utilize policies that allow me to be flexible in where, how much, or when I work (strongly agree, agree, neutral, disagree, strongly disagree).

Q14: Overall, I am satisfied with the health and safety practices of my employer (strongly agree, agree, neutral, disagree, strongly disagree).

Q15: My employer helps the employees develop and maintain a healthy lifestyle (strongly agree, agree, neutral, disagree, strongly disagree).

Q16: I regularly participate in the health and wellness programs provided by my employer (strongly agree, agree, neutral, disagree, strongly disagree).

Q17: I believe that an active and healthy lifestyle positively impacts my effectiveness at work (strongly agree, agree, neutral, disagree, strongly disagree).

Q18: I have a positive relationship with my boss (strongly agree, agree, neutral, disagree, strongly disagree).

Q19: I have a positive relationship with my co-workers (strongly agree, agree, neutral, disagree, strongly disagree).

Q20: I typically feel tense or stressed out during workday (strongly agree, agree, neutral, disagree, strongly disagree).

Q21: My company provides activities to manage work stress (strongly agree, agree, neutral, disagree, strongly disagree).

Q22: I would currently assess my performance at work as very good (strongly agree, agree, neutral, disagree, strongly disagree).

Q23: My boss provides me with feedback that shows that she/he is very satisfied with my work performance (strongly agree, agree, neutral, disagree, strongly disagree).

Q24: I believe that my clients are very satisfied with my work (strongly agree, agree, neutral, disagree, strongly disagree).

Q25: I see many ways in which I can improve my current work performance (strongly agree, agree, neutral, disagree, strongly disagree).

Q26: I believe that better satisfaction in the workplace can lead to better performance (strongly agree, agree, neutral, disagree, strongly disagree).

Q27: I believe that the CSR activities have a positive effect on how I interact with the client (strongly agree, agree, neutral, disagree, strongly disagree).

Q28: I believe that the organization of custom non-business CSR activities can improve personal relationships between co-workers, which positively affects their mutual working approach toward the client (strongly agree, agree, neutral, disagree, strongly disagree).

Q29: I believe that, in a stressful environment, I consume more time to understand and satisfy the client needs (strongly agree, agree, neutral, disagree, strongly disagree).

Source: Q1-Q3; Q22-Q29 (Own work); Q4-Q21 (American Psychological Association, Harris Interactive, 2012)

Appendix 4: Second questionnaire

Q1: Due to anonymity of this questionnaire, please pick any code of at least four characters using letters and numbers. Remember it, because you will have to enter the same code also when filling in the second questionnaire (code example: sonce21).

Q2: Choose Gender (female, male), Age (21–34; 35–46; 47–56; 57 or more).

Q3: Choose client-facing status (yes/no).

Q4: Overall, I am satisfied with my job (strongly agree, agree, neutral, disagree, strongly disagree).

Q5: In a few sentences, describe why you feel more or less satisfied at work as you felt in the beginning of the year? (strongly agree, agree, neutral, disagree, strongly disagree).

Q6: Has the employer more actively encouraged you to participate in the organization of activities during this year as it did last year? (strongly agree, agree, neutral, disagree, strongly disagree).

Q7: Overall, I am satisfied with the growth and development opportunities offered by my employer (strongly agree, agree, neutral, disagree, strongly disagree).

Q8: My employer has programs and policies that allow the employees to be flexible in where, how much, and when they work (strongly agree, agree, neutral, disagree, strongly disagree).

Q9: Do you think your employer has made a difference in providing the activities that better your work-life balance during the year and did this have any impact on your satisfaction or performance? (strongly agree, agree, neutral, disagree, strongly disagree).

Q10: My employer helps the employees develop and maintain a healthy lifestyle. (strongly agree, agree, neutral, disagree, strongly disagree).

Q11: Which activities were performed in the area of health and safety in the workplace during this year? Has this in any way influenced your satisfaction or performance at work? (strongly agree, agree, neutral, disagree, strongly disagree).

Q12: I have a positive relationship with my co-workers. (strongly agree, agree, neutral, disagree, strongly disagree).

Q13: In a few sentences, describe if your relationship in the workplace has strengthened due to the CSR activities that your employer has organized during the year? If yes, how? If no, why not? (strongly agree, agree, neutral, disagree, strongly disagree).

Q14: Do you think that the CSR activities at work have had a positive, negative, or no correlation with your level of stress this year? (strongly agree, agree, neutral, disagree, strongly disagree).

Q15: I would currently assess my performance at work as very good. (strongly agree, agree, neutral, disagree, strongly disagree).

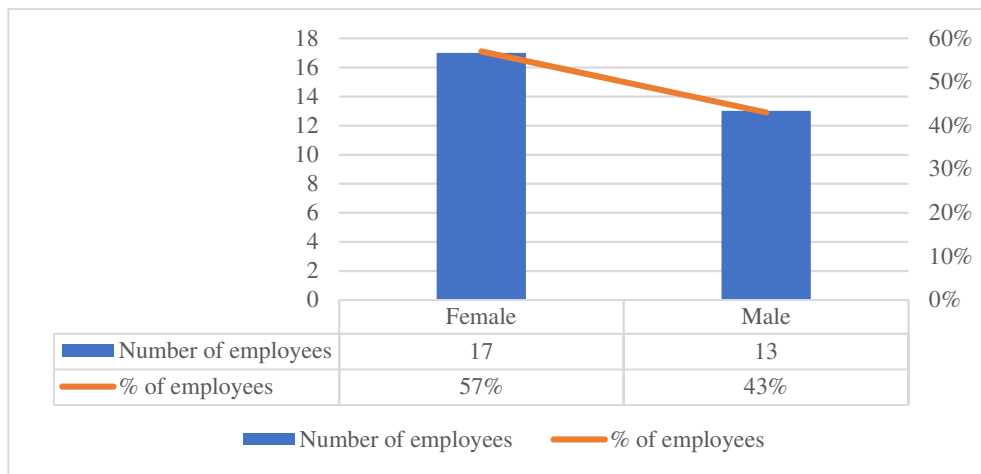
Q16: I believe that better satisfaction in the workplace can lead to better performance. (strongly agree, agree, neutral, disagree, strongly disagree).

Q17: Have you shared any good CSR practices with the clients during this year? Do you think this has had a positive impact on your relationship with the clients? What about your performance? (strongly agree, agree, neutral, disagree, strongly disagree).

Source: Q1-Q3; Q5-Q6; Q9; Q11; Q13-Q17 (Own work); Q4, Q7-Q8; Q10; Q12 (American Psychological Association, Harris Interactive, 2012)

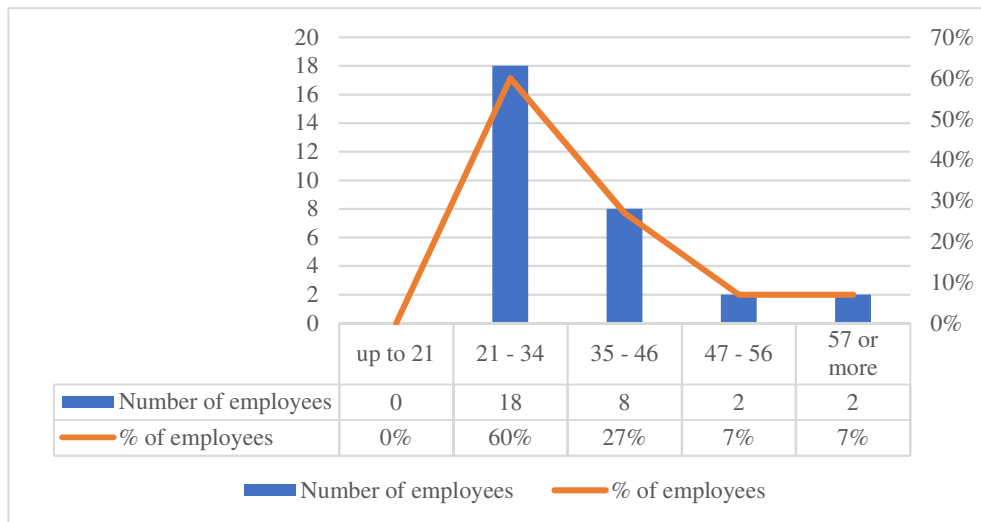
Appendix 5: Employees answers to the first and second questionnaire

Figure 1: Employees answers to Q2, gender of sampled employees, first and second questionnaire



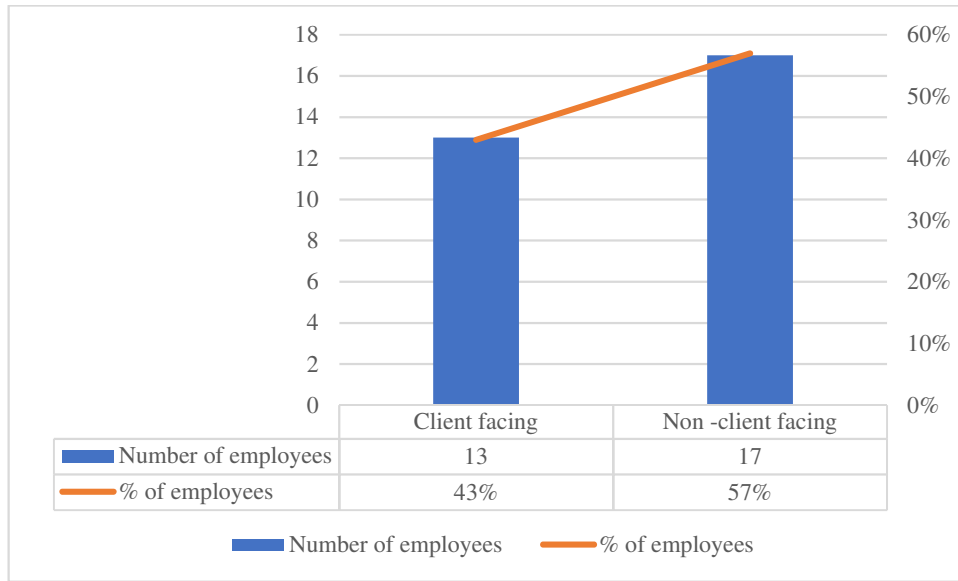
Source: Own work.

Figure 2: Employees answers to Q2, age of sampled employees, first and second questionnaire



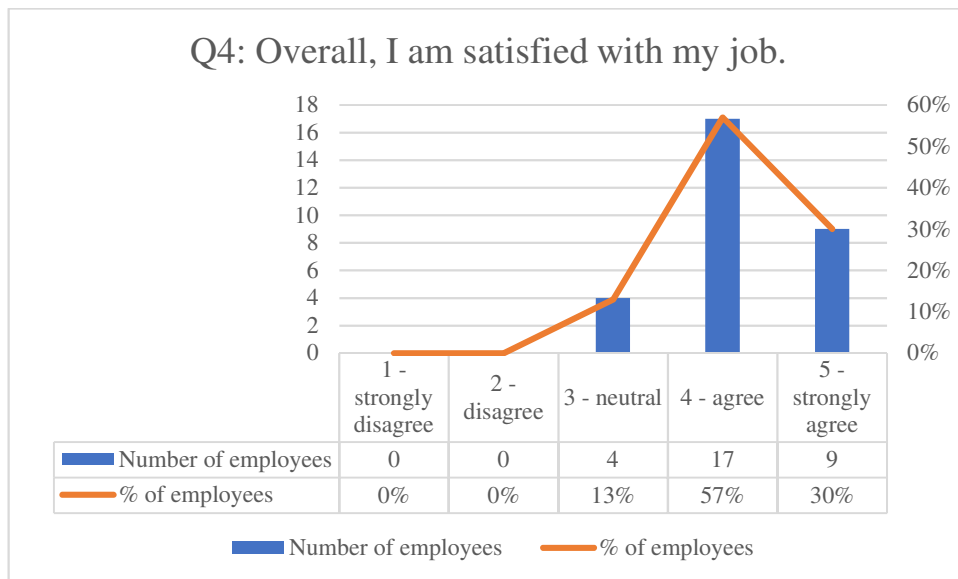
Source: Own work.

Figure 3: Employees answers to Q3, client/non-client-facing status of sampled employees, first and second questionnaire



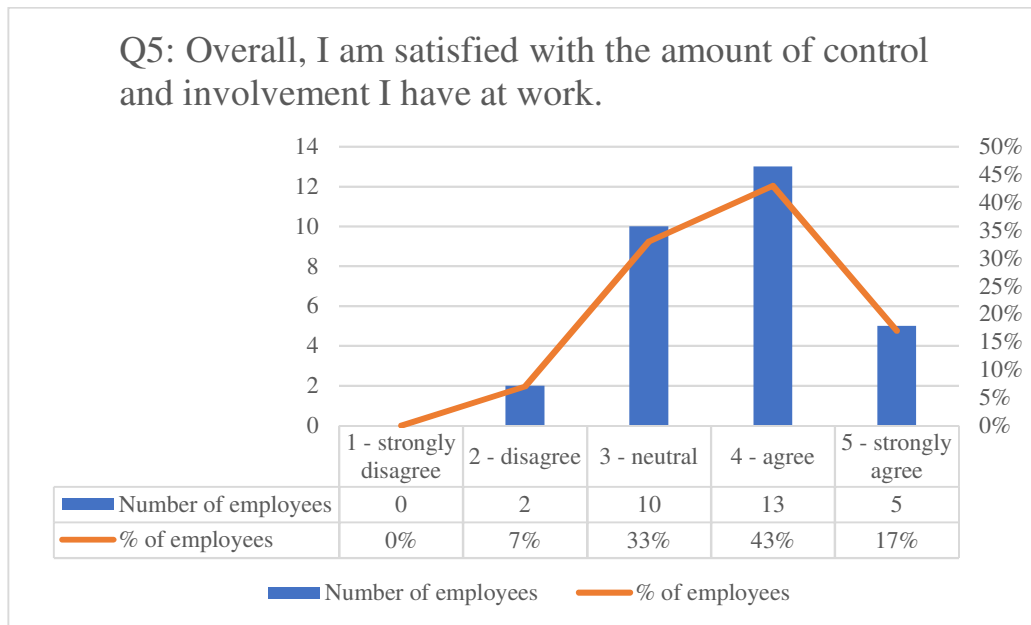
Source: Own work.

Figure 4: Employees answers to Q4, first questionnaire: Overall, I am satisfied with my job



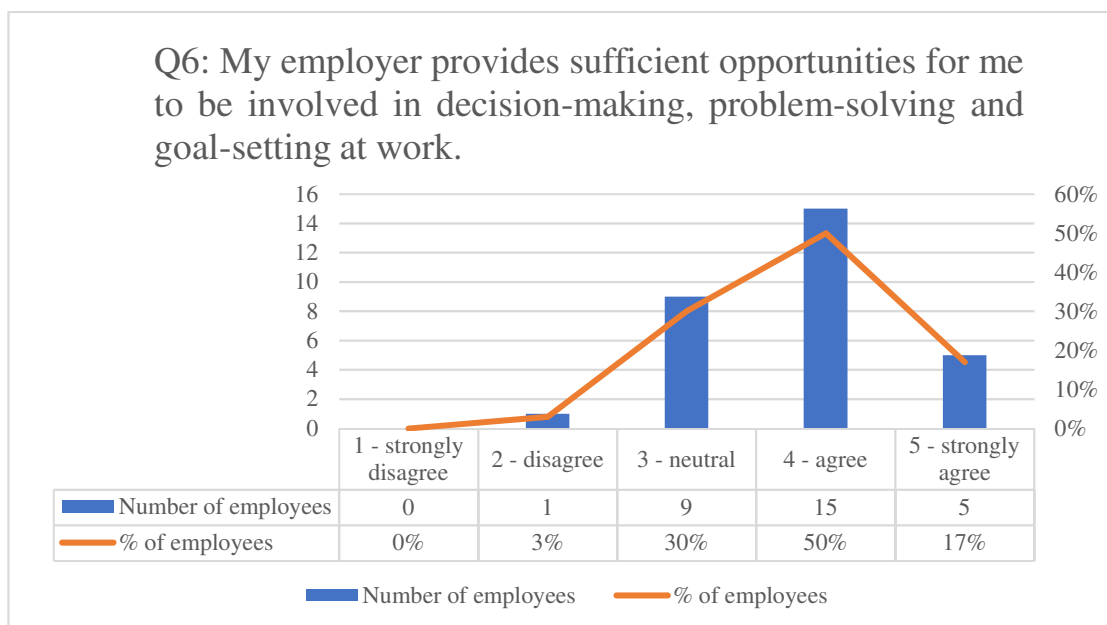
Source: Own work.

Figure 5: Employees answers to Q5, first questionnaire: Overall, I am satisfied with the amount of control and involvement I have at work



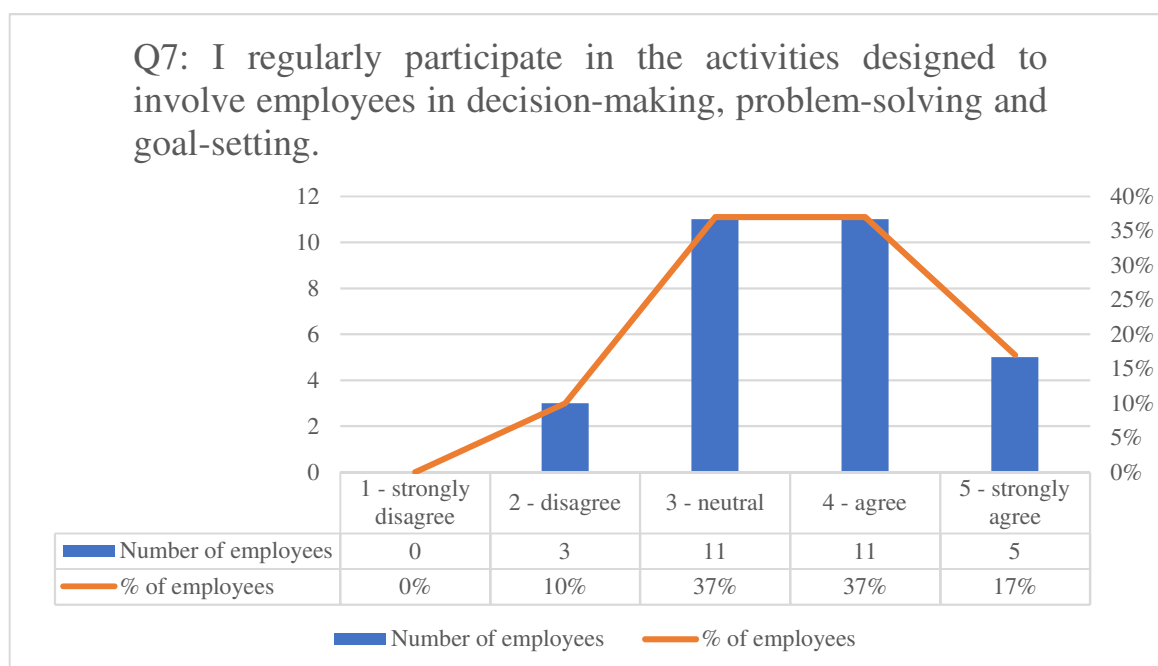
Source: Own work.

Figure 6: Employees answers to Q6, first questionnaire: My employer provides sufficient opportunities for me to be involved in decision-making, problem-solving and goal-setting at work



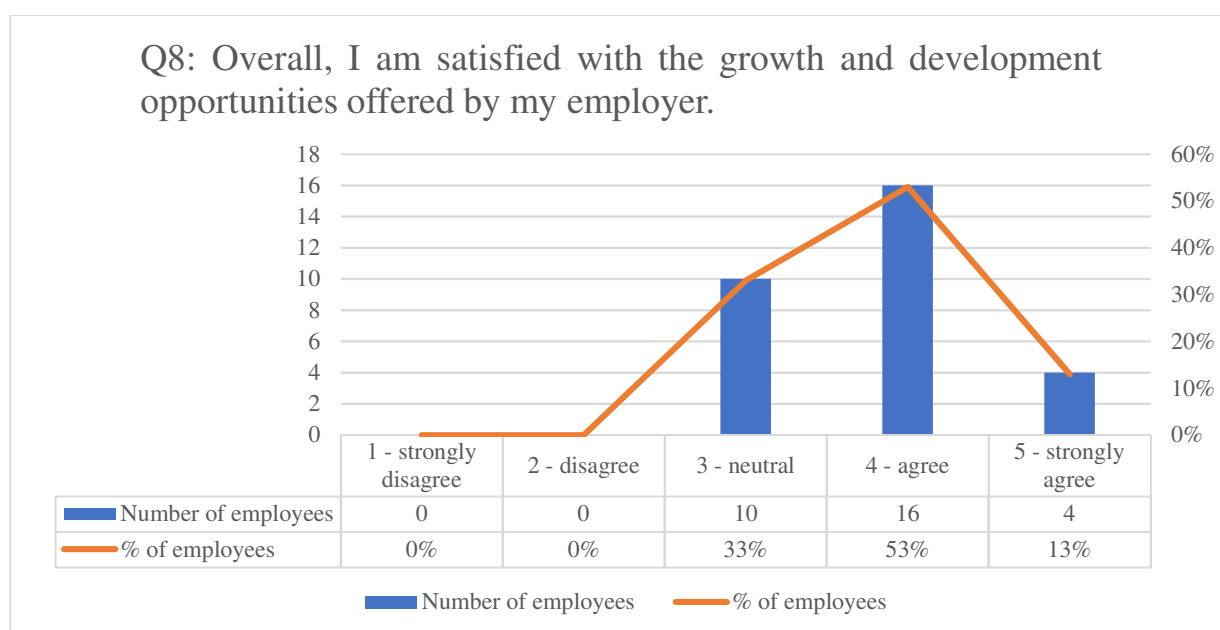
Source: Own work.

Figure 7: Employees answers to Q7, first questionnaire: I regularly participate in the activities designed to involve employees in decision-making, problem-solving and goal-setting.



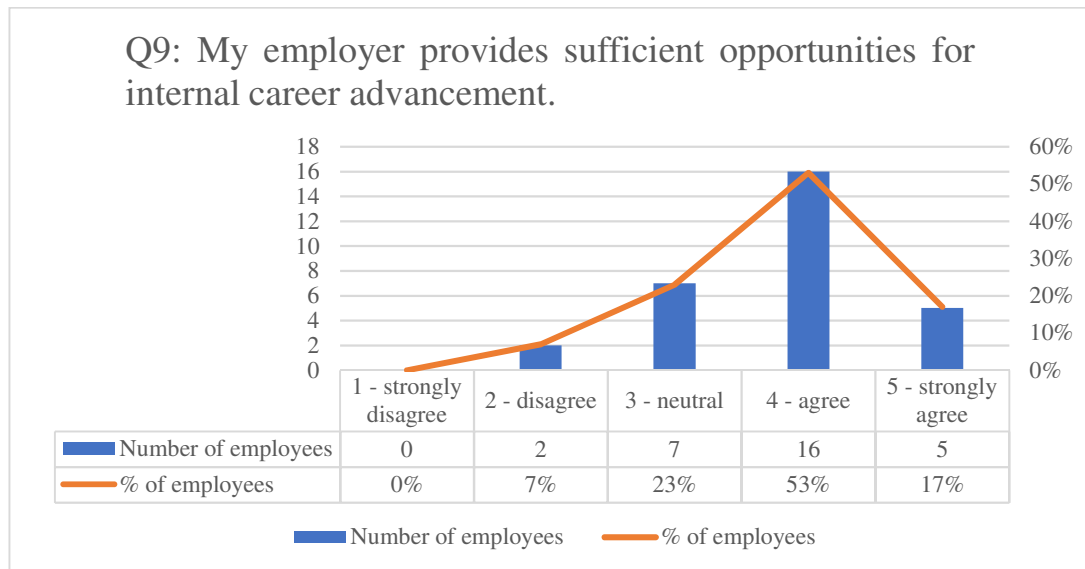
Source: Own work.

Figure 8: Employees answers to Q8, first questionnaire: Overall, I am satisfied with the growth and development opportunities offered by my employer.



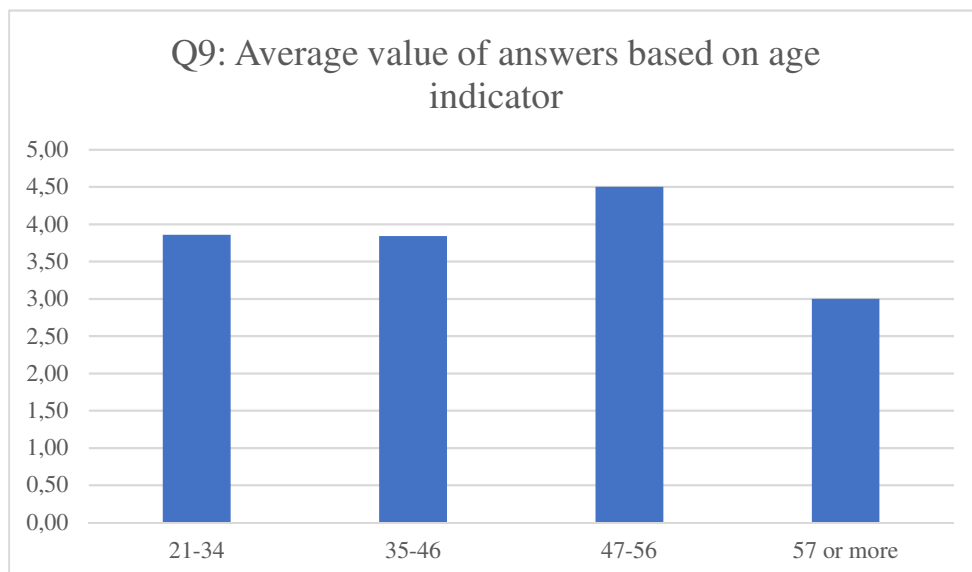
Source: Own work.

Figure 9: Employees answers to Q9, first questionnaire: My employer provides sufficient opportunities for internal career advancement.



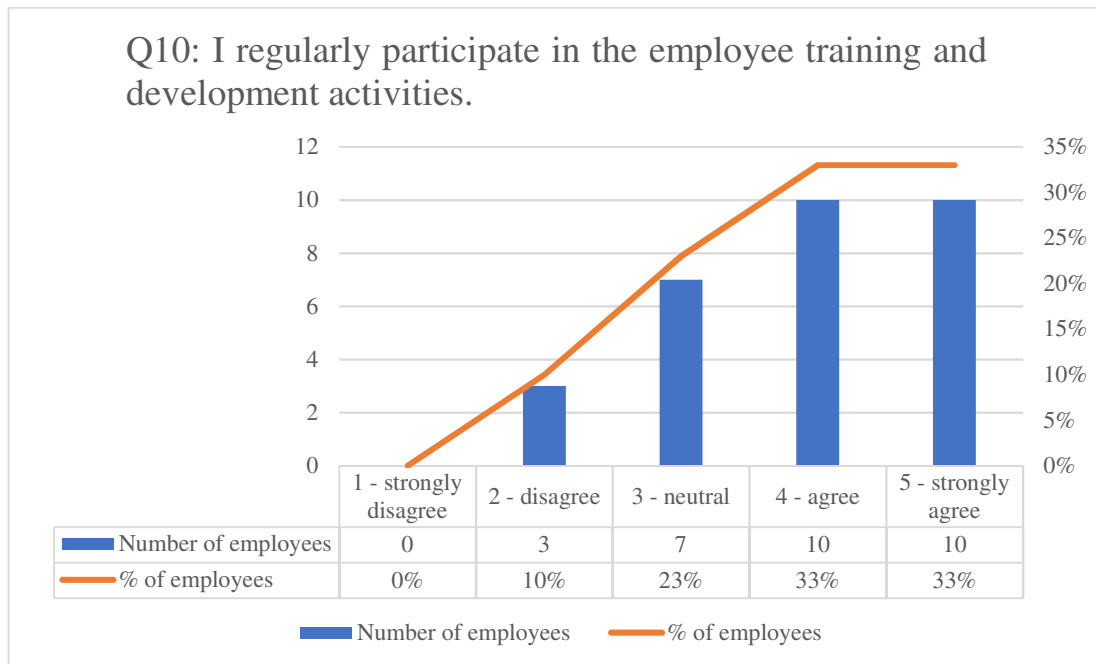
Source: Own work.

Figure 10: Employees answers to Q9, first questionnaire, based on age indicator



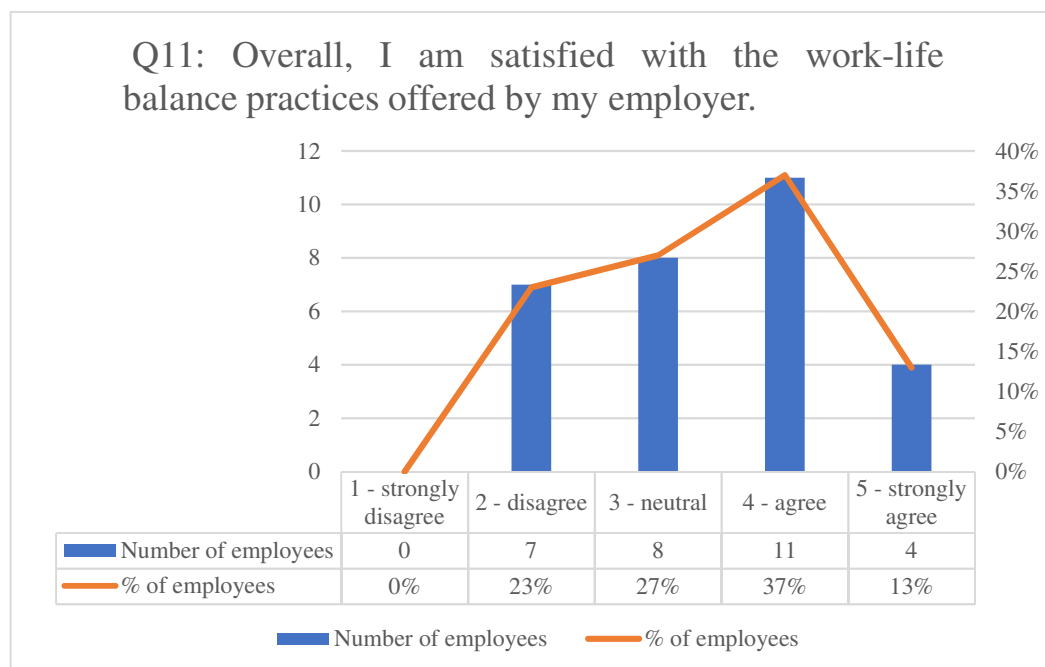
Source: Own work.

Figure 11: Employees answers to Q10, first questionnaire: I regularly participate in the employee training and development activities.



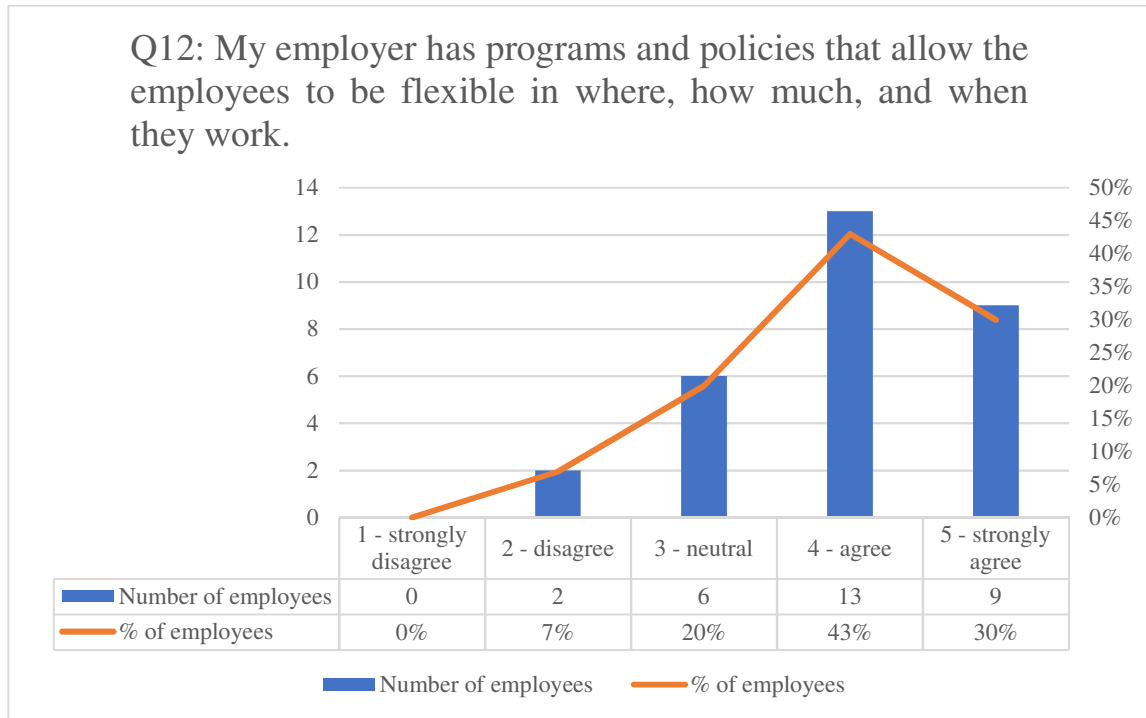
Source: Own work.

Figure 12: Employees answers to Q11, first questionnaire: Overall, I am satisfied with the work-life balance practices offered by my employer.



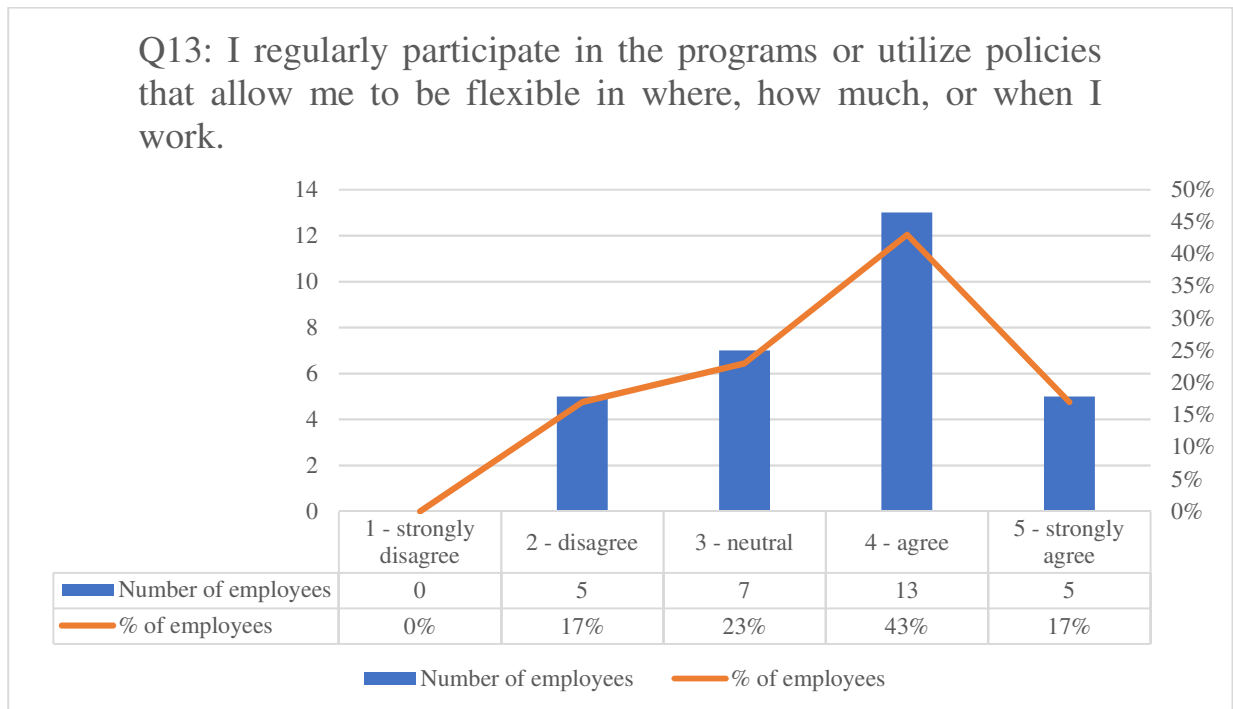
Source: Own work.

Figure 13: Employees answers to Q12, first questionnaire: My employer has programs and policies that allow the employees to be flexible in where, how much, and when they work.



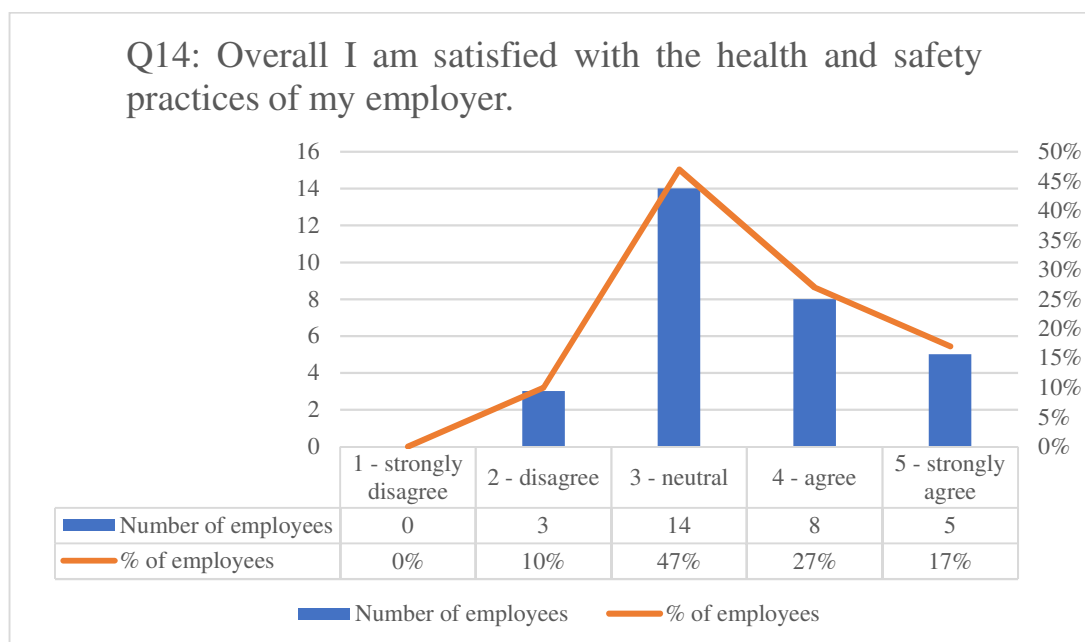
Source: Own work.

Figure 14: Employees answers to Q13, first questionnaire: I regularly participate in the programs or utilize policies that allow me to be flexible in where, how much, or when I work.



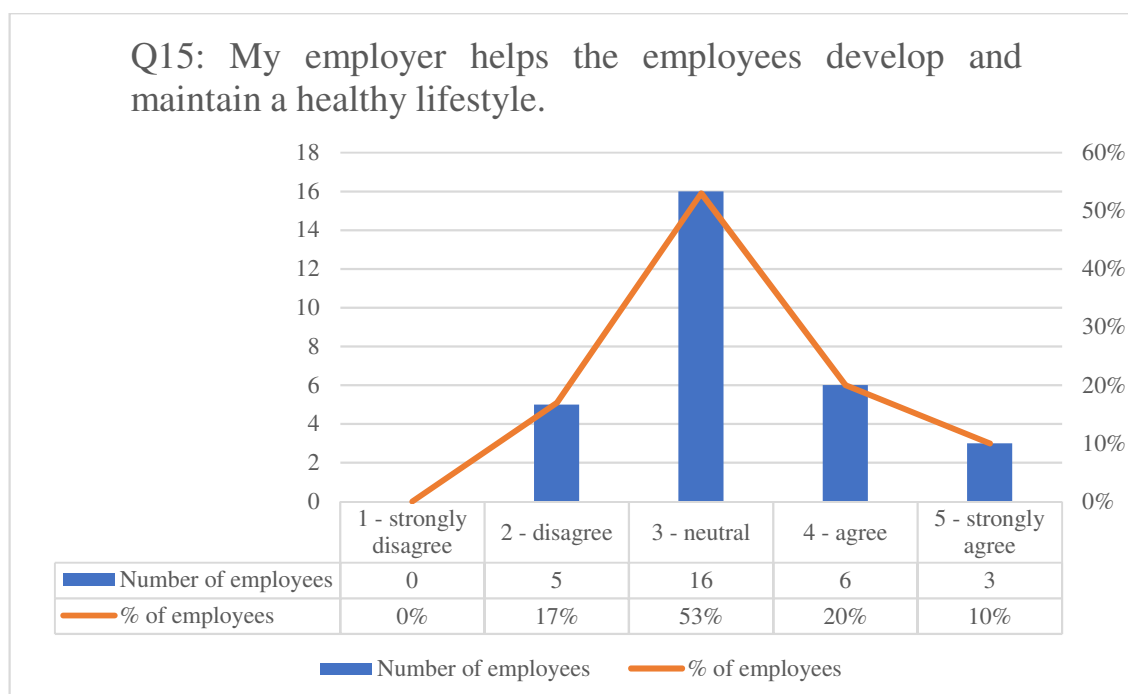
Source: Own work.

Figure 15: Employees answers to Q14, first questionnaire: Overall, I am satisfied with the health and safety practices of my employer.



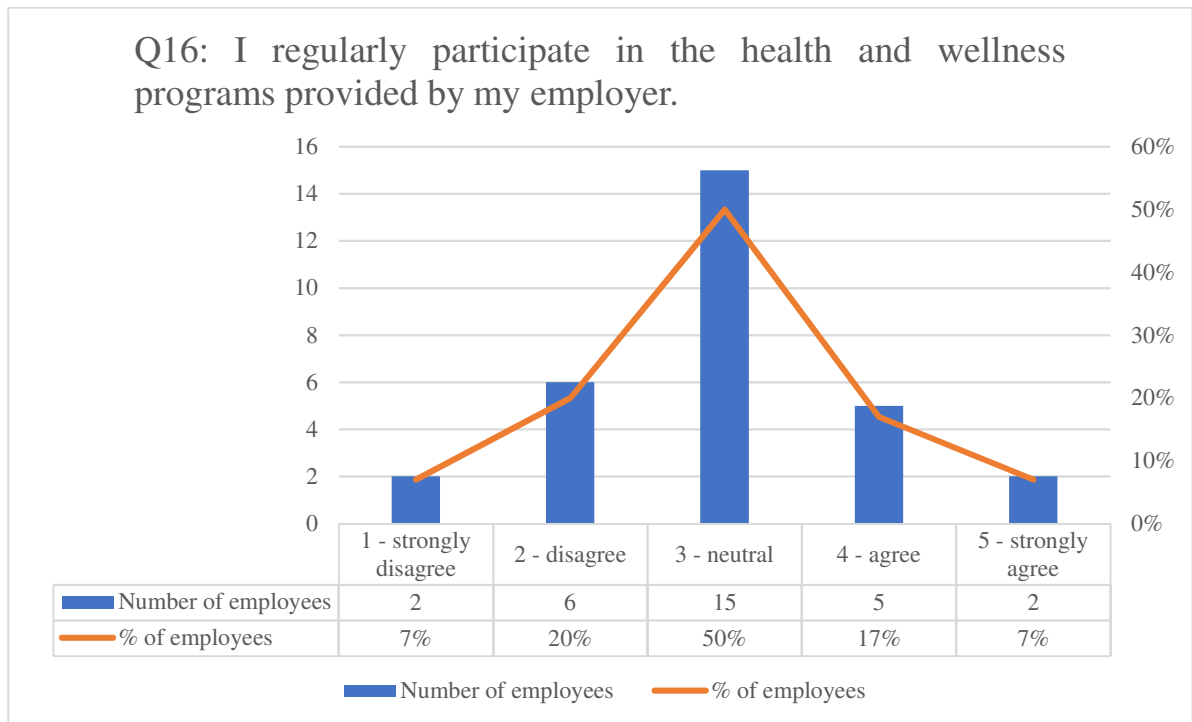
Source: Own work.

Figure 16: Employees answers to Q15, first questionnaire: My employer helps the employees develop and maintain a healthy lifestyle.



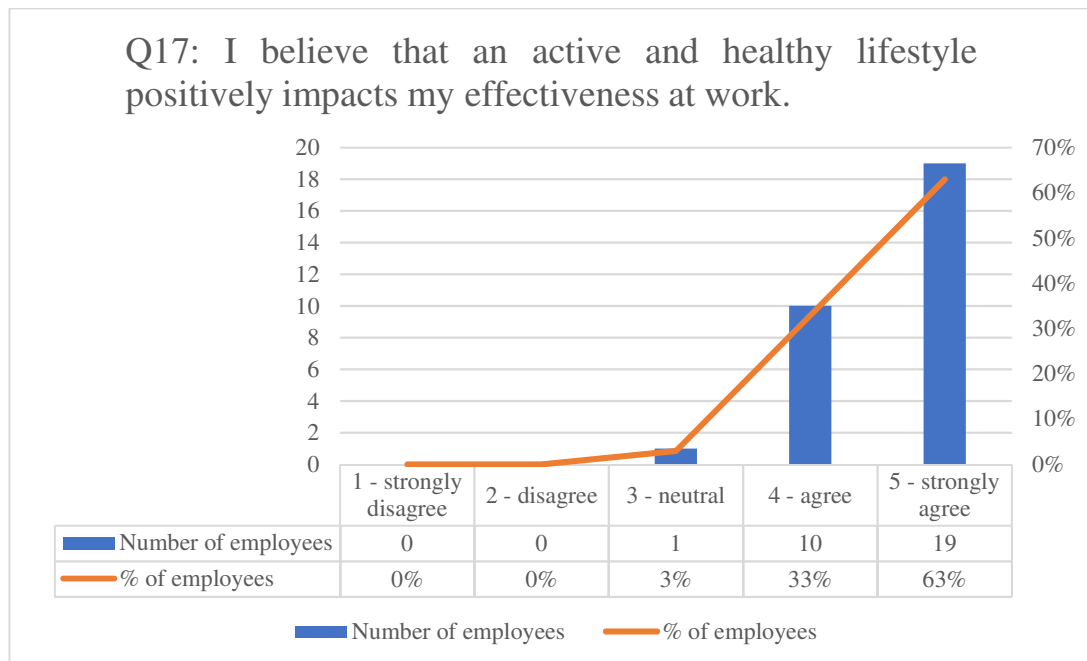
Source: Own work.

Figure 17: Employees answers to Q16, first questionnaire: I regularly participate in the health and wellness programs provided by my employer.



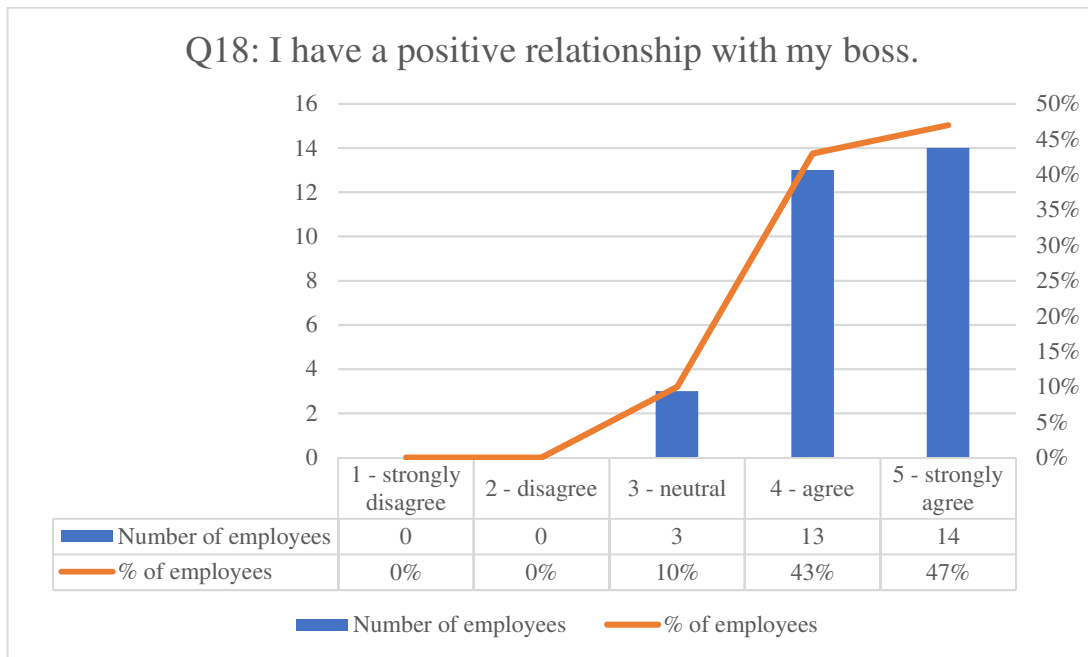
Source: Own work.

Figure 18: Employees answers to Q17, first questionnaire: I believe that an active and healthy lifestyle positively impacts my effectiveness at work.



Source: Own work.

Figure 19: Employees answers to Q18, first questionnaire: I have a positive relationship with my boss.



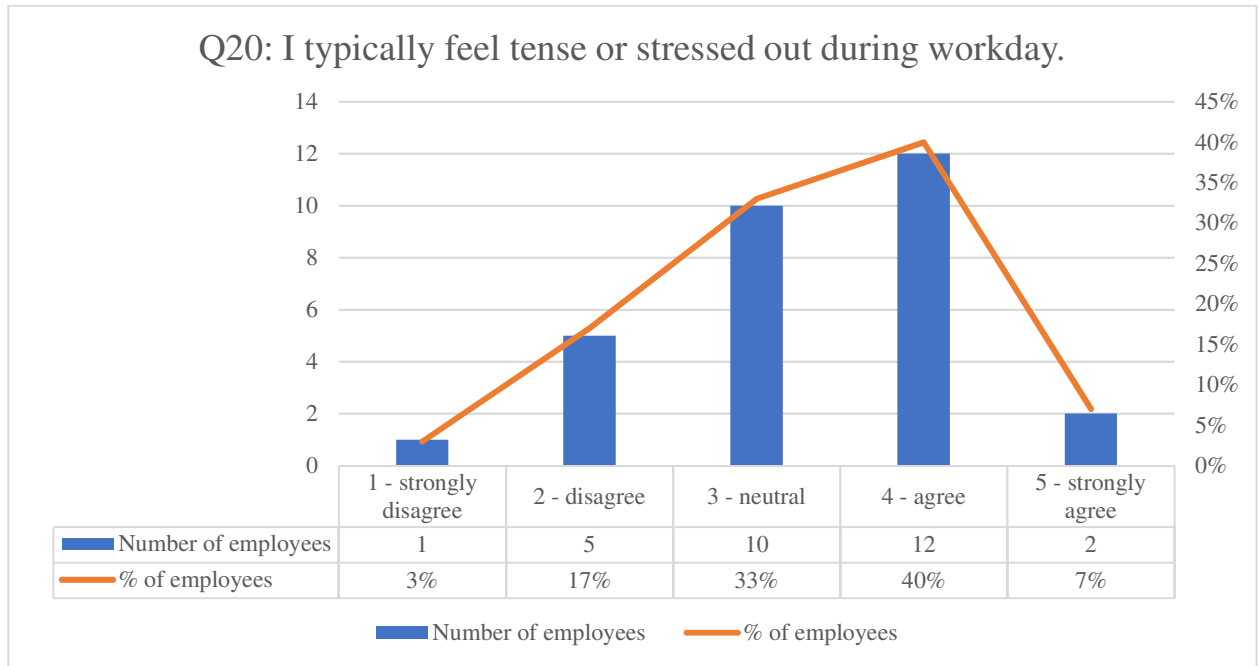
Source: Own work.

Figure 20: Employees answers to Q19, first questionnaire: I have a positive relationship with my co-workers.



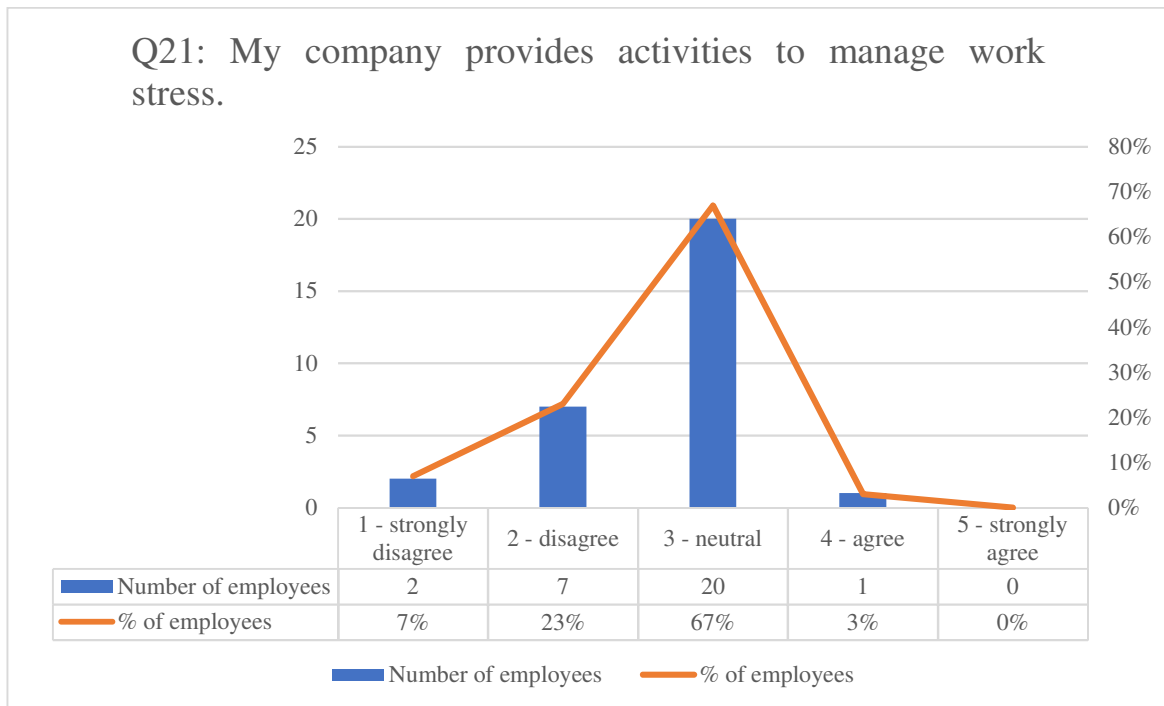
Source: Own work.

Figure 21: Employees answers to Q20, first questionnaire: I typically feel tense or stressed out during workday.



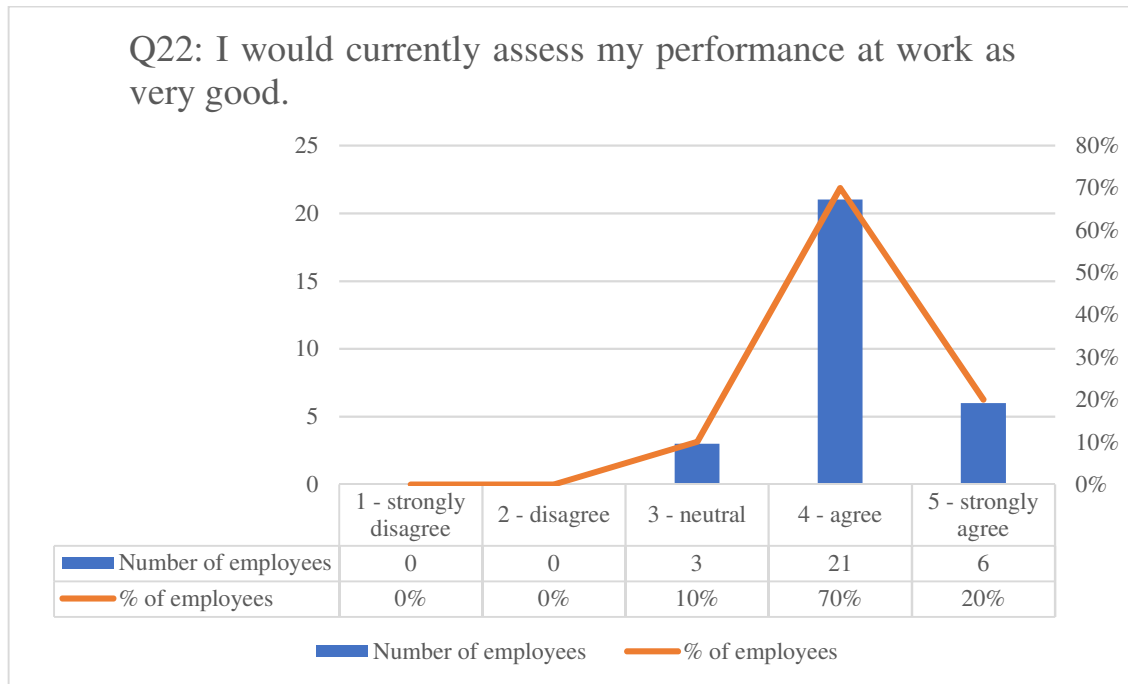
Source: Own work.

Figure 22: Employees answers to Q21, first questionnaire: My company provides activities to manage work stress.



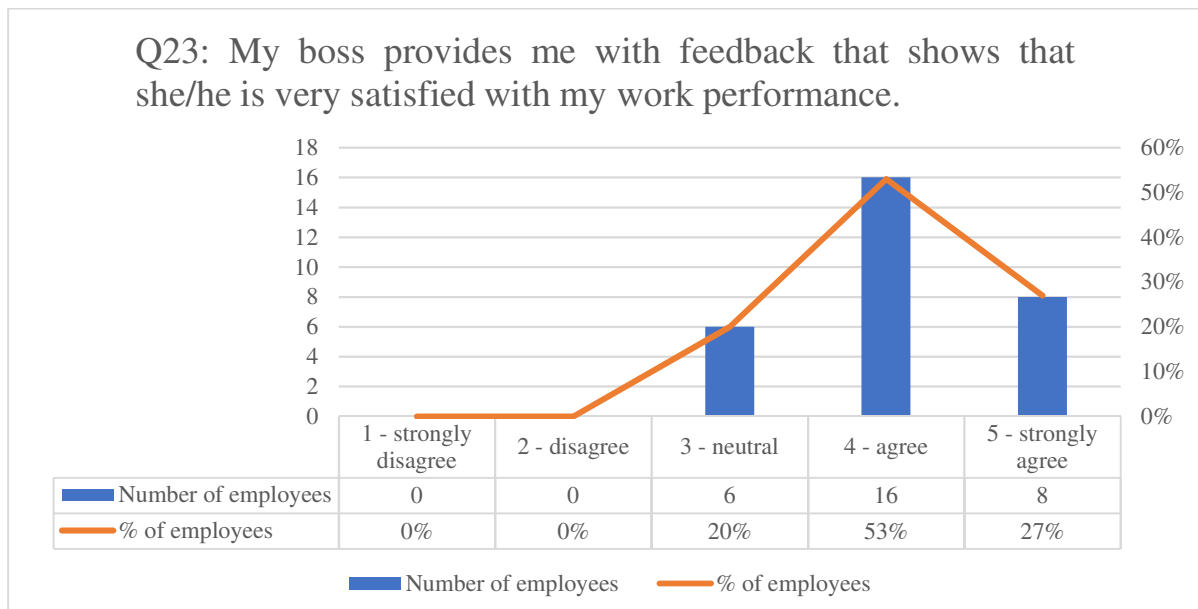
Source: Own work.

Figure 23: Employees answers to Q22, first questionnaire: I would currently assess my performance at work as very good.



Source: Own work.

Figure 24: Employees answers to Q23, first questionnaire: My boss provides me with feedback that shows that she/he is very satisfied with my work performance.



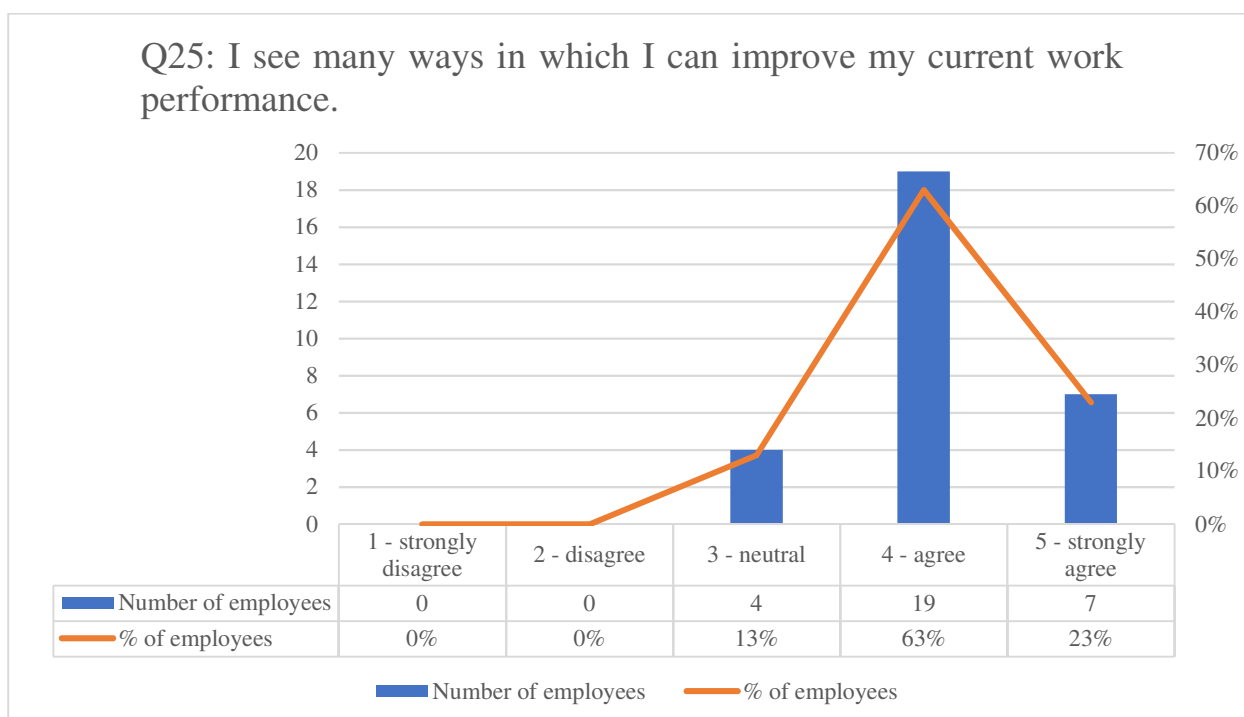
Source: Own work.

Figure 25: Employees answers to Q24, first questionnaire: I believe that my clients are very satisfied with my work.



Source: Own work.

Figure 26: Employees answers to Q25, first questionnaire: I see many ways in which I can improve my current work performance.



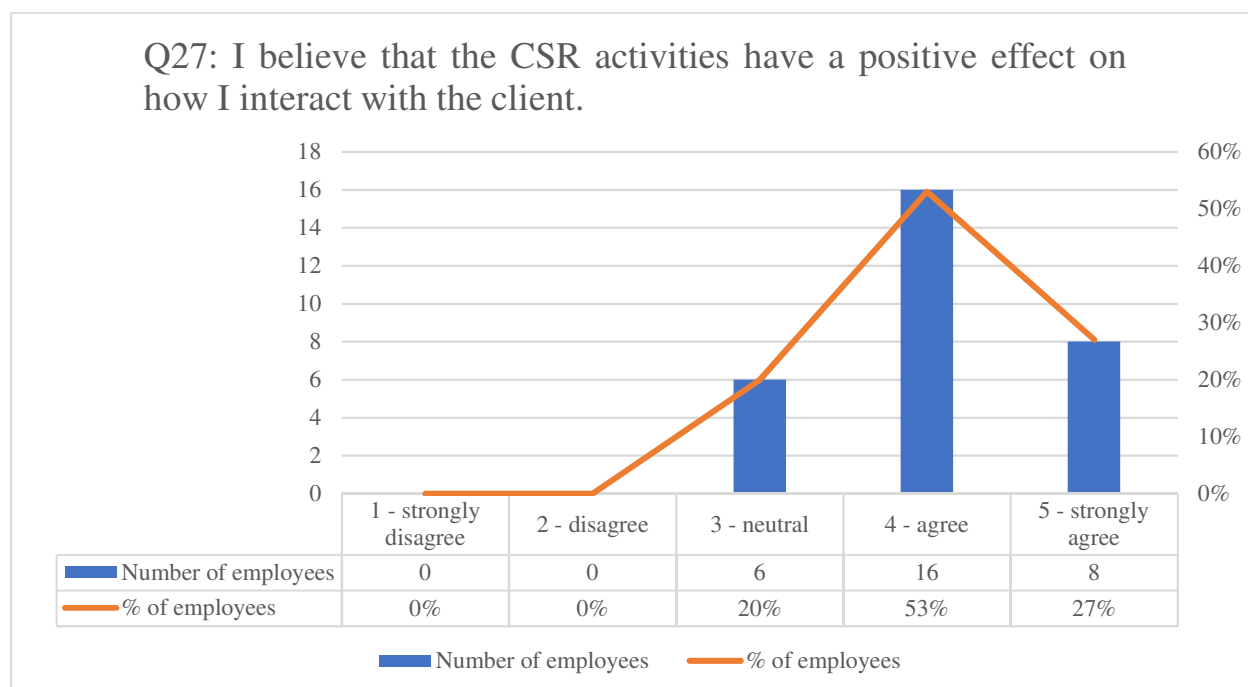
Source: Own work.

Figure 27: Employees answers to Q26, first questionnaire: I believe that better satisfaction in the workplace can lead to better performance.



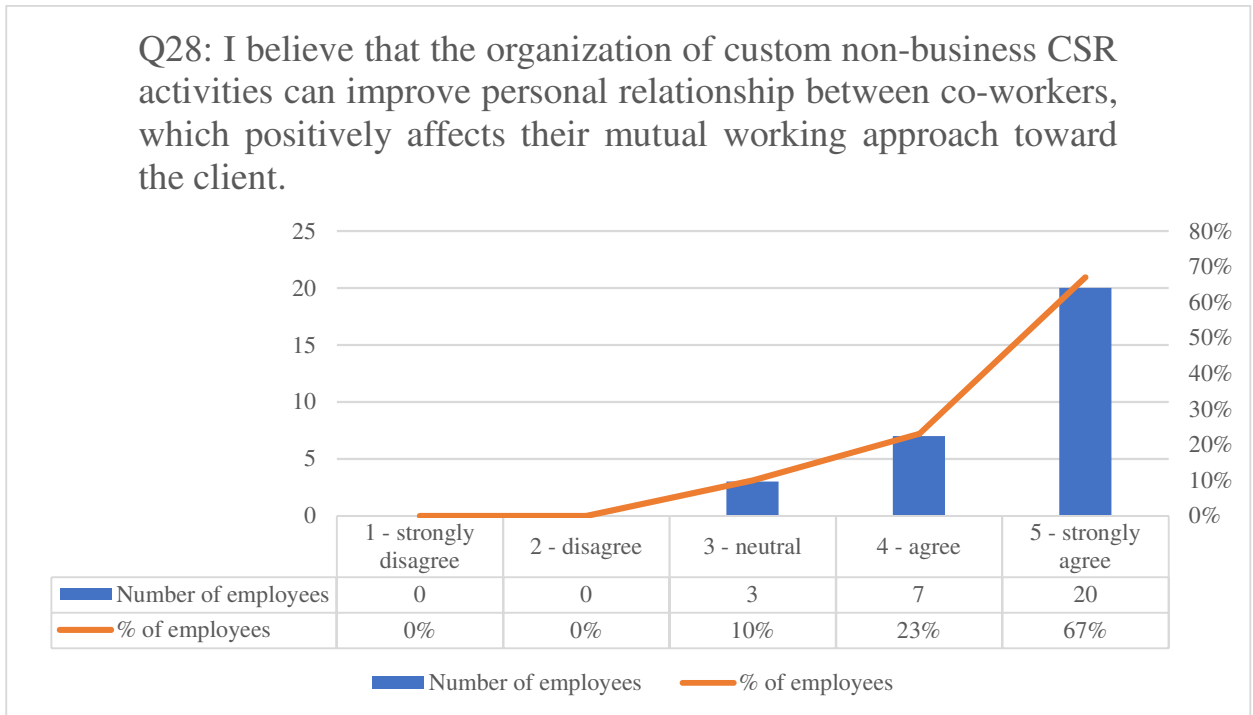
Source: Own work.

Figure 28: Employees answers to Q27, first questionnaire: I believe that the CSR activities have a positive effect on how I interact with the client.



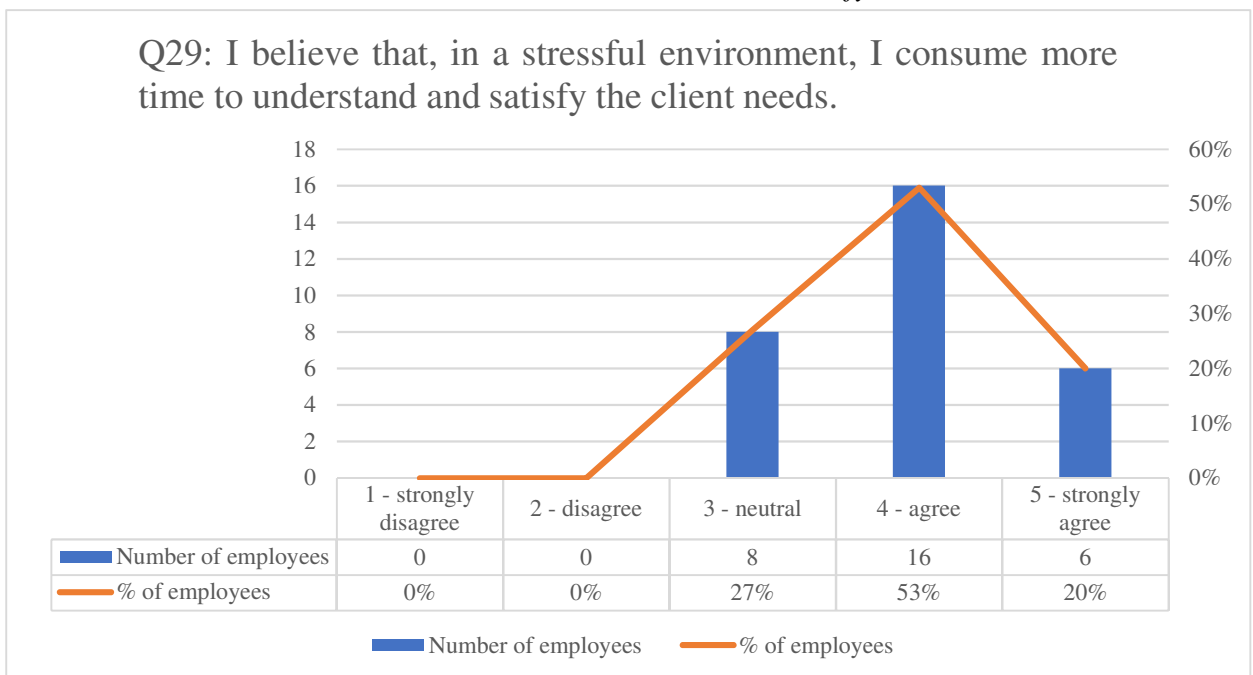
Source: Own work.

Figure 29: Employees answers to Q28, first questionnaire: I believe that the organization of custom non-business CSR activities, such as team building's, Kids day, Diversity events, can improve personal relationship between co-workers, which positively affects their mutual working approach toward the client.



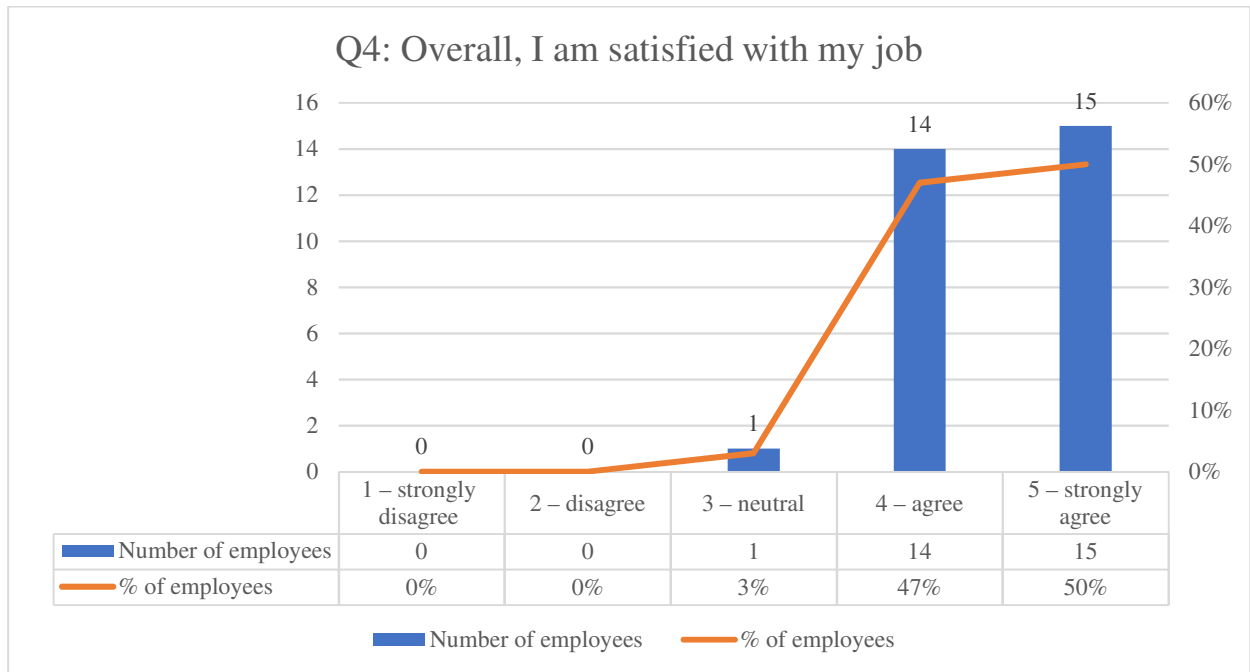
Source: Own work.

Figure 30: Employees answers to Q29, first questionnaire: I believe that, in a stressful environment, I consume more time to understand and satisfy the client needs.



Source: Own work.

Figure 31: Employees answers to Q4, second questionnaire: Overall, I am satisfied with my job.



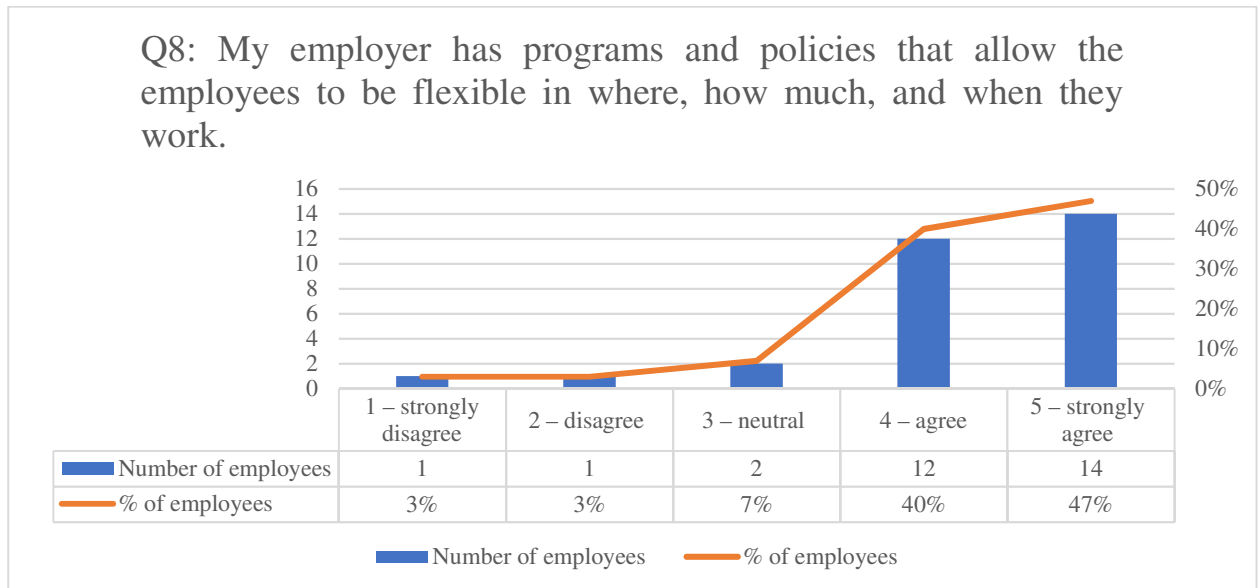
Source: Own work.

Figure 32: Employees answers to Q7, second questionnaire: Overall, I am satisfied with the growth and development opportunities offered by my employer.



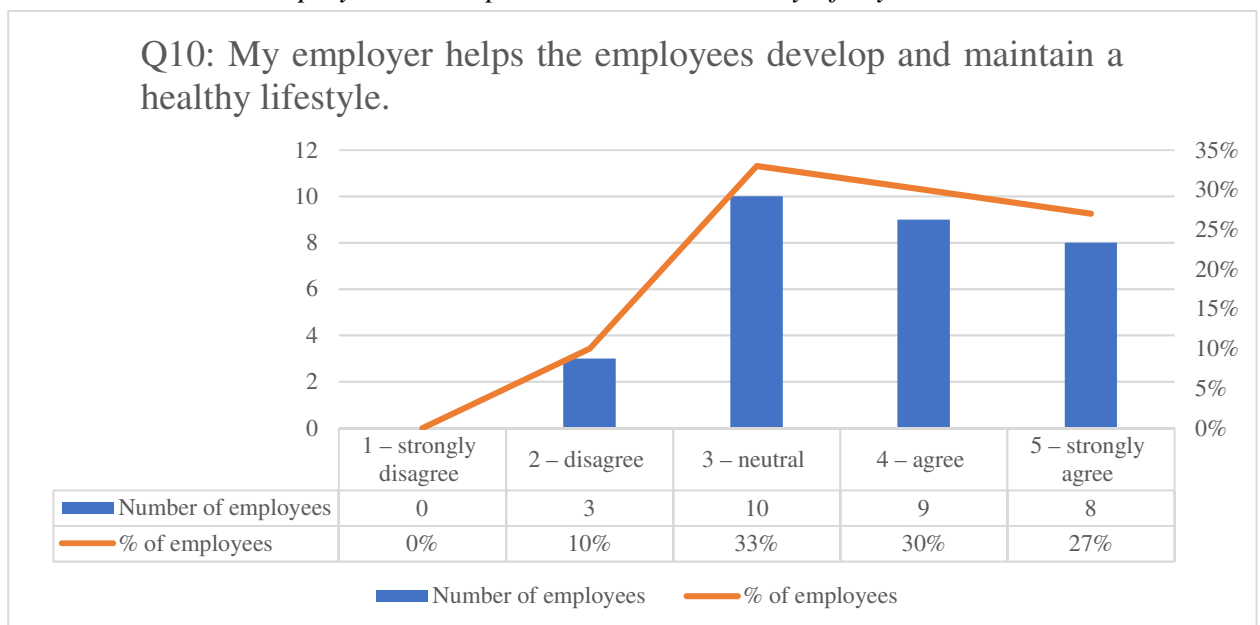
Source: Own work.

Figure 33: Employees answers to Q8, second questionnaire: My employer has programs and policies that allow the employees to be flexible in where, how much, and when they work.



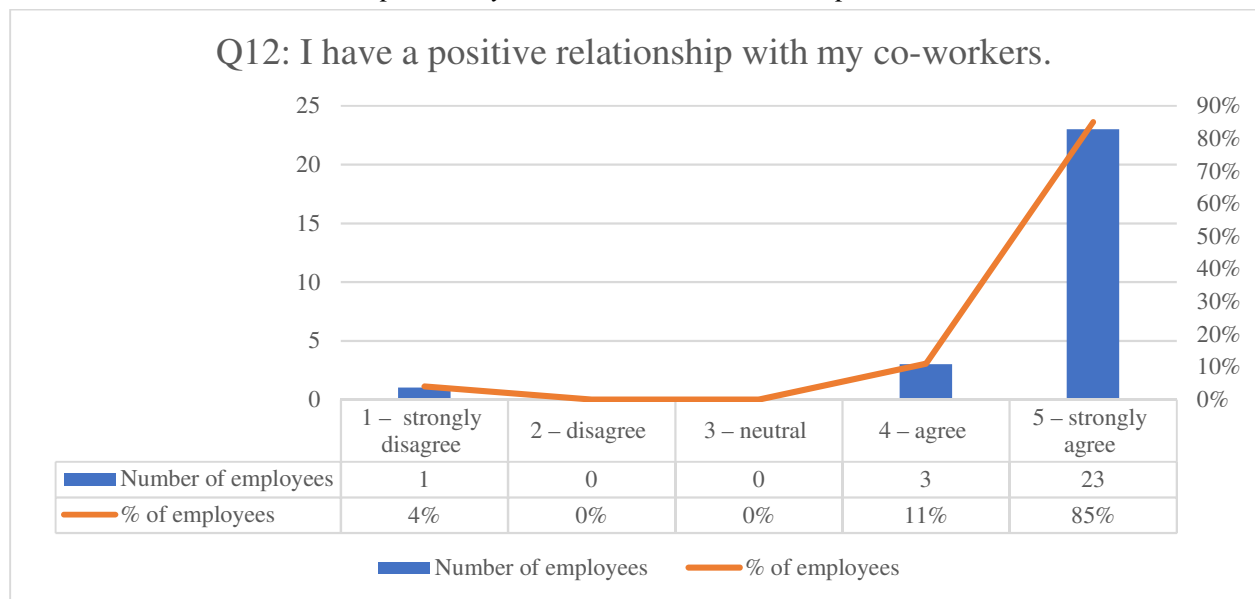
Source: Own work.

Figure 34: Employees answers to Q10, second questionnaire: My employer helps the employees develop and maintain a healthy lifestyle.



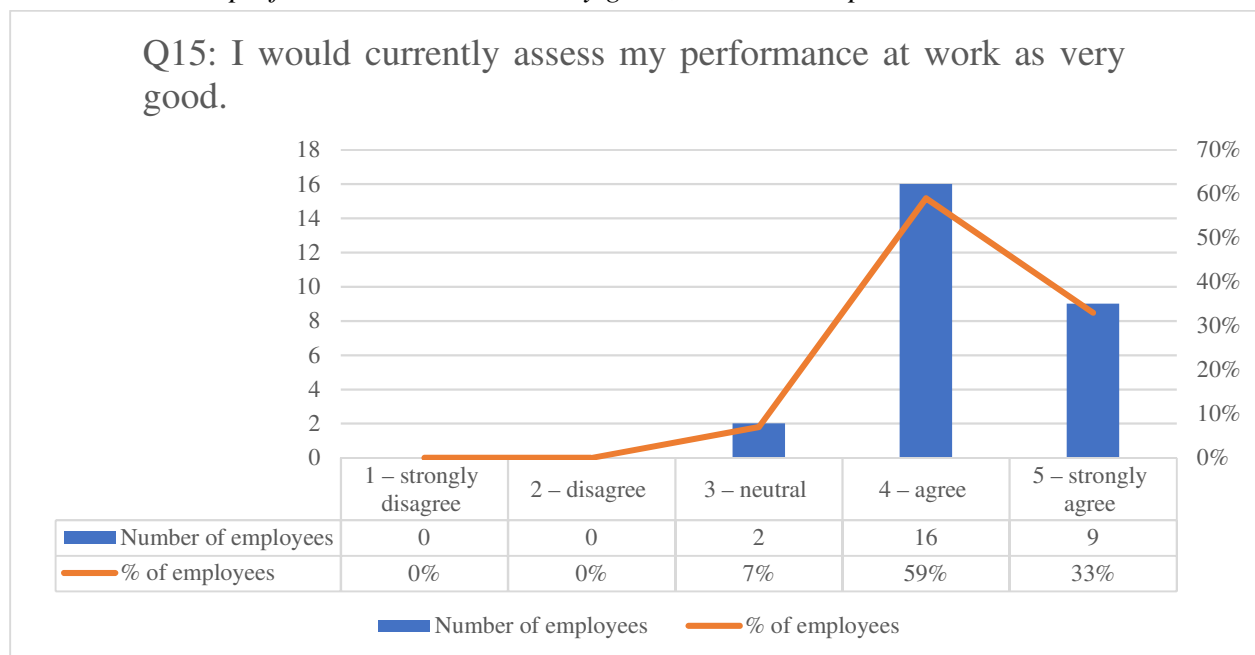
Source: Own work.

Figure 35: Employees answers to Q12, second questionnaire: I have a positive relationship with my co-workers; item non-response: 3



Source: Own work.

Figure 36: Employees answers to Q15, second questionnaire: I would currently assess my performance at work as very good; item non-response: 3



Source: Own work.

Figure 37: Employees answers to Q16, second questionnaire: I believe that better satisfaction in the workplace can lead to better performance; item non-response: 3



Source: Own work.

Table 1: First questionnaire results compared to the second questionnaire results in percentage – by individuals

Q1 – Overall, I am satisfied with my job; Q2 – Overall, I am satisfied with the growth and development opportunities offered by my employer; Q3 – My employer has programs and policies that allow the employees to be flexible in where, how much, and when they work; Q4 – My employer helps the employees develop and maintain a healthy lifestyle; Q5 – I have a positive relationship with my co-workers; Q6 – I would currently assess my performance at work as very good; Q7 – I believe that better satisfaction in the workplace can lead to better performance

	Q1 before	Q1 after	Percent age differe nce	Differe nce in points	Q2 before	Q2 after	Percent age differe nce	Differe nce in points
Emplo yee 1	4	4	0%	0	3	5	67%	2
Emplo yee 2	3	5	67%	2	3	5	67%	2
Emplo yee 3	5	5	0%	0	4	5	25%	1

Employee 4	4	5	25%	1	5	5	0%	0
Employee 5	4	4	0%	0	4	3	-25%	-1
Employee 6	4	5	25%	1	4	5	25%	1
Employee 7	5	5	0%	0	5	5	0%	0
Employee 8	3	4	33%	1	4	4	0%	0
Employee 9	4	5	25%	1	3	5	67%	2
Employee 10	3	5	67%	2	3	5	67%	2
Employee 11	4	5	25%	1	3	5	67%	2
Employee 12	5	4	-20%	-1	3	3	0%	0
Employee 13	4	4	0%	0	4	3	-25%	-1
Employee 14	5	5	0%	0	4	5	25%	1
Employee 15	5	4	-20%	-1	5	4	-20%	-1
Employee 16	4	4	0%	0	3	4	33%	1
Employee 17	4	5	25%	1	4	5	25%	1
Employee 18	4	4	0%	0	3	5	67%	2
Employee 19	4	4	0%	0	4	4	0%	0
Employee 20	5	4	-20%	-1	4	2	-50%	-2
Employee 21	4	3	-25%	-1	4	4	0%	0
Employee 22	4	5	25%	1	3	4	33%	1
Employee 23	5	5	0%	0	5	5	0%	0

Employee 24	4	4	0%	0	4	4	0%	0
Employee 25	4	5	25%	1	4	4	0%	0
Employee 26	3	5	67%	2	4	4	0%	0
Employee 27	5	4	-20%	-1	3	3	0%	0
Employee 28	5	4	-20%	-1	4	4	0%	0
Employee 29	4	5	25%	1	4	4	0%	0
Employee 30	4	4	0%	0	4	3	-25%	-1

	Q3 before	Q3 after	Percent age difference	Difference in points	Q4 before	Q4 after	Percent age difference	Difference in points
Employee 1	3	5	67%	2	3	4	33%	1
Employee 2	3	5	67%	2	2	4	100%	2
Employee 3	4	5	25%	1	3	5	67%	2
Employee 4	5	5	0%	0	5	5	0%	0
Employee 5	4	1	-75%	-3	3	3	0%	0
Employee 6	4	5	25%	1	2	3	50%	1
Employee 7	5	5	0%	0	4	3	-25%	-1
Employee 8	4	4	0%	0	3	5	67%	2
Employee 9	4	5	25%	1	3	5	67%	2
Employee 10	2	5	150%	3	3	5	67%	2
Employee 11	3	5	67%	2	3	5	67%	2

Emplo yee 12	3	4	33%	1	3	4	33%	1
Emplo yee 13	5	3	-40%	-2	3	4	33%	1
Emplo yee 14	4	4	0%	0	3	3	0%	0
Emplo yee 15	5	4	-20%	-1	2	2	0%	0
Emplo yee 16	4	4	0%	0	3	4	33%	1
Emplo yee 17	4	4	0%	0	4	3	-25%	-1
Emplo yee 18	3	5	67%	2	3	4	33%	1
Emplo yee 19	4	4	0%	0	2	3	50%	1
Emplo yee 20	4	4	0%	0	4	3	-25%	-1
Emplo yee 21	4	4	0%	0	4	2	-50%	-2
Emplo yee 22	5	5	0%	0	4	2	-50%	-2
Emplo yee 23	5	5	0%	0	5	5	0%	0
Emplo yee 24	5	4	-20%	-1	3	3	0%	0
Emplo yee 25	3	5	67%	2	4	5	25%	1
Emplo yee 26	2	5	150%	3	3	4	33%	1
Emplo yee 27	5	2	-60%	-3	5	4	-20%	-1
Emplo yee 28	4	4	0%	0	3	4	33%	1
Emplo yee 29	5	4	-20%	-1	2	3	50%	1
Emplo yee 30	4	3	-25%	-1	3	3	0%	0

	Q5 before	Q5 after	Percent age differe nce	Differe nce in points	Q6 before	Q6 after	Percent age differe nce	Differe nce in points
Emplo yee 1	4	5	25%	1	4	4	0%	0
Emplo yee 2	4	5	25%	1	3	4	33%	1
Emplo yee 3	5	5	0%	0	4	5	25%	1
Emplo yee 4	5	5	0%	0	5	5	0%	0
Emplo yee 5	4	1	-75%	-3	4	4	0%	0
Emplo yee 6	5	5	0%	0	4	5	25%	1
Emplo yee 7	5		-100%	-5	5		-100%	-5
Emplo yee 8	4	5	25%	1	4	4	0%	0
Emplo yee 9	4	5	25%	1	4	4	0%	0
Emplo yee 10	4	5	25%	1	4	4	0%	0
Emplo yee 11	4	5	25%	1	3	5	67%	2
Emplo yee 12	5	5	0%	0	4	4	0%	0
Emplo yee 13	5	5	0%	0	4	5	25%	1
Emplo yee 14	5	5	0%	0	4	4	0%	0
Emplo yee 15	5	5	0%	0	4	3	-25%	-1
Emplo yee 16	4	5	25%	1	4	4	0%	0
Emplo yee 17	5		-100%	-5	4		-100%	-4
Emplo yee 18	5	5	0%	0	4	4	0%	0

Employee 19	4	5	25%	1	4	4	0%	0
Employee 20	4	5	25%	1	4	5	25%	1
Employee 21	5	5	0%	0	4	4	0%	0
Employee 22	4	5	25%	1	5	5	0%	0
Employee 23	5	5	0%	0	5	4	-20%	-1
Employee 24	4	4	0%	0	4	4	0%	0
Employee 25	4	5	25%	1	5	5	0%	0
Employee 26	4	4	0%	0	4	4	0%	0
Employee 27	5	4	-20%	-1	5	5	0%	0
Employee 28	4	5	25%	1	4	3	-25%	-1
Employee 29	4	5	25%	1	4	4	0%	0
Employee 30	4		-100%	-4	3		-100%	-3

	Q7 before	Q7 after	Percentage difference	Difference in points
Employee 1	4	5	25%	1
Employee 2	4	5	25%	1
Employee 3	5	5	0%	0
Employee 4	5	5	0%	0
Employee 5	5	4	-20%	-1
Employee 6	4	5	25%	1

Employee 7	5		-100%	-5
Employee 8	4	4	0%	0
Employee 9	5	5	0%	0
Employee 10	4	5	25%	1
Employee 11	3	5	67%	2
Employee 12	5	5	0%	0
Employee 13	5	5	0%	0
Employee 14	5	5	0%	0
Employee 15	5	5	0%	0
Employee 16	4	5	25%	1
Employee 17	4		-100%	-4
Employee 18	5	5	0%	0
Employee 19	5	4	-20%	-1
Employee 20	4	5	25%	1
Employee 21	5	5	0%	0
Employee 22	5	5	0%	0
Employee 23	5	5	0%	0
Employee 24	5	5	0%	0
Employee 25	5	5	0%	0
Employee 26	4	5	25%	1

Employee 27	5	5	0%	0
Employee 28	4	5	25%	1
Employee 29	4	5	25%	1
Employee 30	5		-100%	-5

Source: Own work.

Appendix 6: Measurable audit system indicators

Table 1: The basis of the legal responsibility to employees

	Legal responsibility indicators
Compensation problems	1. The right to a fair payment for the work performed.
Health and safety	2. The provision of occupational safety and health (OSH). 3. Liability for damage caused by an accident at work or occupational disease.
Work conditions and corporate social politics	4. The right to rest and leisure. 5. Creating working conditions that enable employees to achieve the best work performance in accordance with their abilities and knowledge, to develop creative initiatives, and to enhance their qualifications. 6. The right of children and adolescents to protection. 7. Creating working conditions suitable for employees with disabilities. 8. The right of employed women to the motherhood protection and the right of employees with family responsibilities to equal opportunities and equal treatment.
Collective bargaining	9. The right to collective bargaining.
Protection against discrimination and work dignity	10. Protection against any form of discrimination. The right to equal treatment regarding the access to employment, remuneration, promotion, vocational training, and working conditions. 11. The establishment of conditions for human dignity at work, to protect against any form of sexual harassment and intimidation of employees.
Internal communication and individual work relations	11. The right to be informed about the economic and financial situation of the employer and the expected development of his business in an understandable way and at the appropriate time. 12. The protection of personal data of employees.

Enforcing employee rights	13. The right to exercise rights in the courts and prohibit discrimination and / or harm to employees in any way resulting from the realization of their rights.
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Source: Remišová, A, Búciová, Z. (2012).

Table 2: The basis of economic responsibility to employees

	Economic responsibility indicators
Compensation problems	<ol style="list-style-type: none"> 1. Accurate salaries for the work performed. During the reference period, the company always paid its employees on the agreed date. Contributions to the social insurance company, the health insurance company, and individual funds. 2. All mandatory contributions have been paid in due time in an appropriate amount and in accordance with the applicable law.

Source: Remišová, A, Búciová, Z. (2012).

Table 3: The basis of ethical responsibility to employees

	Ethical responsibility indicators
Compensation problems	<ol style="list-style-type: none"> 1. Employees know when and how their payment is determined. 2. In determining the remuneration, the company considers the local costs of living and the amount of salaries in a positive sense.
Health and safety	<ol style="list-style-type: none"> 3. The company has developed a concept of occupational health and safety as well as appropriate policies and procedures for its implementation and monitoring. 4. The company has developed a concept and effective system of full-time vocational training to implement the principles and procedures related to

	safety and health at work for all employees.
Work conditions and corporate social politics	<p>5. The company has clearly defined work conditions for all employees.</p> <p>6. The company has clearly defined disciplinary procedures that are applicable to all.</p> <p>7. The company has developed policies and procedures to provide its employees with appropriate training necessary for their performance.</p> <p>8. At least once a year, the performance of employees is being assessed within corporation considering their qualifications and career prospects.</p> <p>9. The corporation has established policies and procedures that ensure the employment of children and youth is in accordance with internationally accepted standards.</p>
Collective bargaining	10. The corporation respects freedom of assembly and association of employees
Protection against discrimination and work dignity	<p>11. The company has defined a strategic concept of equal opportunities that is intended for recruitment, promoting, and remunerating employees solely on the principle of merit. Compliance with the strategic concept is regularly monitored.</p> <p>12. The principle of treating all the employees with respect and not tolerating any form of harassment is applied within the company.</p>
Internal communication and individual work relations	<p>13. The company has developed a functional communication system with employees and an employee counselling system.</p> <p>14. The company has introduced a system that ensures and respects the privacy of employees.</p>
Enforcing employee rights	15. The company has introduced effective complaint resolution procedures.

	16. The company has introduced an effective system to monitor compliance with the applicable norms and standards related to work and employment.
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Source: Remišová, A, Búciová, Z. (2012).

Table 4: Enhancement of the CSR to employees

	CSR reinforcement indicators	Points/Score
Compensation problems	<ol style="list-style-type: none"> 1. Remunerations and bonuses depending on the performance are forming parts of the corporate remuneration system. 2. The company provides the employees with the following benefits on a standard basis: <ol style="list-style-type: none"> a. Life insurance contribution; b. Healthcare; c. Disability/invalidity contributions; d. Maternity/parental leave, contribution or time off work beyond the scope of the law when taking care of a child; e. Fidelity bonuses for the years worked (regular contributions to the food for the retired, meetings, training, etc.); f. The possibility of acquiring employee stock options; g. Other regular activities that go beyond the scope of legislation. 	1 point each
Health and safety	<p>The company should provide employees with:</p> <ol style="list-style-type: none"> 3. Training and education in the field of OSH beyond the scope of legal requirements; 4. Training and education in relation to serious illnesses and/or health counselling; 5. Health prevention and risk of serious diseases programs; 6. Medical treatment support for diseases; 	1 point each

	7. Other activities in the field of occupational health care.	
Work conditions and corporate social politics	<p>The company has developed working procedures to determine flexible working hours (such as flexibility in the scope of work, the ability to adjust working hours, etc.) for employees whose nature of work enables flexible hours.</p> <p>The company allows the employees to take time off work beyond the scope of legal conditions.</p> <p>There is a functional system of flexible work place (at home, in the office, on business trips) linked to the company.</p> <p>Social skills, communication skills, and conflict resolution skills programs are part of the development of the managerial staff.</p> <p>The company provides the employees with a superior working environment and conditions.</p> <p>Other procedures and activities in the field of development of working conditions.</p> <p>The company provides the employees with internal/external training and development programs to increase knowledge, skills, and competences.</p> <p>The company provides the employees with financial support for further training that is not directly related to work.</p> <p>The company provides the employees with time off work for reasons of professional growth.</p> <p>Other activities in this field.</p> <p>The company provides the employees with financial and/or social support related to the family support (e.g. financial contributions to families of employees on special family occasions, assistance with nursing care, elderly family members etc.)</p> <p>The company pays bonuses for leisure and cultural activities of employees.</p>	1 point each

	<p>The company has developed activities that support the relation of family members to the company.</p> <p>The company has developed a functioning system providing an inter-company awareness of activities and procedures that support work-life balance of employees</p> <p>There are procedures to support active maternity and parenting associated with the return of an employee to work after maternity or parental leave.</p> <p>Other corporate activities that support coordination of active work and family life of employees.</p>	
Measuring CSR towards employees	<p>Services for leaving employees and retirees:</p> <ol style="list-style-type: none"> 8. Retraining courses for leaving employees. 9. Severance payment exceeding legal requirements. 10. Offering help in the search for a new job. 11. Advisory services in case of change or job termination. 12. Other activities related to the services for leaving employees and retirees. 	1 point each
Collective bargaining	<ol style="list-style-type: none"> 13. Collective bargaining took additional bonuses over the scope of a higher collective agreement or other binding document. 	1 point
<p>Work dignity and protection against discrimination</p> <p>Internal communication and individual work relations</p>	<p>Setting the ethical standards and integrating ethics into day-to-day corporate activities:</p> <ol style="list-style-type: none"> 14. The company has developed a code of conduct or a similar document that sets out the requirements for ethical conduct of employees that is implemented in practice 	1 point each

Enforcing employee rights	<p>15. There is a functioning tool for monitoring ethics employee behavior applying equally to all employees of the company.</p> <p>16. There are functioning tools for reporting unethical behavior without imposing any threats / sanctions against a reporter and a company that has proven to solve the ethical problems reported.</p> <p>17. The company provides the employees with ethical training.</p> <p>18. The corporation provides the employees with ethical counselling and assistance with solving ethical issues they experience at work (avoiding possible conflicts of interest, solving ethical dilemmas, assisting in ethical decision-making etc.).</p> <p>19. Other activities to support the implementation of ethics to corporate activities.</p>	
Other activities	20. Unique corporate activities that cannot be included in any of the previous categories.	1 point

Source: Remišová, A, Búčiová, Z. (2012).