Leadership and corporate social responsibility: Attitude of managers towards psychosocial aspects.

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Abstract

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Under the current dynamic times, business leaders are exploring ways to maintain a long-term competitive advantage. An option is to focus on a stable corporate environment and retain reliable and highly motivated employees. Therefore, there is a growing interest in examining social factors in enterprises. Possible approach that can influence social factors in enterprises is corporate social responsibility (CSR). This study seeks to examine the relationship between CSR and social factors with respect to the social capital of particular enterprises. The aim of the study is also to find out whether the implemented concept of CSR has an impact on managers' attitudes towards employees. The study was conducted among 91 service enterprises in the Czech Republic. Subsequent t-tests and correlation analyses show statistically significant differences between managers of enterprises implementing the CSR concept and those not doing it. Managers of enterprises working with the CSR concept tend to be more open towards their employees, give them time, listen to them and try to support them. It has also been shown that enterprises applying CSR have by 3.85% lower fluctuation rate than enterprises that do not apply CSR. Our research shows that managers of enterprises applying the CSR concepts strengthen teamwork among their employees and thus build the social capital within their enterprises.

Key words

Corporate Social responsibility, Leadership, Social factors, Social capital

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Introduction

In the current era of dynamic development and constantly changing external conditions, it is difficult for companies to maintain a long-term competitive advantage (Prajogo, 2016; Rožman et al., 2023). Business leaders face pressure to ensure competitiveness (Dobre, 2013; Soewarno et al., 2020). Increasingly, changes are needed to improve the efficiency of businesses. However, these changes may not only concern the production area, the breadth of the product portfolio or the product life cycle, including strategies focused on innovation. First and foremost, organizations should strive to shape a competitive advantage that cannot be easily replicated and is thus more sustainable in the long term (Kumar & Pansari, 2015). However, many other organizational components contribute to competitiveness, to name a few, such as organizational culture, stability and development of employees, and specifics of management approach (Lawler, 2010; Imafidon, 2022; Kafetzopoulos, 2022; Schreuder & Noorman, 2019).

Employee-management connections in particular are the determinant of success in many of these areas. According to the available research, it can be argued that employees can be considered as a key component of an organization (Clack, 2020; Clack, 2021). However, to retain top employees, it is no longer sufficient to offer an adequate level of pay (Olafsen et al., 2015; Rittenberg & Tragarten, 2012). Not only with intergenerational turnover, but overall with changing values and lifestyles, employees are becoming more aware of their value and more appreciative of their free time (Dania et al., 2023; Xerri et al, 2020). There is a noticeable pressure for self-development, autonomy and decent interpersonal behaviour (Dolot, 2018). In strategic planning, the above should be kept in mind by management (Kafetzopoulos & Gotzamani, 2022).

Stabilizing and developing the internal environment of organizations is a rather extensive discipline, composed of many individual organizational components and interrelated sub-steps. The interconnectedness of the internal environment, particularly in the HR domain, is evident in the 7S model, which was developed in the era of cultural leadership, which emerged in response to the need for more effective and human leadership in organizations. The 7S model discusses 7 components within organizations, mentioning leadership style, staff, systems, skills, strategy, structure and shared values, which are the result of the interaction of the previous 6 components. Current research focusing on the area of internal environment suggests the importance of the relationship between the components of leadership, the set leadership style and employees (Oswald et al., 2015; Xerri et al., 2020). In this regard, sub-domains, namely, commitment, loyalty, motivation, satisfaction, human and social capital development, leadership styles and shared values have been examined (Cardon &

Stevens, 2004; Gregory et al., 2009; Li & Hu, 2024). The above research can be further situated in different organizational contexts, in particular, with the increasing popularity of sustainability and accountability concepts, the impact of CSR on the relationship between management and employees has been investigated (Chuang et al., 2013). It has been shown that CSR in organizations can be a key framework that shapes and promotes synergy between the individually mentioned components and contributes to fostering teamwork, autonomy, satisfaction and employee compliance. This can increase their loyalty, motivation and involvement in organizational processes (Levy & Park, 2011). Others focus on employee motivation (Najjar, 2017; Pinder, 2014; Uka & Prendi, 2021; Jamal Ali & Anwar, 2021), while others focus on knowledge development and sharing (Dobni, 2008; Stock et al., 2021; Li et al., 2022).

According to more recently published studies, alignment between management and employees is an important aspect in shaping employee satisfaction. Therefore, it is advisable to promote a prosocial attitude of management. In this regard, authentic leadership, transformational leadership and sometimes LMX are often mentioned. Pro-social leadership and the ample autonomy and self-responsibility provided contribute to employees' sense of self-worth and their importance in work life (Grant & Gino, 2010; McCarthy & McCarthy, 2023). According to Podsakoff, (2000), cooperation between individuals can be reflected in subsequent employee intentions, with the final and often fatal outcome of dissatisfaction being the employee leaving the organization. Some studies have also addressed the effect of management on employees' willingness to engage in organizational events and express teamwork (Bolino & Grant, 2016). Employees are more likely to engage in prosocial behaviours such as sharing information and advocating for others when they have supervisors who trust and support them (Detert & Burris, 2007; Podsakoff et al, 2009). As early as 1999, Packard & Kauppi found that counsellors who have supervisors (supervisors and managers) who show high levels of support tend to have higher levels of job satisfaction compared to those counsellors who perceive that they have supervisors who show lower levels of support.

Related to this, researchers have explored ways to support interactions between management and employees and between employees and each other. Köseoglu et al. (2020) and Romão et al. (2022) consider mutual support of employees, coaching, teamwork and training courses to be the most important, which corresponds in part to the LMX approach of leadership (Leader-Member Exchange) or transformational leadership. Wronka (2013) and Mazzetti & Schaufeli (2022) rank management expertise and a pro-social leadership approach based on team building among the critical success factors alongside strong leadership, motivation and employee engagement. Some more recent studies point to the synergy between the implemented CSR concept and the chosen prosocial management

approach (Alshukri et al., 2024). The social pillar is part of the CSR concept, based on the triple bottom line (Elklington, 1997). Indeed, like other components, the social pillar brings together a number of activities, some of which are applicable as teambuilding activities for employees see research (Kunz, 2020; Adu-Gyamfi et al., 2021). Namely, volunteering, developing altruism, higher levels of transparency and authenticity, among others (Levy & Park, 2011; Chuang et al., 2013). Among others, these activities involve employees in the decision-making process, in some cases provide feedback, and strengthen communication both within one level of management and across the organization. Engagement in concepts also represents an adjustment in leadership style, which tends to be more socially focused (Levy & Park, 2011; Supanti et al., 2015; Joseph, 2024). Employees perceive an active approach to the fulfilment and development of the social pillar in the form of teambuilding activities positively, both to satiate the need for self-fulfilment and to increase harmony with the organisation. Employees especially appreciate when management participates in these activities with employees (Levy & Park, 2011; Supanti et al., 2015; Tao et al., 2018).

As described in the previous text, the interrelationship between the management and the employees of an organization, in terms of their interaction and chosen leadership, can manifest itself on many levels, through motivation, satisfaction or, for example, employee alignment with the organization. According to some research, there is a positive benefit of an appropriately chosen leadership with a pro-social orientation. LMX leadership, authentic and transformational leadership are mentioned. Research studies have offered interesting insights into the impact of an organization's involvement in CSR. Activities in the social pillar in conjunction with the chosen leadership acted synergistically and promoted a prosocial led approach. However, the specific aspects of prosocial behaviour were not fully explored. As the Czech Republic is no exception and the concept of CSR together with other concepts and approaches is gradually being adapted on a larger scale. We decided to focus the research study on service organizations and to find out whether the implemented CSR concept has an impact on the chosen management style of managers towards their employees. On the one hand, the study examines whether managers of organizations involved in CSR perceive psychosocial aspects of leadership as more important compared to managers of organizations not involved in CSR. And along with this, to explore what specific components are involved.

1. Theoretical foundation

1.1 Employees, teamwork and leadership

Employees represent a competitive advantage for a company and can be one of the main factors for its success (Dobre, 2013). People are a key factor for the successful implementation of changes and strategies, and therefore it is necessary to retain talented employees who are also willing to participate

and contribute to the changes (Köseoglu et al., 2020). It should be logical that organizations will seek to keep turnover low through strategic planning while enhancing employee stability (Barlow, 2003). This is because employees can represent a significant cost that is variable depending on the skills required and the specificity of the industry (SHRM, 2016). The loss of an employee brings a loss of organizational effectiveness. Therefore, retaining qualified employees is very important, although it is by no means easy (Park & Shaw, 2013). Generally speaking, there are two ways of trying to achieve employee stability. The first approach focuses mainly on monetary rewards. As argued by Aguinis and others (2013), the amount of financial rewards has a positive effect on employees. A wage or salary provides a basic income to ensure livelihoods as well as the means to purchase goods for both short- and long-term consumption (Aguinis et al., 2013). However, as the type of income increases or as lifestyles change, a substitution effect may occur. In this regard, it makes sense to focus on non-monetary rewards that are more intrinsically focused and enhance employees' intrinsic motivation (Olafsen et al., 2015; Sandhya & Kumar, 2011). There are many types of non-financial benefits (Olafsen, et al 2015), such as workplace amenities, educational programs, job training programs, team building activities, communication with management, job satisfaction, leisure activities, and career growth (Olafsen et al., 2015; Sandhya & Kumar, 2011).

What the above does not make quite explicit is that teamwork, shared values, perceived support from management and many other soft-oriented factors can also be or may arise as externalities of non-monetary rewards, as also supported by Satell & Windschitl (2021). Teamwork is seen as a social interaction between two or more people, a shared focus on a goal, individuals working together on tasks or adopting roles within a team (Bell et al., 2018). Kozlowski et al. (2015) add that teamwork involves collaboration, interdisciplinary coordination and interdisciplinary networks. In this particular case, networks are characterized by shared team identity, integrity and accountability, as well as mutual coordination (Reeves et al., 2018). All of the above factors help shape and influence corporate culture. Thus, teamwork is an integral part of corporate culture (Kumar & Pansari, 2015).

Contemporary leadership theory integrates several approaches that reflect the complexity and dynamics of modern organizations. Transformational leadership focuses on inspiring and motivating employees to achieve higher performance through changing values and goals (Bass, 1985). Findings from a number of authors confirm the positive relationship between transformational leadership and employee well-being (Khan et al., 2020; Kim & Cruz, 2022; Teetzen et al., 2022). Authentic leadership emphasizes authenticity, transparency, and ethics in leaders' behaviour. This approach emphasizes the importance of trust and the integration of ethical principles into everyday leadership (Avolio et al., 2004; Duarte et al., 2021). Adaptive leadership is an approach that emphasizes the ability of leaders to

adapt to change and manage complex and dynamic situations. This approach is about navigating through unknown challenges where standard solutions are not sufficient and requires team engagement in problem solving and adaptation to new conditions (Heifetz et al., 2010; Chughtai et al., 2023). Servant leadership emphasizes service to others as the main goal of leadership. Greenleaf (2007) defined this concept as an approach where a leader's main task is to serve his or her followers, leading to their growth and achievement of higher goals. It is characterized by honesty, stewardship, and high moral standards while prioritizing the needs of subordinates (Zada et al., 2022). These approaches share a common focus on positively influencing people and organizations. Despite their different characteristics, the methods share common features that link them. They consider employee development and support as a key aspect of effective leadership (Northouse, 2018), are based on relationships and trust (Bass & Riggio, 2006), emphasize ethics and values (George, 2004), and focus on motivating and inspiring followers (Kouzes & Posner, 2002).

1.2   Corporate social responsibility, relation to teamwork and managerial attitudes

According to one of the earliest definitions, the concept of corporate social responsibility (CSR) is based on three fundamental pillars - economic, social and environmental (Elkington, 1997). It represents the voluntary integration of responsible corporate activities into the day-to-day business operations and interactions with stakeholders (European Commission, 2009). Staff members are important stakeholders of the company, which is the main reason to involve employees in social pillar activities. Detailed research on the social pillar of CSR and the impact of corporate implementation of the CSR concept on specific social factors at the organizational level has not received much attention (Levy & Park, 2011). The interest of researchers has mostly focused on the relationship between CSR and firm performance - for example Aya Pastrana & Sriramesh (2014) and Uyar et al. (2020). Much research has been conducted on the relationship between CSR, organizational image and employee motivation in general (Hiller & Raffin, 2020; Sousa Filho et al., 2010). The social pillar has been rather neglected so far, although the findings of Levy & Park (2011) and Supanti et al. (2015) Studies suggest that CSR is essential to enhance employees' commitment to the company, which can be a potential advantage for employers (Muhamad et al., 2019; Kunz, 2020). One of the positive prosocial activities is volunteering, which enables the creation of social bonds under less formal conditions (Peloza & Hassay, 2006; Supanti et al., 2015). However, if CSR is to be successfully developed along with organizational culture, it is necessary to think about the structure of the company and building trust (Sandhya & Kumar, 2011). Thus, if managers can build a balanced team, then more effective employee training, skill sharing, faster innovation, and higher levels of employee satisfaction and loyalty can be expected (Serrat, 2017). According to Levy & Park (2011), Peloza & Hassay (2006) and Supanti et al. (2015), activities

associated with the concept of corporate social responsibility have been found to enhance cohesion among employees. Employee bonds are developed as well as employee loyalty to their company.

The relationship between CSR and managers' attitudes towards social aspects is complex and is influenced by many factors including personal values, strategic goals and stakeholder pressure. The relationship between CSR and managers' attitudes towards social aspects is an important factor in shaping corporate strategy and culture. Managers who emphasize the social aspects of business are often the ones who initiate and support CSR activities in the company. The personal values and attitudes of managers have a major influence on how a company approaches CSR. Research shows that managers who believe in the importance of ethics and social responsibility are more likely to invest in CSR activities, even though this may not have immediate economic benefits. According to Aguilera et al. (2007), "the personal values and beliefs of managers have a key influence in shaping corporate CSR policies and practices ". Managers' attitudes towards social aspects can be influenced by pressure from stakeholders such as customers, employees, investors and regulators. Managers who are receptive to these pressures often place more emphasis on CSR initiatives. According to studies by Clarkson (1995), "managers who feel strong pressure from stakeholders focus more on CSR to maintain support and trust". According to Brown & Treviño (2006), "ethical leadership and organizational culture are essential for promoting CSR activities and creating corporate values that prioritize social responsibility" (Brown & Treviño, 2006, p. 596). Thus, some research suggests that managers in companies that actively practice the principles of Corporate Social Responsibility often treat employees better (Aguilera et al., 2007; Vlachos et al., 2013; Brown and Treviño 2006).

2.   Methods and Data

The aim of the present research is to verify whether there is a relationship between the implemented CSR principles and the change in managers' attitude towards psychosocial aspects. The assumption is that managers working in an organization applying CSR principles perceive pro-social aspects more significantly than managers in organizations without implemented CSR principles. And at the same time, lower turnover rates are achieved in organizations with application of CSR principles.

To meet this objective, research questions were developed and hypotheses formulated, which will be subsequently tested by processing data obtained from a questionnaire survey in selected service organizations in the Czech Republic.

2.1 Research questions, hypotheses

Are there significant differences in the perception of social-psychological aspects as the basis of prosocial leadership of employees between managers of organizations applying the CSR concept and managers of organizations without the application of the concepts?

Based on the stated research question, several hypotheses were formulated that frame the areas of social-psychological leadership, principally based on social capital, human capital, employee satisfaction and work motivation theories. These areas are included in the variables of interest in Table 1. The selected variables are derived from research articles and qualitative data type research in the previous subsection (Hollenbeck & Jamieson, 2015; Huggins et al. 2012; Lefebvre et al. 2016; Moynihan & Pandey 2007; Noordin et al. 2013; Rhodes et al, 2008). Considering the topic at hand, which is the relationship between the application of CSR principles and managers' attitudes towards their employees, it was suggested to include the area of strategic planning as well, since along with the implementation of certification or a concept, the process needs to be approached strategically and systematically (Bettencourt & Kaur, 2011; Hitt & Duane, 2002; Najjar, 2017; Sandhya & Kumar, 2011). The implementation of concepts in general requires a systematic approach. A strategic plan needs to be developed and subsequently followed (Bartlett & Ghoshal, 2002; Castka et al., 2004; Galbreath, 2010; Murillo &Lozano, 2006). Thus, the strategic approach of managers is part of the research. Hypothesis H_{1a} therefore covers managers' approach to strategic planning. Hypotheses H_{1b}-H_{1f} are based on the assumption suggested by some research in recent years that there is a positive relationship between the concept of CSR and higher levels of collaboration among employees - we will refer to this as teamwork (Levy & Park, 2011; Glavas, 2016; Bell et al., 2018; Kunz, 2020; Yassin & Beckmann, 2024). Related to this, trust among employees can develop and loyalty to management and the organization as a whole can be strengthened (Levy & Park, 2011; Supanti et al., 2015). The growth in satisfaction is synergistic with loyalty, which ultimately has a positive effect on turnover (Barlow, 2003; Moynihan & Pandey 2007). Organizational leadership that actively promotes the CSR concept can also indirectly develop human capital in this way.

H_{1a}: There is a difference between managers in organizations with and without a CSR concept in terms of strategic planning.

H_{1b} Managers in organizations applying CSR are more focused on good management-employee relations than those without.

H_{1c}: Managers in organizations with a CSR concept care more about employee mutual support than those without.

H$_{1d}$: Managers in organizations with a CSR concept perceive trust among employees as more important than those without.

H$_{1e}$: Employee fluctuation rate is lower in organizations applying CSR than those without.

H$_{1f}$: Managers in organizations with CSR concept perceive further training of employees differently than those without.
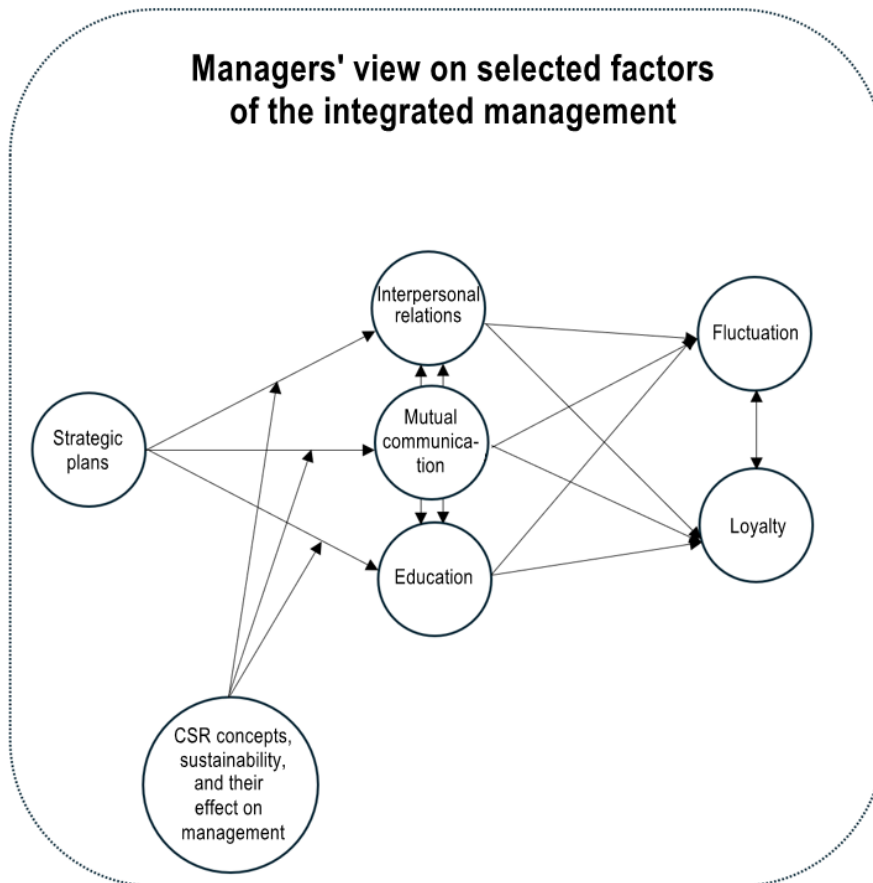
Figure 1. Research scheme

Source: The authors' own construction

2.2   Dataset and data collection

A total of 800 businesses in the Czech Republic were surveyed. The research sample was formed by deliberate simple random sampling. It was formed in two phases; first, 400 enterprises implementing the CSR concept were selected and then enterprises without CSR implication were added. The enterprises implementing the CSR concept were members of one of the three CSR platforms operating in the Czech Republic - the Corporate Social Responsibility Association (259 enterprises were selected),

the Decent Company platform (56 enterprises were selected) and the Business Leaders Forum platform (85 enterprises were selected). Enterprises that do not implement the CSR concept were randomly selected from the ORBIS database. The selection was made based on predetermined filters related to the size and specialisation of the enterprises. The respondents were senior managers, business owners and HR managers, as managers are believed to determine the direction of the enterprise and thus have a major influence on the culture of the enterprise environment (Rhoades et al., 2001; Wickramasinghe & Widyaratne, 2012). Businesses were selected from the service sector because it is a sector fundamentally dependent on employees.

Given the known size of the population, it is possible to determine the size of the research sample according to Krejcie & Morgan (1970):

$$s = \frac{\chi^2 * N * P(1 - P)}{d^2(N - 1) + \chi^2 P(1 - P)}$$

s - recommended research sample size,

χ2 - chi-square with one degree of freedom,

N - initial population size

P - population proportions (assumed 0.50),

d - margin of error (at the 0.05 level).

The questionnaire was distributed electronically, Google Forms platform, via a generated link with an invitation to participate in the research. The invitation was sent out via email. The preparatory phase, including data collection and piloting, took place between October 15, 2020 and February 1, 2023. According to the above input values and knowing the size of the population, which in our case was approximately 2 thousand respondents (organizations), the ideal size of the research set would be a dataset of N = 300 respondents.

In the present research, the overall final return rate of the questionnaires was 14.7%, in absolute terms it was N = 117 responses. Although the questionnaire set a response obligation, some questions had incorrect or illogical answers. Omission or deliberate skipping of some questions meant incomplete data; these questionnaires had to be discarded because the data type did not allow replacement with artificial or average variables. After sorting and checking the data for completeness, 91 questionnaires were available. The limited size of the data set should be kept in mind for generalizations. This limit is mentioned in the discussion subsection. Table 1documents the file structure.

Table 1 Basic structure of the dataset

Involvement of the organization in the CSR concept	Absolute frequency	Relative frequency
Organization applying CSR concepts	38	41,8 %
Organization not applying CSR concepts	53	58,2 %
Total number of organizations	91	100,0 %

Source: Data processing of own results

For the purpose of the research, a questionnaire was designed which contains a total of 34 questions. There are 4 identification questions, 20 Lickert scale-type questions (Lickert, 1967) and the remaining multiple-choice questions.

The content of the questionnaire, including the wording of each domain and variable, is based on the Table 2. In Table 3 lists the different variables of interest, including the specific wording of the variables as they were listed in the questionnaire that was sent out. With the exception of employee turnover (variable is in percentages), for the variables listed below, responses were recorded on a 5-point Lickert scale. This ranged from strongly disagree (1) to strongly agree (5). Based on these responses from strategic managers, senior HR staff and organization owners, we inferred how each area is perceived. Through factor/cluster analysis, we then considered super categories critical to the perceptions of individual leaders.

Table 2 Proposed structure of identified factors

Proposed structure of identified factors based on the reviewed literature resources		
Factor	Perspectives	Lit. resources
Social relations	Quantity of relationships Quality of relationships Employees' allocations Recruitment procedure Leadership style Sense of belonging Sense of satisfaction within teams Functionality of the team Smooth communication Mutual trust Sharing of company norms Knowledge of the company's mission	Arena & Uhl-Bien 2017; Bourdieu 1985; Carter et al. 2015; Hollenbeck & Jamieson 2015; Kilduff & Brass 2010; Sandhya & Kumar 2011, Servaes & Tamayo 2017; Tsai & Ghoshal 1998;
Emotions	Altruism within the team Emotional bond between employees Compassion between employees	Hau et al. 2013; Lochnerl. 1999; Stam et al. 2014; Swift & Hwang 2013

Knowledge base	Congruence in values	
	Support from others	
	Willingness to share your knowledge	Bharati et al. 2015; Huggins et al. 2012;
	Motivation to learn	Chow & Chan 2008; Lefebvre et al. 2016;
	Team project management	Nahapiet & Ghoshal 1998; Nonaka 1998;
	Peer evaluation of ideas	Rhodes et al. 2008
Leadership	Leadership predictability	Coleman 1988; Ellinger et al. 2011; Huggins
	Adherence to defined plans	et al. 2012; Chang & Chuang 2011; Chow & Chan 2008; Kay & Hagan 2003; Robison et al. 2002; Torche & Valenzuela 2011; Woolcock 1998;
Cultural capital	Competitive environment	Coleman 1988; Hitt & Duane 2002; Hsu
	Established corporate standards	2007; Kreitner & Kinicky 1998; Robison et al.
	Clear management structure	2002; Supanti et al. 2015
	Formulated vision and mission	
Human capital	Rewarding knowledge development	Becker 2002; Nonaka 1998; Rhodes et al.
	Promoting of teambuildings	2008; Somaya et al. 2008; Van Iddekinge &
	Support for learning	Ployhart 2008
	Knowledge development through training	
Loyalty	Employee's pride in relation to the company	Aguinis et al. 2013; Moynihan & Pandey 2007;
	Employee's commitment to the company	
	Belonging to the company	
	Identification with the company	
Fluctuation	Feelings of estrangement	Flap & Boxman, 2017; Erickson 2017;
	Employee dissatisfaction with management	Moynihan & Pandey 2007; Pinder 2014;
	Disinterest from management	Sandhya & Kumar 2011
	Inadequate remuneration	

Table 3 Selected research items/variables factors from managers' perspective

Variable	Variable description
1. Enterprise's vision	Has the enterprise set up a clear vision?
2. Process planning	Is enterprise management used to planning work processes?
3. Formality of working environment	The enterprise's environment is very formal.
4. Horizontal and vertical communication	Anyone can communicate with anyone in the enterprise.
5. Relationship between management and employees	There are good relationships between the management and staff.
6. Mutual relationships of employees	There are good relationships among staff in the enterprise.
7. Mutual support of employees	Staff are used to supporting one another at work.
8. Relationships of employees matter	It is important for us that staff get along.

9. Trust among staff	It is important for staff to trust one another.
10. Shared values of staff	We strive to unify staff's values.
11. Continuous/lifelong learning	We require staff to partake in continuous/lifelong learning.
12. Self-improvement rewarded	We reward staff for personal improvement.
13. Skill-sharing supported	We support skill-sharing among staff.
14. Loyalty monitor	We monitor staff's loyalty.
15. Staff turnover monitor	We monitor staff fluctuation.
16. Staff turnover rate	Fluctuation rate in the specific enterprise.

Internal consistencies of Cronbach's Alpha are given as supplementary information, all values are above the required minimum threshold of 0.7 (Nunally, 1978). This value does not imply excellent reliability, but rather a minimum threshold applicable in practice. From Table 2, above, the essential factors, more highly correlated. The delineated areas in Table 4, including the internal consistencies listed, can be used both for a general assessment of the management focus of the organization, but is also an output summary of the questionnaire investigation. The content was again drawn from the overview table of themes Tab. 2, resulting from earlier research conducted by the authors of the study.

Tab. 4 Internal consistency of scales of selected factors - questionnaire managers

Variable	Variable description	Internal consistency
Orientation on the organizational processes (Hard factors according to the 7S model)		
1. Strategic plan	A strategic plan exists in the organization.	0,748
2. Process planning	Organizational processes are being planned regularly.	
Interpersonal relations support		
Mutual trust between employees	It's important for us that employees share similiar values.	0,861
Good interpersonal relations	There are good interpersonal relations within the organization.	
Promoting management-employee belonging (Soft factors according to the 7S model)		
Good relations between management and employees)	There are good relations between management and employees	0,790
Mutual communication	There are no obstacles preventing free communication within the organization	
Education support		

Continuous education process	We require that our employees improve their education continuously	0,732
Support for sharing of knowledge	We support employees to share all their knowledge with each other	
Loyalty and stability		
Loyalty monitoring	We monitor our employees' loyalty	0,851
Fluctuation monitoring	We monitor our employees' fluctuation	

Source: Data processing of own results

2.3 Data processing

Descriptive statistics was performed in the research to verify and present basic data characteristics such as relative frequency, absolute frequency, maxima, minima, variance, standard deviations and others. In addition to the above, the data was tested for normality. The Shapir-Wilk and Kolmogorov-Smirnov tests were performed. According to both the tests performed and the histograms, the data showed characteristics of a normal distribution. And although the use of parametric tests for ordinal data is controversial, some authors still consider them preferable due to their higher statistical accuracy (Joshi et al., 2015; Murray, 2013). Since the data met the conditions of normal distribution, it was possible to proceed to parametric tests (Ghasemi & Zahediasl, 2012). All results are aimed at examining the differences between the leadership of organizations with CSR concept and the leadership of organizations without CSR concept and their relationship with social-psychological factors (the variables under study). Considering the research questions and formulated hypotheses, it was possible to perform basic inductive statistics, Pearson correlation, independent t-test. The Levene's test was used to test the agreement of variances of two independent samples. All statistical tests were performed at 5% significance level.

3. Results

3.1 Descriptive statistics of variables

Tables 5 and 6 document the results of the descriptive statistics for the selected variables assessed both by managers of enterprises not applying the CSR concept (Table 5) and by managers of enterprises applying the CSR concept (Table 6). Figure 2 then shows the differences between the assessment of social aspects and turnover for these two groups. The results of descriptive statistics show different average values for the employee turnover variable. Organizations with the CSR concept achieve 3.85 percentage points lower turnover rate. There are very small, statistically insignificant differences between the variables organizational vision, process planning, formality of environment and self-development rewards. The variables "Employee relationships matter", "Trust among employees", "Shared employee values", "Employee support", "Management-employee relationships" and "Support for knowledge sharing" are highly significant for managers of organizations with the concept. In contrast, the variable "Mutual communication" was significant for managers of organizations without concepts. According to the research, the most significant variables for managers of organizations with a concept are "Good relations between management and employees", "Relationships between employees matter" and "Trust between employees". The above variables were rated on average more than 4.5 out of 5.

Table 5. Descriptive statistics for variables in non-CSR concept enterprises (N = 53)

Descriptive statistics for variables – enterprises without CSR (*N* = 53)				
Variables	*m*	*sd*	min	max
1. Enterprise's vision	4.08	.85	2	5
2. Process planning	3.94	.99	2	5
3. Formality of working environment	2.58	1.29	1	5
4. Horizontal and vertical communication	4.49	.97	1	5
5. Relationship between management and employees	2.98	1.01	1	5
6. Mutual relationships of employees	3.40	.91	1	5
7. Mutual support of employees	2.58	1.12	1	5
8. Relationships of employees matter	3.15	1.03	2	5
9. Trust among staff	3.91	1.08	1	5
10. Shared values of staff	4.13	.90	1	5
11. Continuous/lifelong learning	2.75	1.21	1	5
12. Self-improvement rewarded	2.51	1.34	1	5
13. Skill-sharing supported	3.36	1.27	1	5
14. Loyalty monitor	3.42	1.20	1	5
15. Staff turnover monitor	3.15	1.17	1	5
16. Staff turnover rate	11.15	9.87	.00	50

Source: Data processing of own results

Table 6. Descriptive statistics for variables in CSR concept enterprises (N = 38)

Descriptive statistics for variables – enterprises with CSR (*N* = 38)				
Variables	*m*	*sd*	min	max
1. Enterprise's vision	3.87	1.02	2	5
2. Process planning	3.97	1.03	2	5
3. Formality of working environment	2.55	1.32	1	5
4. Horizontal and vertical communication	4.05	1.06	1	5
5. Relationship between management and employees	4.58	.55	3	5
6. Mutual relationships of employees	3.87	.84	2	5
7. Mutual support of employees	4.42	.60	3	5
8. Relationships of employees matter	4.74	.45	4	5
9. Trust among staff	4.66	.48	4	5
10. Shared values of staff	4.42	.68	3	5
11. Continuous/lifelong learning	3.97	.89	2	5
12. Self-improvement rewarded	2.39	1.41	1	5
13. Skill-sharing supported	4.47	.76	2	5
14. Loyalty monitor	4.24	.91	2	5
15. Staff turnover monitor	4.08	.71	2	5
16. Staff turnover rate	7.30	5.92	.00	20

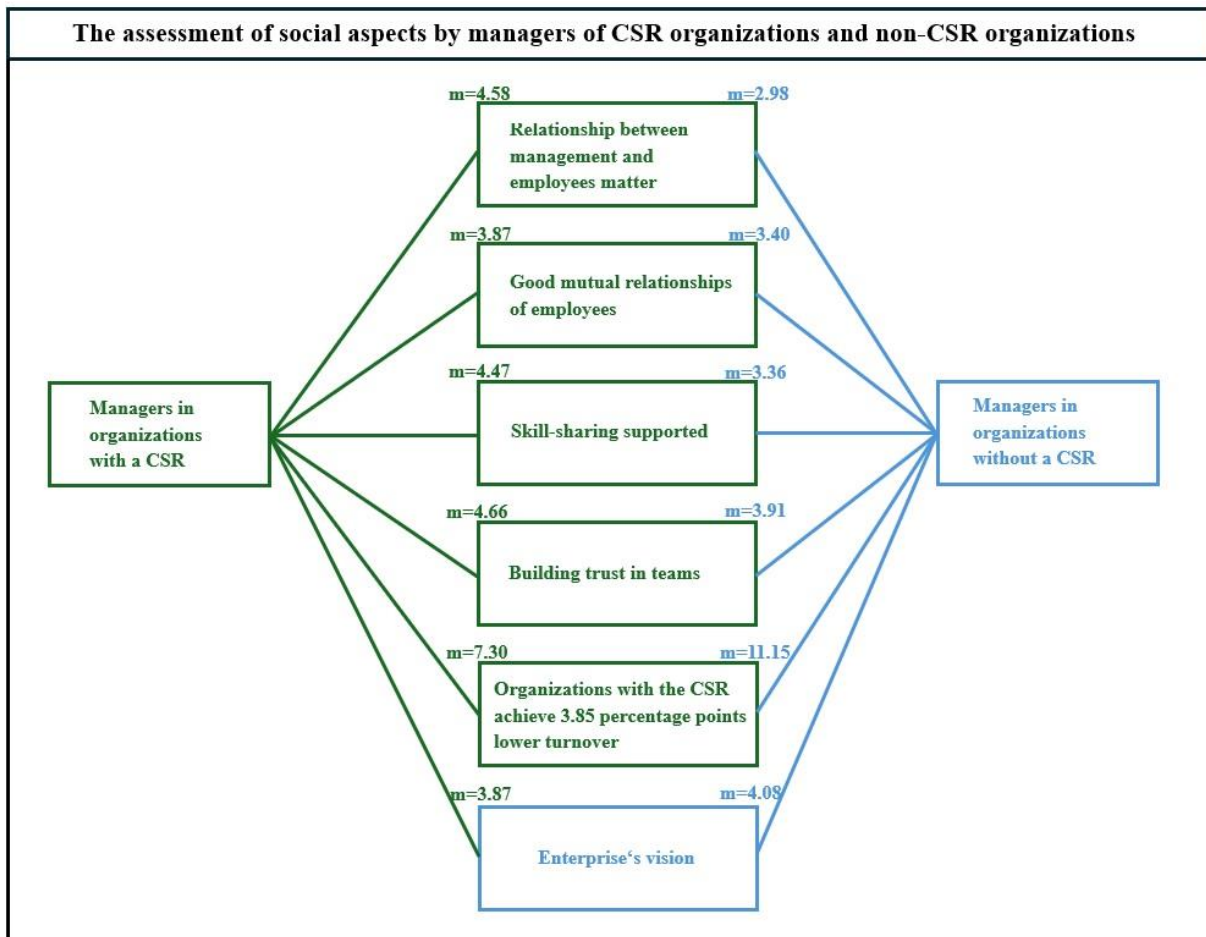Source: Data processing of own results

Figure 2. Comparison of the assessment of selected social aspects and fluctuation

3.2 The Inductive statistics for variables

Table 7 shows the results of independent t-tests. For the variables marked with asterisks, there are statistically significant differences between enterprises applying the CSR concept and enterprises not applying the CSR concept. Homogeneity of variance was examined using Levene's test. Some variables have adjusted degrees of freedom (df) due to the different variance of the tested groups.

Table 7. Independent-sample t-test

Independent T-test			
Factors	**t**	**df**	**p value**
1. Enterprise's vision	-1.054	89	.295
2. Process planning	.142	89	.888
3. Formality of working environment	-.124	89	.902
4. Horizontal and vertical communication	-2.036	89	.045*
5. Relationship between management and employees	9.317	82.06	.000**
6. Mutual relationships of employees	2.523	89	.013*
7. Mutual support of employees	10.112	83.24	.000**
8. Relationships of employees matter	10.01	75.64	.000**
9. Trust among employees	8.506	76.36	.000**
10. Shared values of employees	1.665	89	.099
11. Continuous/lifelong learning	5.557	88.94	.000**
12. Self-improvement rewarded	-.395	89	.694
13. Skill-sharing supported	5.210	86.58	.000**
14. Loyalty monitor	3.71	88.64	.000**
15. Staff turnover monitor	4.70	87.05	.000**
16. Staff turnover rate	-2.150	86.37	.022*

Note: $*p < 0.05$, $**p < 0.001$
Source: Data processing of own results

H_{1a}: There is a difference between managers in organizations with and without a CSR concept in terms of strategic planning (variable 2. Process planning).

Hypothesis H_{1a}, as shown by the results in Table 5, cannot be accepted. There was no statistically significant difference in strategic planning between enterprises with and without CSR concept.

H_{1b} Managers in organizations applying CSR are more focused on good management-employee relations (variable 5. Relationship between management and employees) than those without.

Hypothesis H_{1b} can be accepted. Managers in enterprises with a CSR concept consider good relations with employees more important than managers in enterprises without it.

H_{1c}: Managers in organizations with a CSR concept care more about employee mutual support (variable 7. Mutual support of employees) than those without.

Hypothesis H_{1c} can also be accepted. Managers in enterprises with a CSR concept care more about employee mutual support than managers in enterprises without it.

H_{1d}: Managers in organizations with a CSR concept perceive trust among employees (variable 9. Trust among employees) as more important than those without.

Hypothesis H_{1d} can also be accepted. Indeed, managers in enterprises with a CSR concept perceive trust among employees as more important than managers in enterprises without it.

H_{1e}: Employee fluctuation rate is lower in organizations applying CSR than those without.

Employee fluctuation (Staff turnover rate) is statistically significantly lower in enterprises with a CSR concept than in enterprises without it. Hypothesis H_{1e} accepted.

H_{1f}: Managers in organizations with CSR concept perceive further training of employees (variable 11. Continuous/life-long learning) differently than those without.

According to the results presented in Table 5, managers in enterprises with a CSR concept perceive the continuing education of their employees differently from managers in enterprises without it. Hypothesis H_{1f} can be accepted. According to the results of this research, enterprises with a CSR concept focus more on the further training of their employees.

An interesting result can be observed for variable 4. Horizontal and vertical communication, which also shows a significant difference. However, this result is in favour of enterprises without a CSR concept. Managers in enterprises without a CSR concept engage in two-way communication more than managers in enterprises with a CSR concept. However, the difference found is relatively small. On the contrary, managers in enterprises with a CSR concept are statistically significantly more concerned with monitoring loyalty (variable 14. Monitoring loyalty) and employee turnover (variable 15. Monitoring employee turnover) and promoting skill sharing (variable 13. Promoting skill sharing).

Table 8 shows the correlations of all 16 variables examined. The implementation of the CSR concept in the company was added as the seventeenth variable. The correlation table shows the correlations in the responses of the respondents. The aim was to find potential correlations in the responses and to gain a greater understanding of managers' perceptions of social factors. Several correlations can be found in Table 6. Managers evaluating highly the variable 8. Relationships of employees matter on the Likert scale, assigned an equally high level of importance to the variable 9, Trust among employees. There is a slightly ascending/descending relationship between these variables. It is also worth mentioning the relationship between variable 5. Relationship between management and employees and variable 7. Mutual support of employees. These correlations show that managers who strive to create good management-employee relationships also try to achieve employees support, mutual understanding and trust. These factors are important for teamwork, loyalty and are also mentioned in social capital theory. Moderate relationships are also found among variable 17. Organizational commitment to the CSR concept and variable 5. Relationship between management and employees ($r = -.67$; $p < .001$), variable 7. Mutual support of employees ($r = -.70$; $p < .001$), variable 9. Trust among employees ($r = .20$; $p < .05$) and variable 8. Relationships of employees matter ($r = -.69$; $p < .001$). The

results show a link between behaviour of managers in organizations with the concept of CSR and their greater focus on social factors within the organizations.

There was also a relatively significant correlation between variable 17. Organization's involvement in the CSR concept and variable 11. Continuous learning (r = -.49; p < .001) and variable 13. Support for knowledge sharing (r = -.46; p < .001). Some correlation can also be observed between variable 17. Organization's involvement in the CSR concept and variable 16. Employee turnover (r = .22; p < .05).

Table 8. Correlation analysis of variables

Variables	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
1. Enterprise's vision	1																
2. Process planning	.35**	1															
3. Formality of working environment	.12	.05	1														
4. Horizontal and vertical communication	.11	.14	-.18	1													
5. Relationship between management and employees	.05	.09	.01	-.05	1												
6. Mutual relationships of employees	.09	.14	-.09	.15	.29**	1											
7. Mutual support of employees	-.06	.09	.04	-.06	.66**	.36**	1										
8. Relationships of employees matter	.01	.08	-.07	-.06	.68**	.17	.61**	1									
9. Trust among staff	-.01	.08	.02	-.10	.65**	.26*	.65**	.76**	1								
10. Shared values of staff	.34**	.20	.12	.27**	.26*	.23*	.22*	.27**	.24*	1							
11. Continuous/ lifelong learning	-.02	.19	-.15	.10	.49**	.37**	.45**	.45**	.34**	.27**	1						
12. Self-improvement rewarded	.10	-.06	-.24*	.29**	.15	.23*	.10	.14	.15	.14	.36**	1					
13. Skill sharing supported	.09	.30**	-.12	.14	.38**	.22*	.27**	.34**	.38**	.18	.58**	.10	1				
14. Loyalty monitor	.25*	.29**	-.02	.05	.30**	.32**	.37**	.33**	.26*	.34**	.31**	.18	34**	1			
15. Staff turnover monitor	.25*	.16	.00	.01	.32**	.17	.39**	.33**	.31**	.27*	.26*	.14	.34**	.74**	1		
16. Staff turnover rate	.03	.05	.05	.07	-.11	-.01	-.18	-.09	.02	.00	-.08	-.04	.03	-.14	-.06	1	
17. Enterprise's implementation of the CSR concept	.11	-.02	.01	.21*	-.67**	-.26*	-.70**	-.69**	-.63**	-.17	-.49	.04	-.46	-.35**	-.42**	.22*	1

*Note: *p < 0.05, **p < 0.001*

Source: Data processing of own results

4.   Discussion

This study builds on recent studies examining the relationship between the concept of CSR and managers' leadership style (Hollenbeck & Jamieson, 2015; Noordin et al., 2013; Huggins et al., 2012; Moynihan & Pandey 2007; Lefebvre et al, 2016; Rhodes et al. 2008; Levy &Park, 2011; Supanti et al. 2015; Marjański et al. 2019; Noordin et al. 2013). The aim of our efforts was to investigate service managers' perspectives on selected social-psychological aspects. To statistically test the difference between managers in CSR and certified organizations and managers in organizations without a CSR concept. The fundamental reasoning was based on the assumption that companies with application of CSR concept will have a more positive attitude towards their employees than companies without application of CSR concept. One of the underlying assumptions in this case is the social pillar, which is an integral part of CSR (Boström, 2012; Carroll, 2016; supplement). Based on the research questions, six hypotheses were formulated. The first hypothesis H1a focused on the strategic approach of managers in organizations with a CSR concept and organizations without a CSR concept. According to Arena et al. (2018) and Köseoglu et al. (2020), it could be assumed that the implementation of any concept is time, personnel and process intensive. The complete implementation of a CSR concept is a multi-step process. Therefore, the assumption from the outset was that organizations involved in CSR would need to plan more strategically compared to organizations not involved in any concept. However, according to the results (Table 5), there was no statistically significant difference in this area (variable 2. Planning process). Therefore, hypothesis H1a could not be accepted. Thus, it cannot be said that management in organizations applying CSR strategically plan more than management in organizations not involved in any of the concepts. On the other hand, both groups of managers attributed a high level of importance to strategic planning which corresponds with the findings of Hitt & Duane (2002) and Ellinger et al. (2011). Çakar & Ertürk (2010) argue that to achieve an effective and innovative organizational culture, it is first necessary to form an appropriate cultural environment. As it has been mentioned several times, the internal environment often involves management, set rules and interaction between management and employees. The result of these interactions is then the forming organizational environment. In some respects, the implementation of a concept or certification, linking strategic planning with other superstructures, whether in the social, economic or environmental field, can be seen as an overarching synergistic framework.

As presented by Gubbins & MacCurtain (2008), social ties can influence a number of organizational aspects, one of which is the sharing of skills and knowledge. This was confirmed by the results of our study. Therefore, hypotheses H1b, H1c and H1d covered the investigated area of socio-psychological aspects. According to the findings, managers in organizations with applied CSR concepts approach their employees with a higher level of support and effort to understand them. These managers also strive

to build positive relationships between management and employees. Thus, the results presented here are partially consistent with the findings of studies by Antoni & Sacconi (2011); Turker (2008) or Levy & Park (2011). The differences between managers of CSR organizations and managers of non-CSR organizations were statistically significant; therefore, Hypotheses H1b, H1c and H1d were not rejected. Finally, it was also found that managers of organizations involved in CSR achieved on average 3.85 percentage points lower turnover rates. Similar results can be observed in the correlations reported in Table 6. Therefore, hypothesis H1e was also accepted. One of the most significant variables, as found by correlation analysis, is the Relationship between management and employees (variable 5). Employees who perceive that management cares about the well-being of their employees show a lower tendency to leave their jobs (Rhoades et al., 2001). Similarly, employees who feel a positive commitment to their company work 20% harder than other employees (Lockwood, 2007). Thus, based on the results, it can be argued that managers in organizations with a CSR concept are more concerned about the social-psychological aspects of leadership than managers in other organizations. Table 6 shows a number of significant correlations between variables, 5, 7, 8 and 9. Table 6 also shows a number of variables correlated with variable 17. Implementation of CSR concept in organizations. Figure 3 documents the phases of positive benefits of leadership, focusing on the social-psychological aspects.
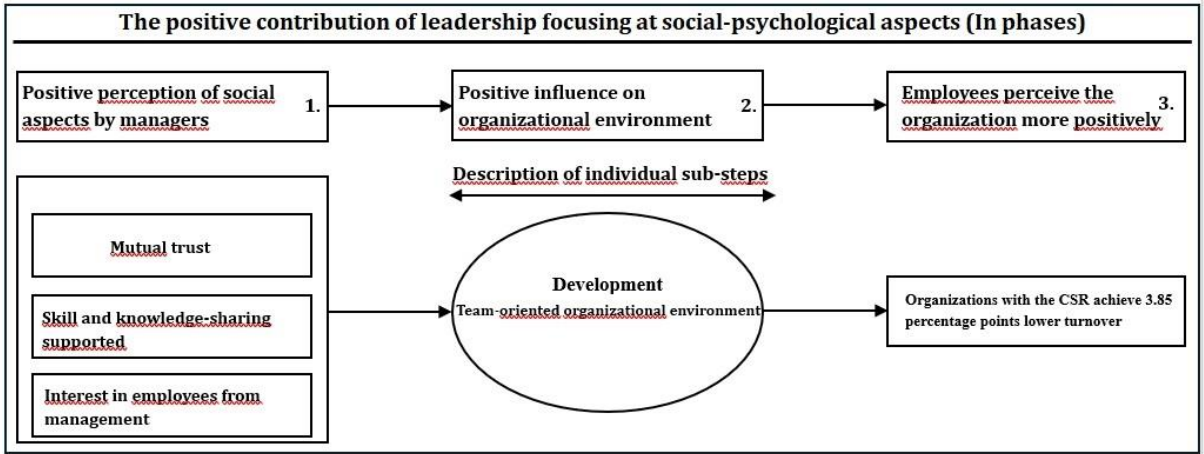

Figure 3. The benefits of leadership with a focus on socio-psychological aspects

Like all studies, the present study is limited by certain constraints. One significant limitation was the low return rate of the questionnaires, approximately around 10%. Thus, the resulting dataset does not allow for generalisation to the whole population. The results should therefore be seen as an insight into the issue at hand. The low willingness of the enterprises contacted to participate in the survey, which made the necessary data collection very difficult. Another limitation was the restriction to the service sector only, which was chosen deliberately because of its greater degree of specificity and

dependence on its employees than other sectors. Another limitation was the method of constructing the data set. A deliberate simple sampling method was chosen, with respondents being invited to participate in the research based on the recommendations of others (snowball method) through an online form and bulk invitations, as well as within the individual organizations approached, where the questionnaire was distributed among the teams. In each case, the above method of forming the research population had an impact on its representativeness.

5. Conclusion

The results of this study showed statistically significant differences between enterprises with and without the implementation of the CSR concept. Based on the results, five of the originally formulated six hypotheses were accepted as proven. Our results show that managers in enterprises with the CSR concept are more concerned with the welfare of their employees. Managers in enterprises with a CSR concept, in contrast to managers in enterprises without a CSR concept, put more effort into promoting positive management-employee relationships, mutual support among employees, good employee relations, trust among employees, and horizontal and vertical communication within their enterprises. An interesting finding was made regarding employee turnover, which is 3.85% lower in enterprises with CSR implications. There is also a difference between the two groups of enterprises in their approach to continuous/life-long learning. Managers of CSR-implicated enterprises attach more importance to continuing education of employees. The research results show that CSR-implicated enterprises encourage teamwork among their employees, thereby expanding social capital within their enterprises.

Although no statistically significant relationship was found between strategic planning and CSR implementation, both groups of managers attach above average importance to strategic planning. Thus, strategic planning is important for business managers regardless of whether or not their business implements a CSR concept and what their approach to social factors is.

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