

## THE ROLE OF INTERNAL CSR IN THE LIFE SATISFACTION OF EMPLOYEES OF THE CITY HOUSING MANAGER

Katarzyna OLEJNICZAK-SZUSTER

The Management Faculty, Czestochowa University of Technology; k.olejniczak-szuster@pcz.pl,  
ORCID: 0000-0002-7820-4746

**Purpose:** This article focuses on the internal aspect of corporate social responsibility. This article helps fill this gap by examining how participation in CSR affects the life satisfaction of employees of a city housing manager.

**Design/methodology/approach:** In addition to a literature analysis, this study used the results of a survey of 126 employees - internal stakeholders of a municipal housing manager. The Yule coefficient was used to analyze the relationship between the variables included in the survey and their statistical significance was tested.

**Findings:** The results of the study indicated that internal CSR activities carried out by a city housing manager have a significant impact on the life satisfaction of its employees.

**Originality/value:** The considerations carried out in the study filled the assumed research gap, identifying the expectations of employees, indicating the relationships that arose between CSR activities and job position, setting measures of the implementation of CSR activities towards the employees of a city housing manager.

**Keywords:** stakeholders, city housing manager, social responsibility, life satisfaction.

**Category of the paper:** Research paper.

### 1. Introduction

In an era characterized by increased social awareness, the integration of corporate social responsibility into business practices has become a defining factor for companies navigating the complex landscape of today's marketplace. Beyond philanthropy, social responsibility has evolved into a strategic imperative, influencing the way companies engage with stakeholders, address social challenges and contribute to sustainable development. This fact is confirmed by Looor-Zambrano et al. (2022) stating that CSR has evolved in a complex and modern business environment from a link with activities related to philanthropy to being recognized as an innovative management paradigm in organizations, generating profits not only for the company, but also for society.

From the perspective of management theory, CSR has emerged as a philosophy and strategy that influences both the internal attitudes of employees, managers and external stakeholders (Lee et al., 2013). The company's employees play a key role in implementing CSR activities. They are increasingly recognized as important ambassadors of the company, promoting positive values, ideas and experiences related to the company. Additionally, their commitment, loyalty and skills affect the brand image, customer satisfaction and the competitiveness of the organization (Lee, Tao, 2020). Moreover, they contribute to increasing the company's efficiency while improving the well-being and motivation of employees. In such a context, the main challenge for managers is to increase employees' closeness to CSR initiatives, moving them from unawareness to active involvement (Supanti, Butcher, 2019).

This article helps fill this gap by examining how CSR participation affects the life satisfaction of employees of an urban housing manager.

To fill this gap, in this study it will be important to (1) identify employees' expectations towards the municipal housing manager (2) determine the relationship between employees' perception of CSR and the implementation of the activities of the municipal housing manager (3) examine (any) impact of the CSR activities of the municipal housing manager on employee life satisfaction and (4) setting metrics for the implementation of CSR activities towards the employees of the municipal housing manager.

The results of this study make several contributions to the existing literature. First, there has been a lack of CSR research focusing on urban housing managers' employees in the context of CSR research. Secondly, there is a lack of detailed research relating to the implementation of the activities of urban housing managers in the context of achieving social and ecological goals. Finally, it is important to determine the impact of socially responsible activities on life satisfaction.

## **2. Literature review and conceptual framework**

In the dynamic landscape of modern business, corporate social responsibility is a signpost guiding enterprises towards maintaining fair competition, compliance with ethical practices, social involvement, principles of sustainable development, reducing pollution and actions to protect the natural environment (Thompson et al., 2020; Wolniak et al., 2023; Hernandez, Gomez, 2023). It is assumed that CSR is a multidimensional and multi-aspect concept (including: Lis, 2012; Costa, Menichini, 2013; Idowu et al., 2016; Kolk, 2016; El Akremi et al., 2018) and the introduction and development of CSR activities it involves taking a long-term perspective, integrating social and environmental values with business goals and dialogue with stakeholders. Following Banerjee, Wathieu (2017), it should be stated that the implementation of selected actions is the basis for balancing economic goals with social and ecological goals.

An enterprise that wants to implement CSR must know for what or for whom it wants to take full responsibility. Therefore, the concept of stakeholders appears, thanks to which it is possible to define entities in various relationships with the enterprise (Kalinowska, 2012). It can be said that stakeholder theory has become one of the most important achievements in the field of business ethics (Wicks, Gilbert, Freeman, 1994).

In management theory, there are two approaches to the definition of stakeholders (Wiącek, Ligeikienė, 2020). The first, traditional approach assumes that "owners" have a dominant and direct influence on the functioning of the entity (Downar, Niedzielski, 2006). The second one assumes a broader view of stakeholder issues. It assumes that these are "entities (individuals, communities, institutions, organizations, offices) that can influence the company and on which the company has influence" (Freeman, Moutchnik, 2013). Nnadi, Mutyaba (2023) believe that stakeholder theory explains how organizations actually take into account the interests of stakeholders in their activities.

Identification of stakeholders and their in-depth analysis are fundamental elements of building a CSR strategy, and therefore a business strategy. As a result of ongoing changes and a modern approach to management, stakeholders are increasingly involved in the management processes of enterprises, they are involved in the functioning of the enterprise at every stage of its activity, and managers increasingly take into account their expectations in the management process (Ciepiela, 2014). Nawrocki and Sz wajca (2021) state that an important incentive to use CSR is the need to respond to social expectations and pressure from stakeholders, not only to gain their favor and support, but above all to obtain a kind of social consent (legitimization) of one's activities.

The key stakeholder of every enterprise is its employees (Polonsky, 2015; Khuong et al., 2021). Employees are the group responsible for implementing strategies to increase the value of the company. On the other hand, they reflect the moral development of the company and can contribute to building a sustainable competitive advantage (Stawicka, 2010). For this reason, the priority of every company should be to build proper relations with employees, both on the basis of constitutional values and in the sense of the postulates resulting from the CSR concept (Bernat, 2010). Scheidler, Edinger-Schons, Spanjol (2019) or Pham et al. (2023) believe that imparting responsible practices in the work environment contributes to strengthening positive attitudes and behaviors at work. Farooq, Rupp, Farooq (2017) believe that through the implementation of CSR activities, employees identify with their organization. El Acremi et al. (2018) noticed that employees are emotionally involved in the activities of their organization and Yadav, Dash, Chakraborty, Kumar (2018) believe that employees' perception of CSR makes them more valuable and increases their self-confidence. Hericher, Bridoux, Raineri (2023) noted that CSR activities can trigger positive moral reactions in employees. Positive aspects of the impact of CSR activities on employees can also be noticed in the research of May, Chang, Shao (2015); Roeck, El Akremi, Swaen (2016); Golob, Podnar (2021) or Li, Chen

(2023). The results of these studies indicate that the perception of social responsibility activities play an important role in the lives of employees, both at work and outside of it.

Based on previous research, the following hypotheses were formulated in terms of the urban housing manager:

*H1: CSR activities towards employees have a positive impact on employee life satisfaction.*

*H2: implementing socially responsible activities strengthens the attitudes of its employees.*

### **3. Research methodology, research subject and research sample**

The study used a structured survey questionnaire relating to the study of the CSR activities of the municipal housing manager among its stakeholders. The prepared survey questionnaire was addressed to 500 first-level stakeholders of the municipal housing manager ZGM TBS in Czestochowa. This group included: employees, tenants, occupants, owner-occupiers and entrepreneurs.

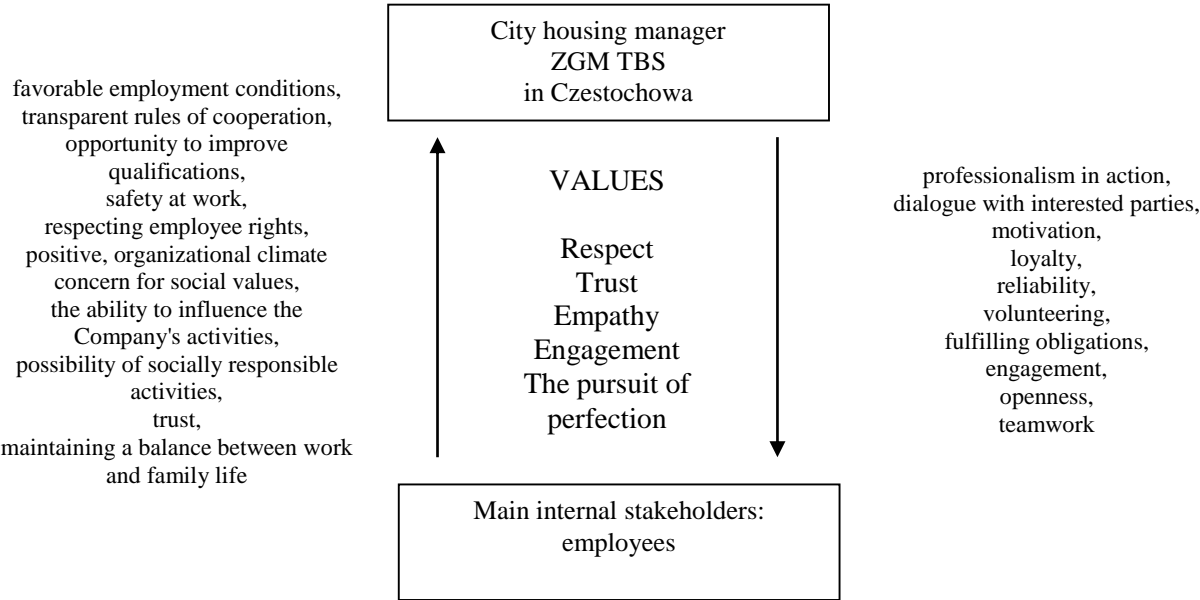
Due to the purpose of the study, only those questionnaires that were completed by internal stakeholders, i.e. employees, were accepted for analysis. Thus, 126 employees of ZGM TBS in Czestochowa took part in the study, of which 52.4% of the group were women (66 people) and 47.6% of the group were men (60 people). The dominant group were respondents aged 46-60 - 45.2%, followed by those aged 26-45 - 41.3% of the surveyed population. The remaining respondents were people over 61 years of age - 12.7% and under 25 years of age - 0.8%. Taking into account the level of education, it can be noted that the dominant group are people with higher education - 65.1% of respondents, followed by secondary or post-secondary education - 27.8% of respondents, and junior high school or vocational education - 7.1% of respondents. The study included mainly people holding office positions - 74.6%, followed by people holding managerial positions - 25.4% of the surveyed population.

It should be mentioned that the city housing manager does not strive to maximize value in the form of profit, but to meet the housing needs of society (residents of the city of Czestochowa), while taking into account care for the natural environment in its activities (Olejniczak-Szuster, Dziadkiewicz 2022). As rightly stated by Kabus, Dziadkiewicz (2022), the activities of the city housing manager are closely related to CSR activities. This is because the main goal of ZGM TBS is comprehensive and responsible management of municipal assets in Czestochowa. In practice, these are activities aimed at meeting the current and future housing needs of tenants, property owners, and the local community (Strategy...).

Referring to the study by Bąk, Ziolo, Cheba, Spoz (2022), Olejniczak Szuster (2021), the Yule coefficient was used to analyze the relationship between the variables covered by the study and their statistical significance was tested.

### 4. Results and discussions

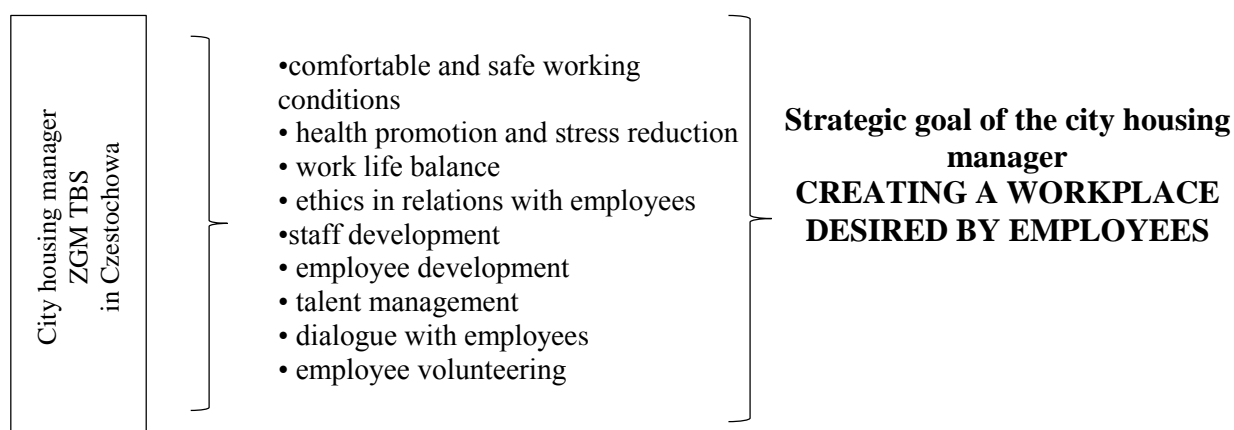
Although employees are the main stakeholder of modern enterprises, their CSR expectations are largely ignored in the literature. Instead, the literature focuses on more general issues of the role of workplace ethics and practices in building employee trust, as well as the positive impact of CSR on employee performance (Stoian, Zaharia, 2012). However, as CSR has developed, it has been noticed that the level of employees' CSR requirements is internally dependent on both employees' CSR expectations and the company's CSR performance (Rosati et al., 2018). In order to achieve the aim of the study, first of all, the expectations of employees towards the city housing manager were determined, and on the other hand, it was also indicated what expectations the city housing manager had towards employees. The results of the analyzes undertaken are presented in Figure 1.



**Figure 1.** Employees - stakeholders of the city housing manager and their expectations.

Source: own study based on Strategy Corporate Social Responsibility ZGM TBS Czestochowa.

Determining employees' expectations towards the city housing manager, as well as analyzing CSR activities, allowed for the selection of model directions that were socially responsible towards employees (Figure 2), which were statistically tested in the course of further research (Table 1).



**Figure 2.** Model directions of CSR activities of a city housing manager towards employees.

Source: own study based on Strategy Corporate Social Responsibility ZGM TBS Czestochowa.

By examining the significance of the city housing manager's CSR activities towards employees, it was checked whether there is a correlation between the position taken by employees and model CSR directions.

**Table 1.**

*Values of the coefficients  $\phi$ ,  $\chi^2$  between the opinion on CSR activities and the position held*

Directions of CSR activities towards employees	Measure		
	$\phi$	$\chi^2$	p
comfortable and safe working conditions	0,089	6,624	0,010
health promotion and stress reduction	0,254	3,813	0,000
work life balance	- 0,182	27,492	0,000
ethics in relations with employees	- 0,021	0,243	0,622
employee development	0,208	24,047	0,000
talent management	0,029	0,680	0,409
dialogue with employees	0,209	24,045	0,000
employee volunteering	0,011	0,092	0,762

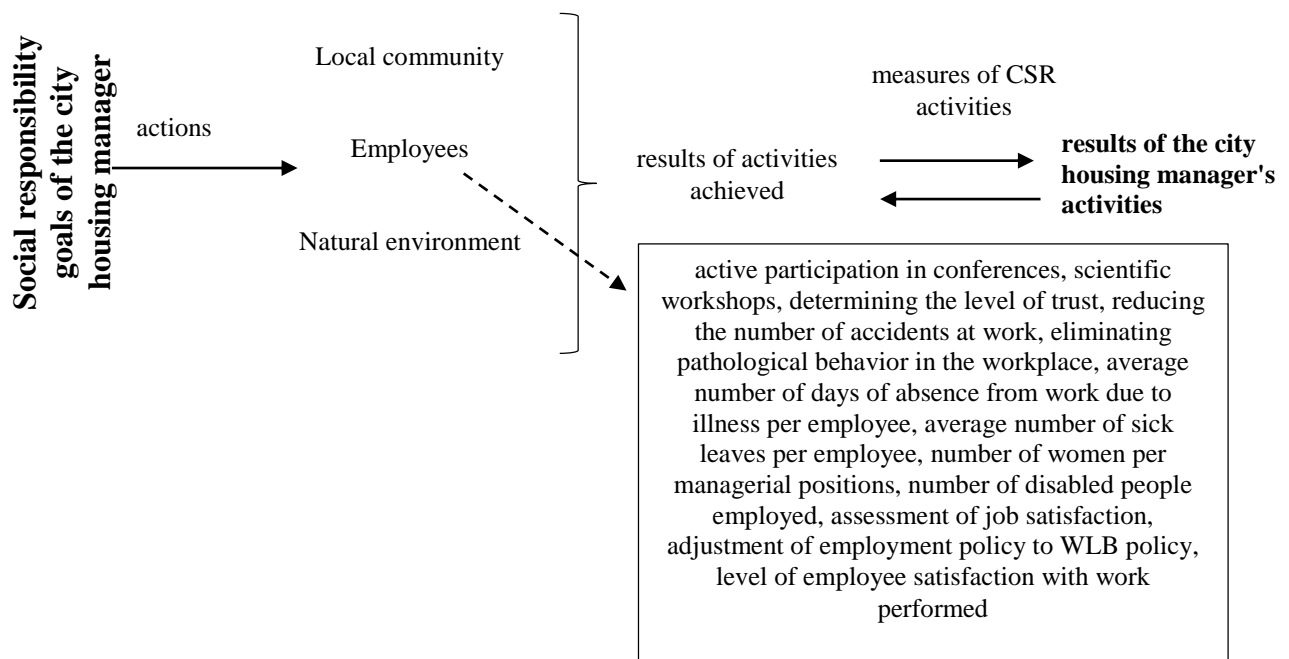
Source: own study.

Based on the results of the conducted research (Table 1), a relationship was found in four cases. Taking into account the selected variable, i.e. the position held, significant relationships are observed in the case of ensuring comfortable and safe working conditions ( $\phi = 0.189$ ;  $p < 0.010$ ). On this basis, it can be concluded that regular employees more often indicated the importance of this CSR activity than those in managerial positions. For regular employees, the promotion and reduction of stress ( $\phi = 0.254$ ;  $p < 0.001$ ) as well as the possibility of development ( $\phi = 0.208$ ;  $p < 0.001$ ) are also of great importance. During the study, it was found that a statistically significant relationship also occurs in the case of activities affecting work-life balance ( $\phi = -0.484$ ;  $p < 0.001$ ). People in managerial positions were significantly less likely to indicate that they expected this balance to be maintained, which fits into the concept of work life balance.

Referring to the previous considerations, including the research by Sypniewska (2017), it can be stated that shaping appropriate relationships and building a lasting relationship

between an employee and a city housing manager should be based on mutual trust and strengthening by the management of the employee's sense of role, status and identification, appreciation, appropriate motivation, creating a sense of satisfaction and economic interdependence. By achieving the above, employees' subjective feeling of job satisfaction changes, which in turn translates into their life satisfaction (Krok, 2016). Please remember that life content is often defined as well-being, happiness, life satisfaction or quality of life. These different terms refer to the subjective feeling of overall happiness and satisfaction with life as a whole. Well-being covers various aspects of life, such as health, social relationships, personal development, sense of purpose and material well-being. The expression life satisfaction is used to describe a person's overall positive feelings and satisfaction with aspects of their life (Zalewska, 2002). CSR has the ability to strengthen employee attitudes by increasing commitment, loyalty, job satisfaction, sense of community and increasing brand prestige. Organizations that engage employees in CSR activities often reap benefits in both efficiency and long-term sustainability and success. Taking into account the model directions of activities of the city housing manager in the field of CSR activities, it can be concluded that the undertaken activity affects the life satisfaction of its employees.

An important aspect is measuring the impact of CSR activities on stakeholders. Since the implementation of the CSR concept can take place in various ways, its measurement causes many problems. Difficulties related to measuring CSR result mainly from the fact that the effects/benefits related to the implementation of the concept of corporate social responsibility are largely based on intangible values that are difficult to quantify. Tools for measuring effectiveness in this area are still in the development phase (Lulewicz-Sas, 2015). Examples of measures of the city housing manager's activities are shown in Figure 3.



**Figure 3.** Measures of the city housing manager's CSR activities towards employees.

Source: own study.

The task facing the city housing manager is to develop a comprehensive set of tools to measure the implemented CSR activities. Developing a comprehensive and universal CSR measurement method requires the involvement of both the city housing manager and CSR experts. Consultation with various stakeholders such as employees, suppliers, customers, the local community and non-governmental organizations can contribute to the development of a method that is reliable, credible and takes into account a variety of perspectives.

## Summary

Based on the presented considerations, both theoretical and empirical, it can be concluded that internal CSR activities carried out by the city housing manager have a significant impact on the life satisfaction of its employees. Internal CSR for a city housing manager includes a range of practices and initiatives aimed at improving working conditions, job satisfaction and the overall well-being of employees. The conclusion is that internal CSR and attention to employee well-being are crucial to the life satisfaction of employees of an city housing manager. The considerations presented in the study filled the assumed research gap, identifying employees' expectations, indicating the relationships that arose between CSR activities and the workplace, and determining the measures for implementing CSR activities towards the employees of the city housing manager. The recommendation for the city housing manager is to take actions aimed at developing procedures and methods to assess the actions taken in the field of social responsibility. On the other hand, it will allow for comparison of activities carried out so far.

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