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THE RELATIONSHIP BETWEEN CSR PRACTICES AND EMPLOYEE LOYALTY TO THEIR EMPLOYER – FINDINGS FROM OUR OWN RESEARCH

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Purpose: The aim of this article is to examine the relationship between the implementation by Polish small and medium-sized enterprises (SMEs) of selected corporate social responsibility (CSR) practices aimed at employees, and employee loyalty towards their employer.
Design/methodology/approach: This article is of a theoretical and empirical nature. In the introductory section, to highlight the essence of the issue under consideration, the current body of literature has been cited, focusing exclusively on analyses of the relationship between the implementation of CSR concepts and employee loyalty. It should be added that a synthetic and critical analysis of the literature on the concept of CSR, in particular CSR activities directed at employees, as well as the definition of employee loyalty and its attributes, has been published in a separate article by the author. In turn, the empirical section presents the results of a survey conducted using a questionnaire via Computer-Assisted Telephone Interviewing (CATI) in 2023 on a sample of 200 employees from Polish SMEs.
Findings: Based on the survey results, it was found that the identified CSR initiatives aimed at employees are significant in shaping employee loyalty towards the employer; they can influence certain attitudes and behaviours associated with loyalty and may therefore constitute specific—though it should be emphasised that they are not the only—determinants of employee loyalty.
Research limitations/implications: The limitations of this study lie primarily in the analytical assumptions made regarding the selection of CSR practices aimed at employees and the chosen attributes of employee loyalty, as well as the deliberate sampling procedure.
Practical implications: The findings of the study confirm that CSR initiatives may be among the factors influencing employee loyalty. Careful selection and adaptation of such initiatives can help to improve staff retention, boost employee engagement, foster a sense of attachment to the organisation, and increase the desire to remain with the organisation.
Originality/value: The article presents the results of original research.
Keywords: corporate social responsibility, CSR, CSR initiatives aimed at employees, employee loyalty to the employer.
Category of the paper: Research paper.

1. Introduction

According to the literature on the subject, the utilitarian nature of the concept of corporate social responsibility (CSR) implemented in modern organisations, and the activities carried out within its framework, takes the form of multiple benefits (Rok, 2004, pp. 54-55; Madrak-Grochowska, 2010, p. 51; Bachnik, 2017). Many of these benefits relate to one of the stakeholder groups of any organisation, namely employees. They pertain to various aspects of the broadly understood functioning of employees within the organisation and include, amongst others: the creation of a positive company image among employees, increased job satisfaction and improved employee engagement, as well as increased employee loyalty. In this context, the following research question was posed: can it currently be confirmed in practice within Polish enterprises, particularly small and medium-sized ones, that activities related to the implementation of CSR concepts directed by enterprises towards employees influence employees' loyalty towards their employers? In response to this question, and based on two fundamental assumptions—firstly, that the range of CSR activities directed towards employees is highly complex and diverse (Kwarcińska, 2019), and secondly, that employee loyalty is defined in various ways (Lewicka-Strzałecka, 2014; Bloemer, Odekerken-Schroder, 2006; Lipka, 2012a, p. 20; Świątek-Barylska, 2013) and described using numerous attributes (Krupski, Piórkowska-Wojciechowska, 2005), an appropriate study was conducted to verify the existence, within Polish SMEs, of a relationship between the implementation of selected CSR activities aimed at employees and their specific attitudes and behaviours that determine employee loyalty towards the employer.

It is worth noting here that numerous studies in the relevant literature confirm a positive correlation between the implementation of CSR concepts and employee loyalty. An analysis of the current (2020-2024) body of research, based on selected publications found via a Google Scholar search using the terms 'CSR and employee loyalty', reveals above all that many researchers from various countries have previously been interested in similar investigations, and their conclusions, although based on diverse approaches, are very consistent and have confirmed the relationship between CSR and employee loyalty or lower staff turnover and continued employment. A summary of the researchers' findings is presented in Table 1.

Table 1.
A review of research findings

Authors	Conclusions
Shafique, Ahmad (2020)	CSR has a positive impact on employee satisfaction and loyalty.
Stojanovic et al. (2020)	CSR initiatives have a significant impact on employee loyalty, and consequently lead to greater employee commitment to the company.
Karmoker et al. (2021)	CSR towards employees and CSR towards the community have a significant positive impact on employee loyalty.

Cachón-Rodríguez et al. (2022)	Activities promoting sustainable social development have a significant impact on the social capital perceived by employees, and social capital significantly influences their loyalty and retention.
Singh i Lakshmi (2023)	There is a positive correlation between CSR and employee loyalty towards employers.
Marcinkowska, Sawicka (2023)	CSR activities are a key factor influencing employees' decisions regarding potential employment and/or continued employment.
Jin et al. (2024)	CSR has a positive and significant impact on employee loyalty.

Source: compiled by the author based on: Shafique, Ahmad, 2020; Stojanovic et al., 2020; Karmoker et al., 2021; Cachón-Rodríguez et al., 2022; Singh, Lakshmi, 2023; Marcinkowska, Sawicka, 2023; Jin et al., 2024.

An analysis of the existing research in this field has, above all, revealed the nature of the relationship between CSR and employee loyalty towards employers. At the same time, its limitations in terms of subject matter, scope, time and geographical area have been identified.

This article, which contributes to the ongoing discussion on the validity of implementing CSR concepts to foster employee loyalty, makes the following contributions in this regard:

- complementary, as it presents the results of a survey of employees in the SME sector in Poland,
- detailed, as it refers to specific examples of CSR practices aimed at employees and selected, specific attributes of loyalty.

2. Research methodology

Achieving the article's objective in practice required taking two factors into account. The first concerned the significant diversity of CSR initiatives undertaken by companies for their employees, which is why only ten examples of such practices were selected. Their selection was based on the results of the author's earlier study from 2020 (Kwarcińska, 2022), conducted on a group of 600 employees from the West Pomeranian Voivodeship in Poland, employed in companies providing accounting and bookkeeping services, tax consultancy, and facility cleaning services. At that time, the respondents were asked, amongst other things, to identify five of the listed activities which they—that is, the employees—considered to be the most important, the most beneficial, and therefore the most desirable, anticipated and preferred. For the purposes of that survey, examples of CSR activities aimed at the organisation's employees were gathered during a prior analysis of social reports, and a set of ten activities which the surveyed employees considered most significant in terms of benefits to employees was selected as those most relevant to fostering employee loyalty.

In turn, taking into account the second premise underlying the article's objective—namely, the ambiguity in defining the term 'employee loyalty' and the diversity of attributes used to characterise it for the purposes of this study—loyalty to the employer has been described in

terms of four attributes, which are relatively the most frequently cited in the relevant literature: such as: employees' length of service in a given organisation, their planned duration of employment in a given organisation, their recommendation of employment in a given organisation to others, and employees' positive comments about the organisation outside the workplace. The relationship under investigation, presented in model form, is shown in Figure 1.

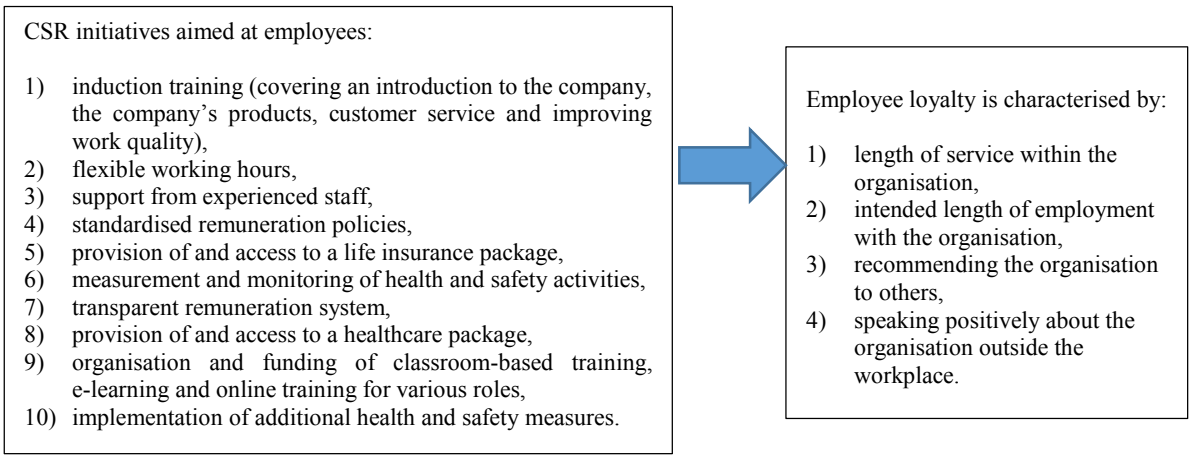


Figure 1. A model examining the relationship between the implementation of selected CSR practices aimed at employees and their loyalty to their employer.

Source: own work.

All the model variables presented were qualitative in nature. For this reason, the empirical section utilised Pearson's Chi-square test. The relationship shown in Figure 1 was verified through a survey using a questionnaire. The survey was conducted in 2023 using the CATI method on a sample population of employees from 200 SMEs in Poland, with a purposive selection of small and medium-sized enterprises, taking into account their structure in Poland. According to data from the Central Statistical Office (GUS) for 2020 (Raport o stanie…, 2023), small enterprises accounted for approximately 85% and medium-sized enterprises for approximately 15% of all small and medium-sized enterprises. Taking into account data on the general population, and given the need to limit the sample to N=200, this study included employees from 166 small enterprises and 34 medium-sized enterprises. In terms of type of activity, the structure of the enterprises comprised 55% service firms, 21% commercial enterprises, 17% industrial enterprises and 7% construction firms. A total of 100 women and 100 men took part in the survey, with 83 women and 83 men employed in small enterprises and 17 women and 17 men working in medium-sized enterprises. The vast majority of the employees surveyed, 75% in total, were aged between 25 and 54. 87% of respondents stated that they had secondary or higher education. In terms of overall length of service, 32% of the respondents had been working for between 10 and 20 years, and 32% had been working for more than 20 years.

3. Survey results

The statistical data collected during the study was analysed using IBM SPSS Statistics version 28.0.1.0. Pearson's chi-square test was used to assess statistical significance. The relationships between the variables were verified as presented in Table 1. The selected variables multidimensionally characterise, on the one hand, CSR practices directed at employees and, on the other, describe employee loyalty (see Figure 1). The results of the Pearson's Chi-square calculations and the corresponding significance levels are presented in Table 2.

Table 2.
Pearson's Chi2 results (two-sided asymptotic significance)

	N=200	Length of service with the organisation	Planned length of employment with the organisation	Recommending employment with the organisation to others	Positive expression about the organisation outside the workplace
1.1	Initial training, which allows you to get to know the company	1,535 (0,820)	4,338 (0,227)	18,436 (0,001)	10,232 0,037
1.2	Initial training to learn about the company's products	4,388 (0,356)	10,355 (0,016)	9,162 (0,057)	5,110 (0,276)
1.3	Initial training to learn about customer service	10,342 (0,035)	0,877 (0,831)	6,225 (0,183)	4,156 (0,385)
1.4	Training to improve the quality of work in a specific position, including language training	6,566 (0,161)	1,260 (0,739)	10,121 (0,038)	9,046 (0,060)
2	Flexible working hours	8,363 (0,399)	16,008 (0,014)	44,950 (< 0,001)	23,898 (0,002)
3	Support from experienced staff	9,436 (0,665)	5,785 (0,761)	63,519 (< 0,001)	69,201 (< 0,001)
4	Uniform principles of remuneration	16,444 (0,422)	12,676 (0,393)	18,345 (< 0,001)	94,504 (< 0,001)
5.1	A life insurance package offered by the company	18,735 (0,016)	7,660 (0,264)	11,339 (0,183)	10,360 (0,241)
5.2	Use of the company's life insurance package	3,679 (0,451)	6,179 (0,103)	14,129 (0,007)	10,044 (0,040)
6	Measurement and monitoring of health and safety measures	20,682 (0,191)	18,301 (0,107)	70,297 (< 0,001)	51,790 (< 0,001)
7	An open remuneration system	15,816 (0,466)	12,480 (0,408)	105,149 (< 0,001)	76,699 (< 0,001)
8.1	Provision of company medical package(s) for employees and their families	12,274 (0,139)	19,365 (0,004)	25,563 (0,001)	20,588 (0,008)
8.2	Company's use of medical package(s) for employees and their families	5,655 (0,226)	10,175 (0,017)	21,489 (< 0,001)	17,780 (0,001)
9	Organisation and financing of in-company training, e-training, on-line training for various positions	0,845 (0,932)	6,521 (0,089)	21,978 (< 0,001)	15,899 (0,003)
10	Application of additional health and safety measures	8,753 (0,364)	13,974 (0,030)	21,978 (< 0,001)	24,329 (0,002)

Note - Pearson's Chi2 statistic is presented in the table, with its statistical significance in brackets. Grey font indicates results that are not statistically significant, i.e. p-value $\geqslant 0.05$.

Source: own elaboration based on primary research results.

Based on the results of the employee survey in selected companies presented in Table 2, it can be observed, first and foremost, that a correlation exists between specific CSR initiatives aimed at employees and selected attributes of loyalty to the employer in the following cases:

1) Between the provision of induction training designed to familiarise employees with the company and recommending employment with the organisation to others, as well as speaking positively about the organisation outside the workplace. It follows that employees who, upon joining the organisation, had the opportunity to get to know the company well, not only speak positively of it but are also able to attract further, potentially highly valuable individuals to it.
2) Between induction training, which allows employees to familiarise themselves with the company's products, and their planned length of service within the organisation. This means that employees who are well acquainted with the products offered by the company plan to stay with it for longer. Perhaps also precisely because they are familiar with the company's offering, they feel confident, for instance, in terms of being well-prepared to work with these products, their production and/or their sale, and intend to carry out these activities for a specific employer for a longer period. All the more so if they are aware that changing employers would mean having to familiarise themselves with a new range of products and face the challenge of getting to know a new company, its products, etc., in other words, starting from scratch.
3) Between initial training, which teaches the principles of customer service, and the period of employment within the organisation. This suggests that thoroughly preparing employees for their customer service duties effectively discourages them from leaving for a new job. They are well-prepared and competent, which in turn enables them to remain with the organisation for the long term.
4) Between training designed to improve work quality in a specific role, including language training, and recommending the organisation to others. This suggests that an employer's recognition of the importance of initiatives to improve work quality across various roles becomes a reason to describe the organisation as one worth recommending to others.
5) Between flexible working hours and planned length of employment within the organisation, recommending employment in the organisation to others, and speaking positively about the organisation outside the workplace. It therefore appears that offering employees the opportunity to work under a flexible system is a highly significant factor that encourages a desire to remain with a given employer, leads employees to speak positively about their workplace, and makes them inclined to recommend it to others.
6) Between support from experienced staff, recommending the organisation to others, and speaking positively about the organisation outside the workplace. It is therefore worth noting that employees appreciate the value of assistance from more experienced staff

and, for this reason, are willing to speak highly of their employer and recommend that particular employer as a desirable place to work.

7) Between consistent remuneration policies and recommending employment with the organisation to others, as well as speaking positively about the organisation outside the workplace. This means that employers who apply consistent remuneration policies can expect positive opinions about their organisation, which may also reach potential job candidates. In other words, a sense of clarity regarding remuneration can generate favourable opinions about the workplace and contribute to attracting suitable specialists.
8) Between a company offering a life insurance package and length of service within the organisation. It is therefore intriguing to conclude that companies which offer their employees a life insurance package can expect to retain them for a long time.
9) Between the company's provision of a life insurance package and employees recommending the organisation to others, as well as speaking positively about the organisation outside the workplace. This means that the availability of a life insurance package is a factor that contributes to employees' positive views of the organisation and increases the likelihood of them recommending such an employer to others.
10) Between the measurement and monitoring of health and safety activities, and recommending employment with the organisation to others and speaking positively about the organisation outside the workplace. Hence, it is important to highlight the significance of companies carrying out activities related to the measurement and monitoring of health and safety measures, as this creates an opportunity for employees to speak positively about the company and encourage others to work for such an employer.
11) Between a transparent remuneration system and recommending employment with the organisation to others, as well as speaking positively about the organisation outside the workplace. Therefore, when companies introduce clear, transparent rules regarding remuneration, as well as perhaps more unambiguous solutions in this regard, this reflects so favourably on them that employees then speak highly of such an employer and thereby help to attract potential candidates.
12) The relationship between a company offering healthcare packages and employees' use of such packages, and the length of time they plan to remain with the organisation, their willingness to recommend the organisation to others, and their positive comments about the organisation outside the workplace. Drawing conclusions from this correlation, it should be emphasised that the health and wellbeing initiatives offered by companies are of significant importance to employees and often serve as a reason both for remaining with a particular employer for a long time and for spreading favourable opinions about them and recommending them as an employer.

13) Between organising and funding classroom-based training, e-learning and online training for various roles, and recommending employment with the organisation to others as well as speaking positively about the organisation outside the workplace. It therefore appears that the creation by employers of adequate and varied opportunities for professional development for employees means so much to them that they are inclined to speak favourably of the company and recommend such a workplace to others.
14) Between the implementation of additional health and safety measures, the planned length of employment within the organisation, recommending the organisation to others, and speaking positively about the organisation outside the workplace. It can therefore be concluded that, in the organisations studied, the implementation of additional health and safety measures is of significant importance to employees, and that is why they are able to plan to remain employed in such organisations, speak favourably of them, and recommend working in such organisations to others.

However, no such correlation was found for other CSR initiatives aimed at employees and the specified loyalty attributes.

It should be emphasised that the interpretation of the results should remain cautious, as the study results presented in the adopted analytical procedure primarily allowed for the identification of statistically significant correlations, rather than drawing conclusions about cause-and-effect relationships.

4. Discussion and conclusions

Based on the results of the study, it can be observed, first and foremost, that for each of the selected measures, a correlation with at least one attribute of loyalty was confirmed. In other words, all the measures presented are significant in terms of their impact on employee loyalty for at least one attribute defining it. This forms the basis for a conclusion consistent with that presented in this article by numerous authors (Stojanovic et al., 2020; Shafique, Ahmad, 2020; Karmoker et al., 2021; Singh, Lakshmi, 2023; Jin et al., 2024), that CSR activities may be significant in shaping employee loyalty and may influence loyalty-related attitudes and behaviours (Bloemer, Odekerken-Schroder, 2006; Świątek-Barylska, 2016; Lipka, 2012a; Krupski, Piórkowska-Wojciechowska, 2005). They may therefore constitute significant, though it should be emphasised that not the only (Lipka, 2012b, 2012c; Mazur-Wierzbicka, 2021) determinants of employee loyalty.

Furthermore, the research shows that, for the vast majority of CSR initiatives selected for the study, a correlation was confirmed with two attributes of loyalty, defined as: recommending employment with the organisation to others and speaking positively about the organisation

outside the workplace. It is therefore worth noting that, on the one hand, CSR initiatives proposed by employers and considered beneficial for employees may, on the other hand, also constitute added value for the organisation itself, as they build a distinctive socially responsible employer brand in the market. This theme may serve as a starting point for further research and deeper exploration, including within the context of analyses of the situation in Polish SMEs. This specific form of employee advocacy may, in turn, not only attract high-calibre employees but also help to establish a strong competitive position for the organisation.

Furthermore, based on the results obtained, it is worth noting that only in the case of three types of CSR activities—namely, flexible working hours, employers offering and employees making use of healthcare packages, and the implementation of additional health and safety measures—was a correlation confirmed for as many as three loyalty attributes: planned length of service within the organisation, recommending employment with the organisation to others, and speaking positively about the organisation outside the workplace. It can therefore be concluded that these are good practices which can encourage employees to remain with the organisation for longer; for these reasons, they will also be inclined to speak positively about the organisation and recommend employment there to others. At the same time, as part of continuing our investigations and conducting further research, it seems reasonable to ask: are these actions the ones most capable of influencing the development of employee loyalty?

Furthermore, according to the research findings, the only two measures—induction training, which familiarises staff with customer service principles, and the company offering a life insurance package—were found to be associated solely with length of service within the organisation. The implementation of such practices therefore remains a matter for consideration. It is, however, worth considering the merits of their use, taking into account other benefits of their implementation. A given initiative may not be significant in terms of building employee loyalty, but it may be important for other aspects of the organisation's operations. For this reason, among others, decisions on implementing specific initiatives should be made based on a broad range of potential benefits.

It is also interesting to note, as the research shows, that the link between CSR activities was most frequently confirmed in relation to the attribute of loyalty defined as recommending employment with the organisation to others. It can therefore be observed that respondents who recognise the benefits of the initiatives implemented for them are inclined to recommend a particular employer. This appears to be a significant message for employers who, when designing their employee benefits package, can expect these to be communicated externally and to attract a greater number of new applicants. This gives the organisation the opportunity to recruit competent, suitable and higher-quality employees.

Additionally, it should be noted that the primary limitations to achieving the article's objective, which significantly influenced the final research findings, were, on the one hand, the heterogeneity of CSR practices employed by Polish organisations, and on the other, the ambiguity in defining loyalty to the employer, as well as the deliberate selection of the

research sample. Therefore, when continuing the research, it is worth ensuring both the expansion of the set of CSR practices directed at employees and the consideration of the broader context of employee loyalty, taking into account its other attributes. It is also of interest to examine a more complex characterisation of the research group, including its diversity in terms of the importance of employees to the organisation or the positions they hold. It can be expected that specific CSR initiatives aimed at employees will be perceived differently by those of strategic importance to the organisation than by those in junior roles, and will consequently have a different impact on their attitudes and loyalty-related behaviour.

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