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MASTER'S THESIS
THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEE
ATTITUDES AND BEHAVIOR AT WORK PLACE

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ABSTRACT

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. Although in Lithuania corporate social responsibility (CSR) practice is a fairly new phenomenon but companies often use it to increase the company's name, reputation, attract new investors (particularly those from western countries) and to attract customers. In this regard, the staff as if left behind. Meanwhile, the employee is one of the key aspects of the company to be profitable in this competitive world.

In his work the author looked at the corporate social responsibility from the employee side. Human resource management hasn't been left behind; since it is the human resources are responsible for employees. They also help to shape workers' attitudes and behavior, which is very important for every company. The aim of this paper to find out corporate social responsibility impact towards employee attitudes and behavior. Also, see how all this related to human resources.

The first part deals with the scientific literature related to corporate social responsibility, human resources, and individual workers' attitudes and behavior. It also looks at the situation in Lithuania.

The second part defines research problem and work brought the study hypotheses. Hypotheses are brought in depending on the examined literature. I was chosen to investigate job satisfaction and commitment to the organization of citizenship behavior and intention to remain in the company, as well as company and personal attractiveness - the organization's compliance.

The third section discusses the research methodology, the study identified goals and objectives. Since it is decided to investigate only the socially responsible companies it is determined exactly what companies will be explored. Established a questionnaire and interviewed employees.

In the fourth part of the work is dedicated to the analysis of survey results.

The fifth part is an overview of the results obtained, and compared with previous survey results.

The results show, although they questioned the socially responsible company, but a large proportion of the workers do not know whether the company has a social responsibility policy. However, the results show that corporate social responsibility as well as human resource management has an impact on some workers' attitudes and behavior.

At the end of the work author looks at the potential for further research (research not only with employees but also employers, the study compared with other studies, and comparative study among socially responsible businesses, and non-socially responsible firms).

Keywords: corporate social responsibility (CSR), employee attitude, employee behavior, human resources (HRM).

SANTRAUKA

Svaldenytė, J. Įmonių socialinės atsakomybės įtaka darbuotojų nuostatoms ir elgsenai. [Rankraštis]: magistro baigiamasis darbas: tarptautinė rinkodara ir vadyba. Vilnius, ISM Vadybos ir ekonomikos universitetas, 2012.

Nors Lietuvoje įmonių socialinė atsakomybė (ISA) praktika yra gan naujas reiškinys kompanijos dažnai ją naudojama kompanijos vardo žinomumui didinti, pritraukti naujus investuotojus (ypač iš vakarų šalių) bei klientų pritraukimui. Šiuo klausimu, darbuotojai tarsi lieka nuošalyje. O juk darbuotojas yra vienas pagrindinių aspektų siekiant būti pelninga įmone šiame konkurencingame pasaulyje.

Savo darbe autorius pažiūrėjo į įmonių socialinę atsakomybę iš darbuotojo pusės. Žmogiškųjų išteklių valdymas taip pat nelieka nuošalyje, kadangi būtent žmogiškieji ištekliai yra atsakingi už darbuotojus. Taip pat jie padeda formuoti darbuotojų nuostatas ir elgseną, kas yra labai svarbu kiekvienai kompanijai. Šio darbo tikslas išsiaiškinti ar įmonių socialinė atsakomybė turi įtakos darbuotojų nuostatoms ir elgsenai. Taip pat pažiūrėti kaip su visu tuo susiję žmogiškieji ištekliai.

Pirmoje darbo dalyje nagrinėjama mokslinė literatūra susijusi su įmonių socialine atsakomybe, žmogiškaisiais ištekliais bei atskiromis darbuotojų nuostatomis ir elgsena. Taip pat yra apžvelgiama situacija Lietuvoje.

Antroje darbo dalyje yra apibrėžiama darbo problema bei iškeliamos tyrimo hipotezės. Hipotezės iškeliamos atsižvelgiant į išnagrinėtą literatūrą. Pasirinkta tirti darbo pasitenkinimo, bei įsipareigojimo nuostatas, bei pilietišką elgseną ir intencija pasilikti įmonėje, taip pat kompanijos patrauklumą bei asmeninės – organizacijos atitikimą.

Trečioje darbo dalyje aptariama tyrimo metodika, nustatomi tyrimo tikslai ir uždaviniai. Kadangi yra nuspręsta tirti tik socialiai atsakingos kompanijos, yra apsibrėžiama kokios būtent kompanijos bus tiriamos. Sudaromas klausimynas bei apklausiami darbuotojai.

Ketvirta darbo dalis yra skirta tyrimo rezultatų analizei.

Penktoje darbo dalyje yra apžvelgiami gauti rezultatai, taip pat palyginami su ankstesnių tyrimo rezultatais.

Rezultatai parodo, nors ir buvo apklausiamos socialiai atsakingos įmonės, tačiau didelė dalis darbuotojų nežino ar įmonė turi socialinės atsakomybės politiką. Vis dėlto rezultatai parodo kad įmonių socialinė atsakomybė kaip ir žmogiškųjų išteklių valdymas turi įtakos kai kurioms darbuotojų nuostatoms ir elgsenai.

Darbo gale apžvelgiami galimi tolimesni tyrimai (tyrimas ne tik su darbuotojais, bet ir su darbdaviais, tyrimo palyginimas su kitų šalių tyrimais, taip pat palyginamasis tyrimas tarp socialiai atsakingų įmonių, bei ne socialiai atsakingų įmonių).

Raktiniai žodžiai: įmonių socialinė atsakomybė (ISA), darbuotojų nuostatos, darbuotojų elgsena, žmogiškieji ištekliai (ŽIV).

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INTRODUCTION

Corporate social responsibility (CSR) is getting a lot of attention in the academic literature. Despite its popularity there is no single opinion about what CSR actually is and what its relevance to the business. On-going debates in the literature show its complexity and relevance. Nevertheless, in the past few decades corporate social responsibility has become a very common strategy which is being implemented by many companies more and more often. Evolving markets, global integration, social and political changes and constantly increasing customer awareness force companies to undertake actions as they get a lot of pressure for CSR implementation from different types of stakeholders. Changes of 20th century showed that for companies to be successful and to gain competitive advantage it is not enough just to deliver a product or service. Social responsibility is becoming an integral part of the business.

Corporate social responsibility has a different meaning for different people. Many companies misinterpret CSR and use it only as a marketing tool which has been commonly known as “greenwash”. A lot of people see it and misinterpret it as public relations or business ethic. In this paper, corporate social responsibility will be presented broader than that.

Moreover, this paper will highlight what benefits CSR brings to the company. CSR will be investigated through the prism of internal stakeholders – employees. Therefore, the author finds it necessary to include human resource involvement into this study, as HRM plays a significant role in shaping employees’ attitude and behavior (Kinnie et al., 2005).

CSR is quite a new subject in Lithuania and still lacks investigation. It is noteworthy that the issue has not received sufficient attention in regard of research in Lithuania. Most of the studies conducted so far focus mainly on how corporate social responsibility influences consumers’ behavior or company’s financial performance. However, there is still a gap on how CSR is influencing employee’s attitudes and behavior. This paper is an attempt to close that gap and put more light upon the problem of how CSR and HRM influence employee attitudes and behavior.

Research aim is to analyse CSR influence on employee attitudes and behavior at a work place.

Research question is: “how CSR policy and CSR and HRM practices impact employee attitude and behavior?”

Research objectives are the following:

- To reveal the essence of corporate social responsibility;
- To disclose the linkage between CSR and HRM as well as employee attitudes and behavior;

- Empirically test CSR and HRM impact on employee attitudes and behavior;
- To compare prior research findings with the current study's results.

To reach the above aim and objectives the paper will consist of four parts.

The first part of the thesis presents literature review on the following: CSR concept definition, corporate social responsibility drivers, CSR analysis in Lithuania, CSR and HRM linkage and CSR and HRM impact on employee attitude and behavior.

In the second part of thesis, the research problem is presented. Besides, research hypotheses are raised and research model created.

The third part of the thesis is devoted to empirical research. It has been chosen to carry out quantitative research in socially responsible companies. The aim of the research is to test if CSR has impact on employee attitudes and behavior.

The fourth part of the thesis consists of the research analysis. To reach research objectives and to test the proposed hypotheses, a few data analysis methods are used, such as descriptive statistics analysis, a Pearson's correlation analysis, dispersion analysis (ANOVA) and multiple regression analysis.

The fifth part of the thesis is discussion. This part represents literature review and the main findings of the research.

The final part of the thesis is devoted to conclusions and the review of main findings.

1. ANALYSIS OF CSR IMPACT ON EMPLOYEE ATTITUDES AND BEHAVIOR

In the past few decades Corporate Social Responsibility (CSR) has become a very common and popular theme debated among business practitioners and researchers. Though CSR, as an issue, has been around since the start of commerce, the very concept of CSR is relatively new. Despite its popularity, CSR concept still does not have either one universal definition or agreement on its relevance for business. Another relevant under-researched issue is CSR impact on employees, one of the key organizational stakeholders. To answer the above questions, this part of the thesis will first look into the meaning of the CSR concept. Next it will analyze the CSR impact on human resources and their management and HR-related outcomes - employee attitudes and behavior.

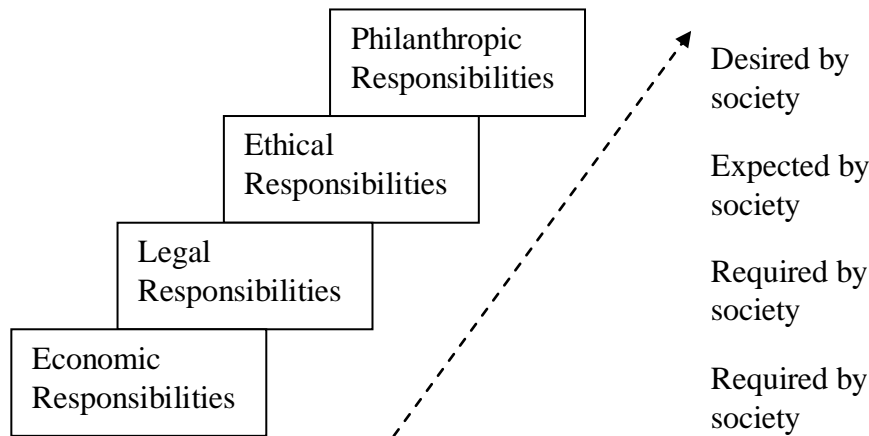
1.1 CSR Concept definition

The term corporate social responsibility is not new. It was first used by Bowen in 1953 in the book *Social Responsibilities of the Businessmen* (Carroll, 2000). At that period CSR obligation was linked to the power that business held in respect to society. Other authors, however, argue that CSR started in the 1930s. Main argument was between Berle and Dodd trying to define the role of managers. Dodd argued that the power of corporate management was in trust of the entire community (as provided in Thomas & Nowak, 2006). Irrespective of the exact date of the CSR concept origination and its author, it can be concluded that the CSR concept is not a contemporary phenomenon and that it originated in the first half of the XX century.

Another CSR-related ambiguity lies in the fact that it is widely misconceived that corporate social responsibility means the same as business ethics. The two concepts are strongly related, however, they do not mean the same. While business ethics object is based on moral judgments and individuals and groups behavior within organizations, corporate social responsibility includes economic, legal, ethical and discretionary responsibilities of organizations. Business ethics is considered as part of CSR (Gomez & Crowther, 2007).

Further on in this section of the paper different CSR definitions will be overviewed and analyzed. In 1979 Carroll defined CSR as business social responsibility which encompasses economic, legal, ethical, and discretionary expectations that society has in respect to organizations. Later on, in 1991 Carroll created a pyramid of corporate social responsibility where CSR was divided into four segments (see figure 1) (as provided in Werther & Chandler, 2006).

Figure 1. The hierarchy of Corporate Social Responsibility



Source: Werther & Chandler (2006, p.9)

In the above hierarchy, responsibility refers to the following issues:

- *Economic responsibility* refers to consistent and successful pursuance of maximum profit for the shareholders;
- *Legal responsibility* means business compliance with laws and regulations;
- *Ethical responsibility* involves activities and practiced are expected or forbidden by social community member;
- *Discretionary responsibilities, or philanthropic* responsibilities, refer to “purely voluntary, guided only by business’s *desire to engage* in social activities that are not mandated, *not required* by law, and not generally expected of business in an ethical sense” (Carroll & Buchholtz, 2000, p36).

According to Carroll corporate social responsibility is the sum of the aforementioned four types of responsibilities (Carroll et al., 2000). Carroll’s pyramid is a very useful and popular tool; however, it has met some criticism. One of the criticized issues refers to the philanthropic responsibility and the espoused relevance of the economic responsibility (Visser, 2006). Some authors say that it should not be a pyramid, but that all parts should be equal (economic, legal, ethical and philanthropic). The main criticism is that in his theory Carroll is not consistent and at different points of time gives different explanations of CSR (Visser, 2006). The fact that recently managers are more and more often using the triple bottom line approach or the banner of sustainability when describing their CSR activities is the most glaring evidence of the limited instrumental value of Carroll’s pyramid (Visser, 2006).

As mentioned before, CSR does not have a universally accepted definition. To better understand the meaning of the CSR concept, it is necessary to look at its origins and subsequent developments (see Table 1). As seen from table 1, different CSR definitions cover converging aspects of responsibility (economic, social, ethical, or legal). It can be alleged that CSR definitions

concentrate on economic development, ethical behavior, environmental care, stakeholders' involvement, business transparency, responsible behavior, and etc., which show that corporate social responsibility is a very broad subject.

Table 1. CSR definition analysis

Author /Year	CSR definition	Economic	Philanthropic	Ethical	Legal
Bowen, 1953 (as cited in Dusuki, 2008, p31).	Obligations of businessmen “to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society.”		X		
Davis, 1960; (as cited in Carroll, 1999, p 271).	“Businessmen’s decisions and actions taken for reasons at least partially beyond the firm’s direct economic or technical interest”.	X	X		
McGuire 1963 (as cited in Carroll, 1999, p 271).	“Corporation has to have economic, legal and responsibilities to society which has extend beyond above obligations.”	X	X		X
Friedman 1970(as cited in Thomas & Nowak, 2006, p 5).	“There is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engage in open and free competition, without deception or fraud”.	X			X
US Committee for Economic Development, 1971 (as cited in Wheeler, 2003, p 10).	“CSR is related to products, jobs and economic growth; societal expectations; and activities aimed at improving the social environment of the firm”.	X	X		
Jones 1980 (as cited in Dusuki, 2008 p 31).	“Obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract.”		X		X
Carroll 1991, p 43	“A socially responsible company should strive to make a profit, obey the law, be ethical, and be a good corporate citizen”	X	X	X	X
Elkington 1997 (Elkington, 1998).	Introduced very famous concept of Triple Bottom Line (3P). The concept focuses on three issues: people (social responsibility), planet (environmental responsibility and profit (economic responsibility).	X	X	X	
European Commission (2001)	CSR means the integration of social and environmental concerns in business operations and interaction with their stakeholders on a voluntary basis.		X	X	

World Business Council for Sustainable Development (WBCSD 2008)	for	“CSR is an organization’s continued commitment to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.”	X	X	X

Source: developed by the author

As it is seen from the above definitions of CSR, the meaning of CSR has not changed significantly over time. The difference in the CSR concept definition can be mainly accounted by different opinions among authors. Some authors as Friedman think that companies should concentrate on economic and legal responsibilities; others, such as Elington say that companies should act ethically and be philanthropic on a voluntary basis. In economic or legal responsibilities there are much less voluntary than in ethic or philanthropic responsibilities. In conclusion it can be said that despite the fact that authors have different opinions and propose different definitions of CSR most of them agree that economic responsibility constitutes the main responsibility of the company and with a time philanthropic and ethical responsibility getting more attention.

In this paper the European Commission (2001) definition of CSR will be used according to which Corporate Social Responsibility refers to the integration of social and environmental concerns in business operations and in their interaction with stakeholders on a voluntary basis. In 2011, however, the European Commission slightly changed the CSR definition - “the responsibility of enterprises for their impacts on society” (European commission, 2011, p.6). Respectively, organizations are expected to pay more attention to environmental, ethical and consumer concerns, and human rights. The ultimate goal should be share value maximization for shareholders, stakeholders and society at large (European Commission, 2011).

1.2 Organizational drivers of CSR

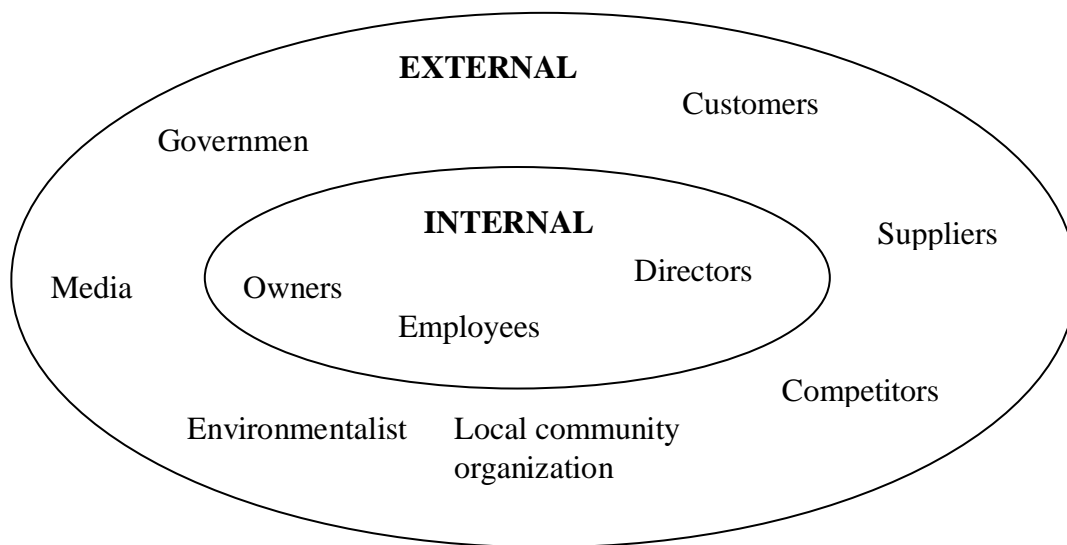
Organizations are increasingly behaving more and more socially responsibly and are incorporating CSR into their business strategy. However, it would be naive to believe that companies are becoming socially responsible just because owners or directors have decided to do it based on their good will. Companies are more likely to implement a CSR policy if they believe that they will benefit from it in a long run (Graafland, 2006). Thus in this section of the paper, organizational drivers of CSR will be presented and analyzed.

In this dynamic world companies try to create and maintain a competitive advantage. According to Sinding’s study (2000), “companies that meet the expectation of stakeholders and society at large are expected to gain a competitive advantage over other firms” (as cited in Hond, Bakker & Neergaard, 2007, p. 3). CSR is a very valuable business strategy because it has impact on

all stakeholders groups. Demand for CSR comes from internal and external stakeholders groups. Besides companies feel pressure from society to be more socially responsible. Sometimes it is the only driver why a company does so. For a better understanding of CSR drivers, first all specific stakeholders groups will be discussed more in-deep.

Freeman defined a stakeholder as “any group or individual who can affect or is affected by the achievement of an organization’s purpose” (as cited by Fontaine, Haarman & Schmid, 2006, p.3). Until the appearance of his stakeholder theory, the only stakeholders of the company were its owners. Nowadays there is a widespread agreement that all stakeholders have a vital role to play in the life of an organization. Using the most popular Freeman’s stakeholder map, all stakeholders can be divided into internal and external (Figure 2.)

Figure 2. Internal & external stakeholders.



Source: developed by author, based on Freeman stakeholder theory

Wheeler and Sillanpää (1997) have presented another stakeholders categorization – primary and secondary, and social and nonsocial. Primary social stakeholders have a direct stake in the organization and its success, while secondary stakeholders have more representational stake rather than direct. Voluntary stakeholders are that group which has bigger risk (more money, personnel, technology or other recourses invested). Involuntary stakeholders are those who are interested in the company because its actions affect them even though this was not the intention (they have nothing to gain from it) (as provided in Turker, 2009).

Respectively a company can have internal and external drivers to implement CSR into their business. Every stakeholder has its aims and desires in respect to CSR. Respectively further on CSR drivers will be analyzed in respect to different stakeholder groups which has the biggest influence on CSR implementation.

Directors and managers. Directors and managers are key insiders of every company. They want autonomy, responsibility and good pay. Besides they have different motives to engage in CSR. One of the reasons why managers and directors implement a CSR strategy is personal values and interests (Hemingway & Maclagan, 2004). In addition to that managers look for possibilities to develop a competitive advantage and be profitable in a long run (Turban et al., 2000). Another reason why directors and managers implement CSR is external pressure from other stakeholders group and believes that it will be beneficial.

Owners. The main interest for the owners is to maximize the profit, return on investment and increase company value. The weak level of CSR may negatively affect company value while high level of CSR will ensure good relationship with all stakeholder groups and thereby improve financial performance (Georgen & Renneboog, 2002). Research done by Waddock & Grave (1997) confirmed that CSR is positively linked to return on assets, return on equity and return on sales. Owners' belief in CSR positive effect on finance might be the main driver for CSR.

Competitors. CSR helps improve competitor advantages (Porter & Kramer, 2002). According U.K. Department of Trade and Industry (2003) corporate social responsibility increases competitive advantage by fueling innovations, increasing company reputation for customers and other stakeholder, creating high performance workplaces, raising community reliance and employee good will (as provided in Aguilera et al., 2007). On the other hand, sometimes companies implement CSR without any proof of payback. Companies follow a first mover CSR strategy of their competitors because they believe that failing to do so would disadvantage them and the cost of not doing so would be prohibitive (Haigh & Jones, 2006)

Consumers. Traditional consumers want to get goods from companies that they can trust and, it is important for them to get what they expect for the right price. Nowadays consumers care not only about product or service they buy, they started to care about the creation process itself. Very often consumers try to follow social, ethical environmental pedigree of the product or service which they are willing to buy. They wonder if it did not violate employees' rights in any way, if it is environment friendly, healthy, if there were no child or animal abuse and etc. Consumers show their voice through their purchasing power (Waddock, Bodwell & Graves, 2002). MORI/ CSR Europe research showed that for 70 per cent of consumers social responsibility is very important fact for taking decision if to buy product or service. Some respondents stated that they would pay more money for products that are environmentally and socially responsible (CSR Europe, 2001). Consumer is one of the most important drivers for CSR because they have purchase power.

Media. Everybody would agree that these days media is a very powerful tool. CSR gets lots of attention from the media as well. Usually media is the main tool for society to know if a company acts socially responsibly. Media has influence on internal and external stakeholders. As

Thorstenson (2006) states media is like ambassadors, message which was stated by a strong, trustworthy ambassador will touch primary reader more (as provided in Herbert & Schantz, 2007).

Government The Government plays an important part in setting regulations in environment protection, health and safety employment rights (employment anti – discrimination, recycling, product safety). Usually the government stimulates companies to act socially responsibly through awareness rising, partnering (involvement, roundtables), soft laws (tax exemptions for philanthropic activities, guidelines for CR reporting), mandating (company laws, regulations) (Peters & Rob, 2010).

Employees. Traditionally employees used to require from the company a good pay, working conditions, and job security, and training and career opportunities. Nowadays prospective and current employees are concerned not only about the above traditional requirements, but also about the company’s reputation and the social and environmental impact of their employer (Grayson & Hodges 2004). Before starting a job, an employee can investigate the company’s reputation and work conditions. Furthermore employees are likely to change their job if it does not meet their needs and expectations. Thus to attract better employees companies try to meet their expectation, which is one of the reasons why companies implement CSR.

As we can see CSR has a bigger or smaller impact on every stakeholder group or vice versa. One of the reasons why companies started to implement CSR policy is to meet needs and requirements of one or all stakeholder groups.

Table 2 shows expectation, positive actions and potential threats of different stakeholders in respect to CSR.

Table 2. Stakeholders pressure for CSR

Stakeholder	CSR expectations	Positive Action	Threats
Employees	Social and environmental responsibility, respectful and reliable company, same values as the company, career opportunities, performance related pay, and etc.	Choosing to work for socially responsible companies.	High turnover; low demand for job; bad reputation for the company.
Consumers	Meeting social legal and environmental requirements in making products or providing services; More detail information on CSR pedigree of products and brands.	Loyalty, company promotion.	Boycott brand or product

Suppliers	Receiving technical support for meeting new social, ethical and environmental criteria	Increased orders	Additional cost; unable to meet new specification and will lose the customers.
Government	To adhere to mandatory and voluntary regulation governing social, ethical and environmental behavior; Engagement in public-private partnership; to Public sector delivery support improvements.	Awards for “good” practice; Tax release; Other financial support.	Fine for breaking the law; Cost for new legislation.
Local community organizations	Fear indigenous people treatment; Positive impact on the community and social; Consultation with the local community on downsizing or upsizing.	Reputation	Protests; Boycotts
Media	Expect companies to act by social, ethical, legal and environmental acceptable norms.	Awareness	Company reputation damage; Promote boycott.
Owners	Government support;	Increase share value; Awareness; Reputation	Extra cost; Share value reduction; Bankrupt
Directors/managers	Undertaking employee’s welfare activities; Participation in community development activities; Meeting customer demand.	Reputation; Qualified employees; Profitability.	Not qualified staff;
NGO	Donation to charities and community groups and projects.	--	Harmful media campaigns; Boycotts.

Source: developed by the author, based on Grayson & Hodges (2004)

Fombrun and Shanley (1990) argue that CSR helps improve a company’s *reputation* in the consumer market. Such statements have received some empirical support by studies done by Brown & Dacin (1997), Miles & Covin (2000). Many research proved that together with decrease of a company’s reputation its profit drops as well (Simpson & Kohers, (2002) Moore & Robson, 2002).

In addition to that good CSR reputation helps to attract potential employees and the workforce is more committed to the company which creates an ethical work climate (Turban & Greening, 1996). Besides, employees of such organizations show lower absenteeism, higher profitability and productivity (Sims & Keon, 1997).

Aguilera et al (2007) highlight that organizations are pushed to implement CSR policy by a lot of different actors. Every of them is driven by three main motives: instrumental (self-interest driven), relational (concerned with relationship among group members), and moral (concerned with ethical standards and moral principles) (Aguilera et al., 2007). While Lantos (2002) states that CSR drivers can be viewed as philanthropic, morally compulsory or led by self-interest.

Another reason why companies implement CSR might be *philanthropy and religious values*. Religious beliefs can be viewed as a CSR driver. Lots of different religions teach us to act in a fair, ethical and philanthropic way. On other hand, it could be argued that religious motives are driven by self-interest (Hemingway & Maclagan, 2004).

It is also argued that companies implement CSR in order to cover their misdemeanor. According to Caulkin (2000), skeptics accuse companies of taking CSR public just to promote a good image of the company regardless of their unethical practices (as provided in Hemingway & Maclagan, 2004). Weaver (1999) states that some companies introduce implements corporate social responsibility just for window-dressing purposes, whereas other companies introduce CSR into their core company strategy. For every company the public opinion is a very important aspect and sometimes from the first look it is very difficult to realize whether it is CSR or merely public relations.

A Business Week Harris poll revealed that majority of the public opinion is convinces that organizations should not concentrate only on the shareholders profits but also act responsibly towards their employees and wider communities; even it requires scarifying some profits (Carroll, 2000).

There are many different internal and external drivers for CSR. All the drivers mentioned above play an important role in making decision about engaging in CSR. Of course there are many other aspects that may be taken in to account while making such decision, as every business is different. Some companies implement CSR, because they were being forced by their stakeholders (government, NGO's, customers, etc), while others because they believe that their business will benefit from it in a long run. Regardless what their reasons are it integrates them with society more and bring benefits to both.

1.3 CSR practices in Lithuania

Corporate social responsibility is fairly new in Lithuania, like in all Eastern and Central Europe. After the collapse of the Soviet Union, Lithuanian organizations did not know anything about CSR. The owner's welfare (company profitability) was the only concern for majority of the companies. Nobody was concerned about employees, environment or social welfare. Some of these ideologies are still live in many companies, especially eastern and central Europe (Elms, 2006). Having those habits for so many years it is complicated to take a challenge and adopt the changes. This section of the paper will overview the current situation of CSR implementation in Lithuanian organizations.

Since 1992, United Nations Development Program (UNDP) is Lithuania's partner regarding poverty reduction, human rights, equal opportunities and sustainable development. After becoming the EU member Lithuania gets support from the EU regarding fostering the sustainable development to society. (UNDP) http://www.undp.lt/index.php?page=jtpv-lietuvoje-2&hl=en_US.

“In 2007 the Ministry of Social Security and Labour and the Lithuanian office of the United Nations Development Programme (UNDP) have signed a cooperation agreement on the implementation of a project promoting corporate social responsibility in Lithuania. The main aim of the project is to promote the environment that would be friendly to the development of corporate social responsibility:

- to promote the understanding of the CSR and social awareness in the business sector;
- to improve the capacity of companies and specialists to implement the principles of CSR in business;
- to increase transparency, reliability and efficiency of CSR practices, methods and measures,
- improve the legal basis for application of CSR” (Lithuanian Republic Ministry of Social Security and Labour, 2007).

This project however pays more attention to the environment, organizational transparency issues and building awareness of CSR, rather than on the work force.

In 1999 United Nations offered a global compact agreement on CSR promotion. As a result, in 2005 Lithuania established a national CSR business network (see Table 3).

Another measure that contributes to CSR promotion in Lithuania is the National Sustainable Development Strategy which was adopted in 2003. Besides every year Ministry of Social Security and Labour organizes a competition during which organizations are awarded for being socially responsible.

Lithuania has several different institutions which promote CSR. In table 3 the most popular and active associations and their aims are provided.

Table 3. CSR promoting organizations in Lithuania.

Name (year of establishment)	Type	Aims/ Objectives	Number of members	Main activities
The Global Compact (2005)	National network	To promote the vision and development of responsible business as a condition for sustainable development in Lithuania.	76	Provision of a common framework where companies can share knowledge, expertise, and innovations in business operation, as well as initiate and implement joint projects.
Ministry of Social Security and Labor	Government	To guarantee health and safety, equal right at work, business transparency, etc. issues	--	
Investors Forum (1999)	Independent association	To improve Lithuanian business and investors' climate; to attract foreign investors in order to improve Lithuanian economy.	Over 40	Collaboration with the government, ministries, parliament and the oval office. Organizing meetings, discussions.
Clear Wave (Baltijibanga) (2007)	Project (mentored by Investors Forum).	To encourage transparency in Lithuanian business	40	Companies involved in this project assume the responsibility for the creation of a responsible and transparent way to operate and to encourage their business partners to be social responsible.

Source: developed by the author based on organization websites

As seen from the table above, there are quite a number of organizations and associations which promote social responsibility in Lithuania. The table was developed by using information provided on the organizations' and associations' web pages. Even if associations/ organizations use different methods, their aim is the same – to promote corporate social responsibility in Lithuania.

One of the most critical CSR issues in Lithuanian companies is related to their treatment of employees. In many companies owners or managers see employees as some object which does not

have any rights, which is supported by findings of Lithuanian organizational surveys. Very often employees feel that they do not have any carrier opportunities, lack involvement, social insurance, etc. In Lithuanian organization there are still many incidents of discrimination and unethical behavior towards employees. The situation, however, is slowly changing because companies that follow such approach are losing their competitive advantage through the loss of their employees. Nowadays employees can find another employer who will offer better conditions (Ona Mel)

The above situation affects employee attitude towards organization too. People in Lithuania do not demonstrate loyalty to their employer. TNS Gallup research showed that only 36 per cent of workers are loyal to the company. By 2004 this percent increased by 12 per cent. Such results should encourage organizations to find the way to increase employee loyalty and CSR could be one of the options, since Vitaliano (2010) research showed that social responsible policy towards employs reduces employees turnover by 25-30 per cent annually (as provided in Česynienė, Diskienė & Česynaitė, 2011).

Another study conducted in 2008 by the Lithuanian Ministry of Social Security and Labor showed that 78 per cent of respondents think that CSR importance will increase up to 50 per cent in next three years. This only shows that CSR is becoming more and more important in Lithuania like in the rest of the world. 21 per cent of respondents highlighted the main driver for CSR implementation is to have responsible business 21 per cent, expectation for extra motivation 17% per cent and 16% part of marketing strategy. Respondents' opinion the biggest barrier for CSR implementation is finance 36 per cent and employee consciousness (as provided in Vaitiekūnienė, 2008).

With EU and UNDP help, Lithuania is promoting CSR. Ministry of Social and Security and labor organizes annually competitions to award companies for being a socially responsible. Statistics show that every year more and more companies participate in this competition (Ministry of social security and labor, 2011). This fact shows that Lithuanian organization is getting more interested in being a socially responsible company.

1.4 CSR and HRM linkage

As mentioned previously CSR refers to different stakeholder groups and has impact on various management practices and organizational activities such as human resource management (HRM), environmental protection, ethical and economic issues. The rise of CSR has significant implications for Human Resource Management practices. Employees are primary stakeholders who have a direct stake to organization, that show how CSR is closely related to human resource management. Gerhart (2005) was researching HRM and performance linkage and he conclude that from one side it is not enough support of what exactly leads to what, but from other side it is also

noteworthy that prior research findings show that HRM has a positive impact on organizational performance. However, a question arises as to how HRM is related to CSR. Thus in this section the CSR and HRM linkage will be analyzed in more detail.

To explore the CSR and HRM linkage it is important to present a brief HRM policy and practice review. Just like with CSR there is no universal HRM definition. As this paper focuses on the CSR and HRM linkage rather than HRM meaning, different definitions will not be analyzed and Beer's (1984) definition will be used hereinafter: "Human resource management involves all management decisions and action that affect the nature of the relationship between the organization and its employees – its human resources" (as cited in Armstrong, 2006, p6).

One of the HRM aims is to keep up with latest laws related to employment, environmental, ethical and social issues. It tries to establish effective relationship with external and internal (primary and secondary) stakeholders. As Agrawal (2007) states: "Human Resource policies create awareness towards the need to achieve the business goals in the best possible and ethical way (as cited in Sharma et al., p 209, 2009).

There is no fixed list of applicable HR practices in literature. For further analysis HRM practices listed by Kinnie et al (2005) will be used which are as follows: training, career opportunities, performance related pay, performance appraisal, rewards and recognition, communication. All these practices are related to CSR. HR practices can increase the human capital value (through development) and influence employee behavior in the desired direction.

Rousseau (2003) highlights that psychological engagement between employees and employers have changed (as provided in Baptiste, 2008). Employees are no longer only tools for doing the job. Nowadays employees are a resource that must be treated with dignity and respect. Employees are companies' most important asset, the source of talent, knowledge, experience and skills that helps the company succeed.

The CSR and HRM linkage is twofold. On the one hand, it is believed that companies which invest more in CSR should also pay more attention to HRM practice implementation. Johnson (2001) argues that if a company is not responsible to its own staff it is very unlikely that it will act responsibly towards its customers, community and environment (as provided in Vountisjarvi, 2006). It is believed that socially responsible organizations take a lot better care of their employees. They have more trainings, better communication, career opportunities, good health and safety system, childcare provision, pension fund and etc.

On the other hand, the HRM function can be viewed as a key CSR implementer in the organization having the primary responsibility for managing CSR activities. Kramar (2004) states that HR department has a significant role in developing CSR activities (as provided in Inyang, Awa & Enuoh, 2011). Human resource management helps organizations to become socially and

environmentally responsible, as it deals with one of the most important stakeholder groups – employees (responsible for: recruitment, training, social involvement, health & safety, etc). HRM helps to enhance its positive impact on environment and society involving CSR (Lockwood, 2004). Leap (2007) argues “that there is a growing overlap between HRM and CSR and that it is becoming very important for HR to take a leading role in both planning and implementing CSR strategies” (as cited in Inyang, Awa & Enuoh, 2011, p 121).

CIPD (the chartered institute of personnel and development)) also emphasizes that CSR is an important HR activity, because HR gives CSR credibility and alignment in the way a business is run. In general HR is responsible for the key system and process delivery (Armstrong, 2006). HRM can be viewed as one of the CSR activities coordinators in the organization.

Another reason why CSR and HRM are closely related is that a socially responsible organization has the ability to attract quality employees (Turban & Greening, 1996). This idea dates back to Stigler in 1962, who suggested that firms that develop reputations for attending to employee welfare may be able to attract better applicants (Albinger & Freeman, 2000).

Nowadays majority of employees give priority to work in an ethical organizational environment (Jose and Thibodeaux, 1999). Forbes reported a study done by Students for responsible business which found that more than 50 per cent of MBA student respondents indicated they prefer to work for social responsible company than have higher salary (as presented in Jorgensen, 2011). Murray survey results in 2008 showed that more than one-third of respondents pointed that socially responsible employer was more important and satisfying than the salary. Almost half of respondents would turn their back on employer lacking good corporate social responsibilities (as provided in Sharma et al, 2009). Tekin in his survey (2005) asked respondents to evaluate the HRM functions of recruitment and training from a CSR perspective. The results showed that CSR has a positive impact on recruitment. Companies which showed higher CSR commitment were more attractive to potential employees (as provided in Inyang et. al, 2011). Thus CSR has positive impact on company reputation as well (Ali et al., 2010). It can be said that CSR has very important role in attracting potential employees and strengthening existing employees’ commitment. Moreover corporate social responsibility enhances the brand image, business reputation and helps to improve sales and increase customer and employee loyalty (Sharma et al., 2009; Turban & Greening, 1996).

CSR is most frequently used to describe a company’s relations with its wider community, because it has a positive impact on organizational performance outcomes. According to Baptiste (2008) employees make an important part of that community, thus it is very important to find a way to promote CSR among employees. CSR implementation towards employees requires developing their positive attitudinal and behavioral characteristics. However, Mehta (2005) research concludes

that only 13 per cent of the companies involves their employees to some social responsible activities (as provided in Sharma, Sharma & Devi 2009).

There are many surveys done to determine customers' expectations towards the company. The Do Well Do Good public survey in 2011 asked respondents to rate the importance of 17 issues. The top two most important issues refer to organizational responsibility towards employees:

1. Pay employees competitive wages and benefits (e.g. health care, pension);
2. Provide training and educational opportunities for employees.

The main things that consumers expect companies to do are treat their employees in fair and just way, to care for their economic and professional wellbeing. (Do well do good summary report, 2011). It shows that even customers care and pay attention to how a company treats its employees.

In a literature there is a lot of proof that effective human resource management can cut costs and enhance employee and company productivity. Peterson (2004) argues that CSR can have a positive influence as well. CSR can have a positive effect on employee motivation, commitment and loyalty (as presented in Branco & Rodrigues, 2009). CSR and HRM linkage analysis shows that CSR and HRM are closely related with each other. CSR positively affect HRM and HRM positively affect CSR. Social responsibility without human resource management is pure Public Relation.

1.5 CSR and HRM impact on employee attitudes and behavior

As shown in the previous section of the paper, CSR and HRM are closely interrelated and both play an important role in attracting and retaining employees. CSR policies and practices, which as mentioned above are usually implemented by the HRM department and through various HRM practices, have an impact on employee attitudes and perceptions as well as behavior. Further on in this paper specific employee perceptions of the organization and work-related attitudes and behaviors that are believed to be affected by CSR and HRM will be analyzed.

However first of all it is necessary to understand how CSR and HRM are related to employee attitude and behavior. In the literature there are several different model explaining how HRM is interfacing with performance. This paper will represent several different models.

Guest (1997) suggests that the company might improve organizational performance only through employees. Guest (1997) model propose that HRM practices are the most important for company performance. However author agrees that some external influences exist as well. Guest (1997) model suggest that HRM strategy (innovation, quality, cost reduction) has impact on HRM practices (selection, training, appraisal, rewards, job design involvement, status and security) then has impact on HRM outcomes (commitment, quality, flexibility) and then has impact on behavior outcomes (motivation, cooperation, involvement, organizational citizenship) and everything leads to performance impact on financial outcomes.

Hartog, Boselie & Paauwe (2004) model propose that performance related HRM practices have impact on employee perceptions and attitudes. This model differs from Gues model, because it is suggested that front line managers has very important role in implementing these practices. Moreover model suggests that employee attitudes and perceptions have impact on employee performance and then it influencing organizational performance. Therefore model suggests that employee' individual characteristics, internal and external environment might have influence in every stem of the model.

In a literature there is a gap either CSR is influencing employee attitude and behavior directly or through HRM practices.

How employees behave at work often depends on how they feel about being there and how they see the company. To better understand employee work behavior it is necessary to look at employee work-related attitudes first, because in many cases attitudes have influence on employee behavior. An attitude refers to a person's opinions, beliefs, and feelings about aspects of his/ her environment. In specific the following employee perceptions and attitudes will be analyzed further in this section: organizational attractiveness, person-organization fit, job satisfaction and commitment. As regards employee behavior, this paper will look into organizational citizenship behavior and intentions to quit.

1.5.1. Organizational attractiveness

Every organization wants to be attractive to internal and external stakeholders. It is essential to understand what factors are influencing organizational attractiveness and what benefits it might bring for the company. In this part organizational attractiveness will be presented.

From the employee point of view Bozionelos (2006) defined attractiveness as "the envisioned benefits that individuals see in working for a specific firm" (as cited in Lin, Tsai Joe & Chiu, 2011 p. 83). There can be internal and external attractiveness. The corporate image is very important, because very often for the public access to information on the company is very limited (e.g work conditions, opportunities, atmosphere within the organization). Thus potential employees very often judges about organization employment conditions from the corporate image (Ehrhart & Ziegert, 2005).

It is very often misconceived that organizational attractiveness and corporate image is the same. The reason for that is high degree of correlation between both variables. However, it does not mean that every organization with a good image is attractive. On the other hand Gatewood, Gowan & Lautenschlager (1993) theory suggests that potential employee decision usually is based on the organization's image. Smith, Bauer & Cable (2001) state that the main reason for such a decision is

that a potential employee associates company image with important aspect and that gives positive or negative feelings about the company (Gul, Khan & Zafar, 2011).

The level of organizational attractiveness is very important for human resource management. HR tries to make a company attractive not only to existing workers, but for potential employees as well. Lado & Wilson (1994), Murphy (1986) discussed that organizations which attract more qualified employees have a larger number of applicants to select from, which may increase their chances of hiring more qualified employees, what leads to competitive advantage gain (as presented in Turban, 1996).

Many research revealed that CSR can be viewed as a means of enhancing company attractiveness. Like it was disused in the previous parts, employees believe that if companies are fair with other stakeholders they will be fair with them as well. Kim & Park (2011) research confirmed previous authors finding Branco & Rodrigues (2006), Turban & Greening (1996)) analysis results. The Analysis showed that a company with CSR policies and practices implemented is seen as more attractive. What is the most important is that even respondents with low perception of CSR would consider a socially responsible company as more attractive (Kim & Park, 2011).

In literature there is no unique formula for a company to be attractive. There are many different aspects which make an organization attractive. Corporate citizenship is one of the most important attributes that attract potential employees (Turban & Greening 1996). It helps foster a strong signal about working conditions thereby denoting certain organizational values and norms (like company attractiveness) (Turban and Greening 1996). Corporate citizenship exposes key values and norms of the organization, which increases job seekers' perception of a company's attractiveness. Turban and Keon (1993) establish that potential employee were more attracted to companies that were decentralized in decision making and to companies that based pay on performance rather than on tenure (as provided by Lievens, Decaesteker, Coetsier, & Geirnaert, 2001).

Working conditions are not only important for potential employees, but for current employees as well. Because employees can choose from a variety of jobs, they do intend to seek for better work conditions. As well Chatman (1989) noted, people are attracted to organizations which they view as having values and norms they deem important.

Working environment is an important factor for company attractiveness. A clean, interesting and friendly place would allow employees to feel a sense of being a part of the company. People are like companies, there are different types, and different values. It is important that employees would have similar values with the company. Organizational support is also very important for the enhancement of company attractiveness from the employee perspective. Eisenberger (1986) stated

that support from an organization allows fulfilling employees' social–emotional needs therefore increasing its attractiveness (as provided in Lew, 2009).

Excitement plays an important role for company attractiveness too. Working in an environment where everyone feels excited and motivated makes others to mimic excited employees. It generates better confidence for the team or for the individual.

Organizational attractiveness is very important for every company. As it can be seen there are many different aspect influencing organizational attractiveness. From the company perspective it is important to know how existing employees evaluates company attractiveness, because they might influence potential employee opinion as well.

Organizational attractiveness is very important for every company. As it can be seen there are many different aspect influencing organizational attractiveness. From the company perspective it is important to know how existing employees evaluates company attractiveness, because they might influence potential employee opinion as well.

Beside organizational attractiveness is important factor for intention to stay. If employee feels attractive to the company and his feelings are positive he won't have intention to leave the organization. And as it was mentioned previously CSR and HRM can help to build stronger organizational attractiveness. Moreover when employee feels attractive to the company and they identify themselves within organization it will affect organizational citizenship behavior.

1.5.2. Personal Organizational Fit identification

It is important to know the difference between how employees perceive HR and CSR practices and whether that perception aligns with organization's values and goal. Person-organization fit helps to measure these differences. In this part of the paper analysis of personal organizational fit and its importance to the company will be done.

Kristof (1996) defines "Person – Organization (P–O) fit as compatibility between people and organizations that occurs when:

1. At least one entity provides what the other needs,
2. both entities share similar fundamental characteristics or,
3. Both" (Kristof, 1996, p 5).

Westerman and Cyr (2004) describe P-O as a multidimensional construct consisting of three types of fit: values, personality, work environment.

Person – organization fit has become an important aspect of employment. It is believed that employees with a high P–O fit will better understand the company, it needs, and values. According to Meglingo & Ravlin (1998) such employees are also expected to have better communication with other members of staff (as provided in Slack, Orife & Anderson, 2010).

There are bigger chance that individuals with similar values will process and interpret situations similarly, which will minimize misunderstandings and conflicts in the workplace. Such employees also feel bigger job satisfaction and higher commitment to the organization. Therefore employees with similar values have are able to predict their managers and colleagues behavior (Ng & Sarris, 2009). According to Perrin (1968), “employees who work in an environment that fits their personal characteristics will have more positive experiences” (Searle & Skinner, 2011, p 110). This leads to long-term effectiveness.

The human resource management function is closely related with the person – organization fit. Kristof (1996) states that employees who have higher personal organizational fit tend to be more committed to the organization and have tendency to stay longer within organization.

HR communicates with employees about company values needs and expectations but also gathers the information about employee’s needs and expectations. On the one hand having higher personal organizational fit is seen as a positive aspect for the company, because low P-O fit makes HR practices less effective which influences employees’ attitudes and behavior. As well it makes relationship with HR practices and commitment weaker. On the other hand, it may have negative results for the company. Employees with a very high person organization fit might identify themselves with organization. They won’t be thinking “out of the box” and company will lose competitive advantage. That is why it is very important to balance P-O fit within the company.

P-O fit is strongly related with turnover as well. Schneider study in 1987 stated that employees who find something similar with their organization will work longer. Besides study showed that P–O fit is stronger for employees who have worked for a longer time for the same organization (as provided in Liu, Liu & Hu, 2010).

In conclusion it can be stated that on the one hand the person organization fit is considered as a positive aspect that brings benefits for both sides, but on the other hand there are proofs that it may also be harmful for organizations. Janis & Mann (1977) and Kanter (1988) argue that “it may lead to conformity, homogeneity, and low-erred innovation “(as cited in Chatman, 1989 p.343). So as it can be seen finding an optimum in the person-organization fit is crucial. Keeping a balance gives the company a chance to avoid stagnation and better use of its employees’ potential and recognition of new opportunities. Person-organization fit is a very useful tool which allows in some way predict employee’s attitudes and behavior.

1.5.3. Job satisfaction.

Job satisfaction is a very important attitude which affects a company’s performance. If managers want to predict employee behavior it is important to know the level of their job satisfaction. There are plenty of factors influencing job satisfaction. Many researches through the

decade studied this attitude trying to find what influences job satisfaction and what influence it makes on the company. In this part, the most important influences and relations will be analyzed. Besides, it will be analysed how it is related with HRM and CSR, and some previous empirical research findings will be discussed.

Locke (1976) defined job satisfaction “as a positive emotional state resulting from the pleasure a worker derives from the job and that it is an important indicator of the employee’s relationship to the organization” (Tziner, Bar, Oren & Kadosh, 2011, p.68).

Job satisfaction can be viewed as an overall attitude, or it can apply to different aspects of a job: satisfaction with promotions, satisfaction with coworkers, satisfaction with supervision, satisfaction with pay and satisfaction with work itself (as provided in Aldag & Kuzuhara 2002).

The concept of job satisfaction has been researched for many years, although the relationship between job satisfaction and performance is still a debated question. Some HR managers believe that “a happy employee is a productive employee”, while others say that “a happy employee means an unproductive employee” (Saari & Judge, 2004). There is no rule and agreement how it really is. A number of studies have shown a weak link between job satisfaction and performance, e.g. Petty et al., 1984; Iaffaldano & Muchinsky, 1985 (as provided in Busch, Fallen & Pettersen, 1998) while other researches e.g. Thorese, Bono & Patton (2001) suggest a positive relationship between satisfaction and performance (as provided in Saari et.al., 2004). However as Aldag & Kuzuhara (2002) present that job satisfaction and organizational citizenship behavior shows stronger relationship than job satisfaction and performance. The results of such findings might be because OCB represent action more under the control of workers than conventional performance measures (Aldag & Kuzuhara, 2002, p122).

Also there are many other important factors that have influence on job satisfaction. Some authors divide them into two groups: intrinsic factors (organizational justice), or job itself and extrinsic factors such as satisfaction from pay (Porter & Kramer, 2002). Weissert (1967) claim that the company’s moral values are one the most important parameters defining employee satisfaction. More recent research suggests that perceptions of a firm’s ethics, values, and social responsiveness play a major role in the way organization is being perceived by potential employees (as provided in Greening & Turban et al, 2000).

Ozdemir (2009) excludes the main factors which influence job satisfaction: opportunities, stress, leadership, work standards, fair rewarding, adequate authority, job, salary, promotions, supervisors, work conditions and work groups. As it can be noticed most of them are controlled by HRM. In general it may be said that HRM has influence on employee perception of the company and their work which means that HRM has influence on job satisfaction.

One of the HRM role is to utilize employees to achieve company aims. As a result of their committed service or motivation, employees are being priced (increased pay, promotions) by employer. That results in bigger job satisfaction (if employees feel that they were treated fair).

It might be concluded that different people feel different levels of job satisfaction which has been influenced by different aspects. Rhodes study in 1983 suggests a positive linear relationship between age and job satisfaction up to the age of 60 (as provided in Sarker, Crossman & Chinmeteepituck, 2003). Gibson & Klein, Metle, Lee & Wilber also found a positive relationship between job satisfaction and age. Herzberg (1957) and Clark (1996) suggested that job satisfaction is U shaped curve in age. While Dowling related job satisfaction with higher income and more responsible job (as it was presented in Sarker, Crossman & Chinmeteepituck, 2003).

There are some studies referring to an indirect relationship between job satisfaction and corporate social responsibility and organizational ethics (e.g. Tziner, Bar, Oren & Kadosh, et al., (2011); Ali et al., (2010); Thibodeaux, J. & Jose (1999), Valentine & Fleischman (2008). In a qualitative study, Chong (2009) found positive correlations between direct employee involvement in CSR activities and identification with the organization's values and satisfaction with the workplace (as presented in Tziner, Bar, Kadosh & Oren, 2011). From the analysis it can be conclude however that CSR influence on job satisfaction has not been investigated sufficiently so far.

Job satisfaction is very important to every organization and it might influence many different aspects of organization performance. The Higher the organizational justice the higher is employee job satisfaction will be. Besides employees with higher job satisfaction will be more committed to the company. What's also worth mentioning is the fact that many studies showed that dissatisfied employees are more likely to quit their job (Saari & Judge, 2004). There are many theories and research done in order to find out what factors influence job satisfaction and what influence it has to the organization. In this paper analysis will be limited to the impact of job satisfaction on employee turnover and organizational citizenship behavior.

1.5.4. Organizational commitment.

Another important employee attitude is organizational commitment. In the previous part it was mentioned that organizational commitment is closely related with job satisfaction. Usually things which make people happy - make more committed too. In this part it will be analyzed how organizational commitment is related with HRM and CSR. As well it will be looked at previous research findings.

Many different organizational commitment definitions were created by different authors over the years. In this paper O'Reilly & Chatman (1986) definition will be used. Organizational commitment is defined as psychological attachment felt by the person for the organization (as provided in Coetzee, 2005).

Meyer & Allen (1990) proposed a three-component model of organizational commitment. They divided organizational commitment into:

- Affective commitment - individuals want to be attached to the organization (emotional attachment);
- Continuance commitment - the perceived costs associated with leaving the organization (individuals feel they need to be attached to the organization);
- Normative commitment (individuals feel they ought to remain with the organization) (as presented in Aldag & Kuzuhara et al., 2002).

Many studies have highlighted that organizational commitment has a big impact on the successful performance of an organization. This is because a highly committed employee will identify himself with the goals and values of the organization. As it was mentioned before such employees have a stronger desire to belong to the organization. Besides it is important to talk about organizational commitment, because studies have found positive relationships between organizational commitment and employee behavior. Organizational commitment can be influenced by many different factors. The research done by Purcell (1994) established different factors which influence commitment: received training, satisfaction with career opportunities, satisfaction with appraisal system, satisfaction about management, challengeable work, work-life balance, satisfaction with communication or company performance (as provided by Armstrong, 2006).

As it can be seen majority of factors are controlled by human resource management. Overall HRM is very important for employee's commitment. There are many studies done in order to confirm relationship between HRM and organizational commitment. Paul & Anantharaman (2004) and, Wright, Gardner, & Moynihan (2003) found a positive relationship between human resource practices and organizational commitment (as provided in Wright & Kehoe, 2007).

Pfeffer (1998) in his work suggested that HRM practices generate trust in employees and give them empowerment and involvement in decision making, which leads to a greater employee organizational commitment (as provided in Lew, 2010). It can be said that different HRM practices have influence on organizational commitment.

Brammer, Millington & Rayton (2007) found a positive relationship between corporate social responsibility and organizational commitment among employees (especially females). Survey results of the empirical research demonstrate that the organizational commitment is especially

positively influenced by the external CSR (Brammer, Millington & Rayton, 2007). Similar findings were found by Peterson (in Branco, 2009), Aguilera (2007), Ali (2010) and others.

The above studies suggested that working for a socially responsible company employees get more committed because CSR interventions provide a certain level of benefit for employees and their families, such as work-life balance, equity, after work activity, social activity and etc. From some employees perspective it might be one of the reasons why they would become more committed to the organization.

As companies implement CSR practices and policies, their values change, and they become more socially responsible towards all their stakeholders (in an ideal world). CSR policies change relations between the company and its employees. Studies have shown that commitment has a great impact on the successful performance of an organization. This is because a highly committed employee will identify himself with the goals and values of the organization. As it was mentioned before they have a stronger desire to belong to the organization, especially if their personal values are close with the company's values. According to Eici & Alpkan (2009) employees who perceive their organization as socially responsible and ethical are also likely to perceive it as being committed to them (Tziner & Bar & Oren 2011).

Many researches prove that organizational commitment has influence on turnover and absenteeism. Employees with a high commitment level have a lower level of turnover intentions. For younger employees this relationship is stronger. This is because they have less vested in the job than older employees (Aldag & Kuzuhara, 2002). Other very important aspect is that employees who work with a more committed group will have higher commitment to the organization. Besides organizational commitment is stronger for employees who have worked for the company for a longer period and had achieved some personal success (Davis & Newstrom, 1989 p. 179-180).

In general organizational commitment is required and very important aspect for the company, because committed employees usually have good attendance records, willing adherence to company policy and lower turnover rates (Davis & Newstrom, 1989). Overall studies suggest that organizational commitment has some linkage with human resource management and corporate social responsibility.

1.5.5. Intention to leave.

Nowadays companies face a high employee turnover problem. Turnover or employee intention to leave is a very important issue for today's business. In this part of the paper an analysis of the employee intention to leave will be provided. Besides its interface with HRM and CSR will be provided too.

According to Elci (2007) “turnover intention involves an employee’s willingness to leave a current work situation, or more specifically, —the likelihood that a person will leave his/her job within the foreseeable future” (as cited in Hollingworth & Valentine, 2011). In this paper turnover will be studied as an intention to stay, because for turnover measure a longitudinal studied is needed and this cannot be done in this thesis. According to Cohen & Golan (2007), intention to quit could be used to predict the actual turnover (Makhbul & Rahin, 2011). Because author of the paper was looking at CSR through the positive prism, instead of intention to leave for future research intention to stay will be analysed. Employees’ intentions to leave the organization can be an important component of organizational performance. According to Tett & Meyer (1993) “intent to leave is a psychological process which was described as an aware and thoughtful grit to leave the organization (as cited in Hunjra et al, 2010, p.3057)

According to Hom & Griffeth (1995), intention to leave the organization often is caused by low job satisfaction, poor working conditions, stress at work (Hollingworth, Valentine, 2011). As it was discussed in previous parts poor personal organizational fit and low commitment might cause employees intention to leave the organization. The strongest relationship is between affective commitment and intention to leave s (Brammer, Millington & Rayton. 2005).

Towers Perrin study assigned CSR as third strongest driver in employee engagement which is related with better performance, higher commitment, and lower intention to leave (as provided in MBR, 2009). According to Trevino & Nelson, (2004) if CSR practices satisfy employees needs they feel fulfilled and their rotation drops (Chiang, 2010).

From HRM and CSR analysis made in previous parts it can be noticed that different HRM and CSR practices might have influence on intention to leave (low payment, no trainings, discrimination, poor work-life balance, unchallengeable job and etc.).

Like it was mentioned employee turnover is very important these days. Boudreau & Berger (1985), Cascio (1991), Flamholtz (1985) highlight several negative consequences for an organization: the financial costs of the separation with the leaver, the replacement of the leaver, and the training of the replacement. From the company perspective it is very important to know what factors exactly influencing intention to leave and how it can be controlled. Many HRM and CSR studies have shown that employees involved in voluntary programs or other programs contributing to society have higher morale and job satisfaction and also their turnover is significantly lower (as provided in Lantos, 2002).

1.5.6. Citizenship behavior

In this part of the paper organization citizenship behavior will be presented. The term organizational citizenship behavior was mentioned for the first time in 1980 by Organ, who

described citizenship behavior as “voluntary and discretionary behavior of individual organizational members that, in the aggregate, is expected to promote overall organizational efficacy” (as cited in Dunlop & Lee, 2004 p. 68).

There are nearly 30 potentially different forms of citizenship behavior in the academic literature, the main of which are listed below.

- The main one is: *Helping behavior*. Helping behavior involves voluntarily helping others with, or preventing the occurrence of, works related problems.
- *Sportsmanship*. Organ (1990) define sportsmanship as “a willingness to tolerate the inevitable inconveniences and impositions of work without complaining
- *Organizational loyalty*. Organizational loyalty promotes the organization to outsiders, protect and defendes it against external threats.
- Organizational compliance,
- *Individual initiative*. Individual initiative includes voluntary acts of creativity and innovation designed to improve one’s task or the organization’s performance, persisting with extra enthusiasm and effort to accomplish one’s job, volunteering to take on extra responsibilities, and encouraging others in the organization to do the same” (as provided in Podsakoff et al., 2000).
- *Civic virtue* commitment represents commitment to the organization as a whole.
- *Self development*. Self-development includes voluntary behaviors employees engage in to improve their knowledge, skills, and abilities. According to George and Brief (1992) this might include “seeking out and taking advantage of advanced training courses, keeping abreast of the latest developments in one’s field and area, or even learning a new set of skills so as to expand the range of one’s contributions to an organization (as cited in Podsakoff et al., 2000 p.525).”

According to Organ (1977) many prior research showed a weak linkage between employees attitudes and organizational performance, because wrong form of performance was chosen. Organ suggests that instead of general performance, OCB should be chosen The reason for that is that an “employee has greater control over the exercise of OCB’s than of in-role requirement (Moorman, Niehoff & Organ, 1993 p.210). Corporate social responsibility together with HRM is helping to formulate citizenship behavior that would bring some positive changes to the company.

1.5.7. Employees attitudes and behavior overview

As we can see from previous parts of the analysis there is a tendency that all employee attitudes and behaviors under this study can be more or less related with each other and have influence on each other. Like it was discussed before there is some proof that CSR does influence employees attitudes and behavior, but this subject has not been investigated sufficiently. CSR has

influence on the way how employees perceive their organization and what kind of image of business they will spread among customers, shareholders and community members.

From the literature analysis we can conclude that if organizations want to be successful and attain a competitive advantage they should develop strong corporate social responsible and human resource practice programs. Most of research mentioned above showed that it is very important to make sure that employees are involved in company processes, and all the contributions made to the community should be communicated widely as it would make employees feel closer to the company and give them a feeling that they belong to the group and that way lower the risk turnover.

2 RESEARCH PROBLEM DEFINITION

Although as an issue, corporate social responsibility has existed since the start of commerce, the very concept of CSR is relatively new, especially in the Lithuanian market. In general, CSR is a very popular theme among practitioners and researches; however, so far there is no agreement neither on CSR definition, neither on business's gains from it. Different authors underline different CSR aspects. These debates among different authors and practitioners show subject's complexity and relevance.

There have been several prior scholarly attempts to reveal the CSR, and company performance linkage. Margolis and Walsh (2001) made an analysis of different empirical researches on CSR and performance linkage. Over 50 per cent of research showed positive linkage between CSR and performance (Margolis & Walsh, 2003). However, there are many mixed and unclear findings about CSR influence to the company.

Nevertheless, corporate social responsibility importance is growing all over the world including Lithuania. This means increased demand from different stakeholders (government, customers, owners, supplies, employees, society and etc.) on the organization. However prior researches on corporate social responsibility has mainly focused on external stakeholders and organizational benefits, such as enhancement of corporate reputation, customer attraction and retention, higher consumer receptiveness to new products, customer satisfaction, financial benefits and etc. Therefore, it is critical to expand study of CSR impact on internal stakeholders.

Employees make a relevant internal stakeholder. Qualified and motivated staff is one of the key aspects why an organization might become successful in a long run. Times have changed since employees were only tools for doing the job. Nowadays in global and full of competition world everybody understands that employees are a human resource that must be well treated and respected. Employees are companies' most valuable asset, the source of talent, knowledge, experience and skills that helps the company succeed (Česynienė, Diskienė & Česynaitė, 2011). Nevertheless, corporate social responsibility from an employee's perspective is quite a new and still

underestimated subject, especially in Lithuania. Besides a more comprehensive study of CSR impact on employee attitudes and perceptions as well as behavior is needed.

Corporate social responsibility is closely related to human resource management. According to Peterson (2004) HRM can bring benefits to the company, such as cost cutting, employee productivity enhancement and etc. However, Boselie, Dietz & Boon (2005) made an analysis from different treatise based on empirical researches on HRM and company performance linkage. Analysis showed that there is no direct proof of HRM influence to company performance, but from other hand positive linkage was detected. However, most of researches were using different HRM practices and there is still some gap left in a literature about HRM influence on the company.

Responsible HRM and CSR covers such subjects as employee discrimination, fair wages, health and safety, work-life balance, a clean and safe work environment, opportunity to training and carrier and etc. All these practices bring direct benefit to a company (morale increase, productivity increase, employee turnover cost reduction and etc.) (as provided in Branco& Rodrigues, 2009). CSR can HRM can complement each other.

CSR policies and practices are mainly implemented through HRM. The CSR topic is becoming a must for HR, because of the growing recognition that staffing is an area of risk to the business. High staff turnover, difficulties in finding the right employees, high recruiting cost can become a complication to the business. Corporate social responsibility can help manage the risk by creating desirable work environment where employees can provide a feedback to the company (as provided in Gateway, 2004).

The issue of responsible human resource management is really important to the business. However, it is noteworthy that the CSR-HRM linkage has not been well covered neither in literated nor in prior researches. Therefore, previous researches established that potential employees are likely to accept lower salary if they know that company are social responsible. For example Murray (2008) research showed that almost half of respondents highlighted that they would leave the job if employer would lack good CSR policy (as presented in Sharma, et al, 2009). Forbes research provided in Albenger et al., (2000) established similar results. That only shows corporate social responsibility to employees.

From one hand CSR policy is very important to the image of the company, but from other hand as Svensson, Wood & Callaghan (2004) state that having CSR policy it does not mean that the staffs is behaving more ethical and in general it does not give a guarantee of an ethical corporate culture. However it is important to know if existing CSR policy is influencing HRM practices and if it has impact to employees' attitude and behavior. Therefore, this field is not examined well neither in academia, neither in practice.

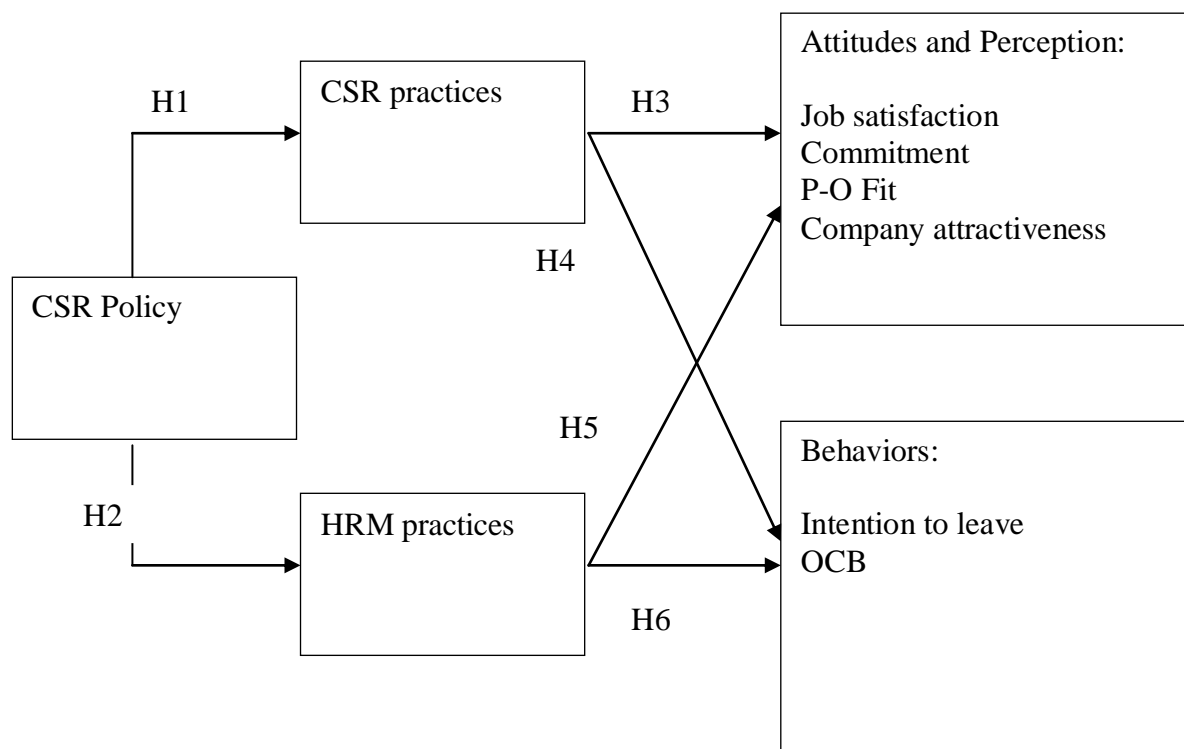
Talking about HR-related organizational benefits of CSR, or its influence on employee attitude and behavior, to be more specific, it has to be said that prior research mainly looked into CSR influence on individual attitude or behavior (e.g. job satisfaction or commitment or absenteeism). However, the author of this paper was unable to find any other scholarly research done on CSR influence on employee attitude or behavior as whole concept neither abroad, neither in Lithuania.

Moreover from the literature review it is not exactly clear if corporate social responsibility is influencing employees' attitude and behavior through human resource management. It has to be said that especially Lithuania market has a poor investigative history on CSR. Thus, subject of corporate social responsibility impact on employee attitudes and perception and behavior calls for deeper investigation.

2.1 Research model and hypotheses

Therefore, based on above considerations, the following research question is raised on how does CSR influence employee attitude and behavior? Based on the findings of previous studies the following research model has been developed (see figure 4.)

Figure 3 Research model



To test the above model the following hypotheses are raised:

H1: CSR policy has a positive impact on CSR practices

H2: CSR policy has a positive impact on HRM practices

- H3:CSR practices have a positive impact on employee attitudes and perception
H4: CSR practices have a positive impact on employee behavior
H5: HRM practices have a positive impact on employee attitudes and perception
H6: HRM practices have a positive impact on employee behavior

3 METHODOLOGICAL APPROACH

First in this chapter of the paper the research method and design will be described. Next the questionnaire design, research population and sample will be explained. Finally the method of data collection and analysis will be presented.

3.1 Empirical research aim and objectives

The aim of this empirical research is to test the impact of CSR on employee attitudes and behavior.

The objectives of the research are as follows:

- To measure CSR policy impact on CSR and HRM practices;
- To measure CSR practice impact on employee attitudes, perceptions and behavior;
- To measure HRM practice impact on employee attitudes, perception and behavior.

3.2 Research design

In order to reach the aim and objectives of the empirical research, it was chosen to use a quantitative research method. The quantitative method is the most appropriate because qualitative research is used to explore and understand people's beliefs, experiences, attitudes, behavior and interactions between them. To achieve the research aim and objectives (to study the impact of independent variables on dependent variables) data in a numerical expression was necessary (

It was chosen to use a self-administered survey questionnaire (Bryman, 2008). The questionnaire was employed to collect primary data from employees who work for socially responsible companies operating in Lithuania.

3.3 Questionnaire design

The questionnaire consists of three main parts; introduction which states survey purposes and provides instructions on questionnaire filling in, the main body of the questionnaire and some demographical questions.

The main body of the questionnaire consists of nine groups of questions: CSR policy, CSR practice, satisfaction with HRM practices, job satisfaction, organizational commitment,

organizational citizenship behavior, person – organization fit, company attractiveness, and intention to leave. For majority of questions a ten point Likert scale was used. Respondents were asked to rate the degree to which they agree with the statement, where 1 stood for totally disagree/dissatisfied and 10 – totally agree / totally satisfied.

CSR policy. To measure CSR policy possession, two questions were formulated, (question 1 and 2 in the questionnaire, see appendix 1) to find out if the company has a CSR policy and in what form – written or oral, and if the company has a person responsible for CSR. The questions were developed by the author of this paper following the guidelines for CSR assessment (Socialinės atsakomybės įsivertinimo vadovas įmonėms, 2010). Respondents had to choose an answer from “yes”, “no”, “I don’t know” (See appendix 1).

CSR practices. Questions were formulated in accordance to the main CSR Global Compact practices. It was sought to get information on the implementation of such CSR practices as concern about the environment, organizational transparency, health and safety, equal opportunities, life and work balance, career opportunities and concern about community. Respondents were asked to evaluate to what extent the above CSR practices were implemented in their organizations on a scale from 1 to 10, where a higher number has a higher extent of CSR practice usage in a company. There were 7 questions formulated to measure CSR practices, questions number: 4, 6, 7, 9, 11, 14 and 21.

HRM. In order to examine the level of employee satisfaction with HRM in nine out of the ten questions respondents were asked to evaluate HRM practices in their organizational scale from 1 to 10, where a higher number means a more extensive HRM practice usage in a company. Kinnie (2005) scale has been used. It was sought to find out the level of employee satisfaction with such HRM policies as: training, career opportunities, pay (finance), performance appraisal, communication and recognition. Besides respondents were asked if the company they work for has an HRM department, where respondents had to choose an answer from “yes”, “no”, and “I don’t know”. In total there were ten questions and statements formulated to measure HRM (3, 5, 10, 12, 15, 19, 23, 27, 33 and 34 in the questionnaire).

Job satisfaction In order to investigate the level of employee job satisfaction a short scale developed by Brayfield and Rothe (1951) (reached on <http://www.rotman.utoronto.ca/~scote/questionnaires.pdf>) was used. Their Questionnaire consists of five questions related with employee job satisfaction (questions: 8, 16, 29, 31 and 35 in the questionnaire).

Organizational commitment. In order to investigate employee organizational commitment Meyer and Allen’s (1991) (provided in Fields, 2002) affective commitment questionnaire was used. The questionnaire is constructs of four questions (questions 18, 30, 36 and 37 in the questionnaire). Meyer and Allen defined affective commitment as an employee’s emotional attachment to

identification and involvement in the organization they work for. It is believed that Employees with strong affective commitment are more likely to remain in the organization because they want to.

For **organizational citizenship behavior** (OCB) a questionnaire developed by Moormsn and Blakely (1995) has been used. Only two dimensions of OCB - interpersonal and loyal boosterism were used for this survey. Interpersonal group of questions consists of ten altruistic behavior questions (questions number: 13, 17, 20, 22, 26, 28, 38, 41, 42 and 44). Loyal boosterism group consists of five uncritical faithfulness to the organization's good reputation and general welfare questions (Fields, 2002).

To measure **person-organization fit** was used Cable and Judge (1996) questionnaire. It consists of three questions (questions: 24, 39 and 45) and measures employee's perception of his/her fit with an organization (Fields, 2002).

Company attractiveness questions were created in order to investigate how employees see to what extent employees see the company they work for as an attractive employer. There were two questions used, number 32 and 43 in the questionnaire. Questions was developed by the author.

Intention to leave questions were aimed at finding out if employees are willing to stay within organization or planning to leave it in a short period of time. In order to analyze it, Cammann and Michigan "Organizational Assessment questionnaire" (1979) was used. It contained three questions (questions number: 25, 40 and 46) Besides respondents were asked to provide information on their demographic characteristics (gender, age, position at work) and size and type of organization they currently worked for. Questionnaire sample is provided in appendix 1.

3.4 Population and sample

Empirical research was designed to investigate CSR influence on employee attitudes and behavior. It was decided to investigate only socially responsible companies operating in the Lithuania market. Four criteria were used to decide which companies were socially responsible. To qualify for a socially responsible organization, the company had to have either a SA standard (social accountability standard) which objective is to ensure ethical sourcing and production of goods and services. SA 8000 has been developed based on the conventions of the International Labour Organization, the Universal Declaration of Human Rights, as well as the United Nations Convention on the Rights of a Child. It is applicable to all companies regardless of scale, industry and location. Either the company has to be registered in at least one of the following projects or organizations:

- The Global Compact (National CSR network). The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles on the areas of human rights, labor,

environment and anti-corruption. The Global Compact objectives are to mainstream the ten principles in business activities around the world and catalyze actions in support of broader UN goals (including the Millennium Development Goals (MDGs)).

- Investors Forum. This Association seeks to improve Lithuanian business and investors' climate. It tries to attract foreign investors in order to improve Lithuanian economy. Investors' Forum collaborates with the government, ministries, parliament and oval office.

- Clear wave project (Baltoji Banga). The main objective of the project is to encourage transparent business practice in Lithuania. The Project encourages companies to treat workers in a fair way, comply with the Lithuanian law and pay taxes, to participate in procurement without bribe attempts.

All together there were 159 different size and type companies that met the above criteria (See appendix 2). All these companies have one thing in common. All of them consider themselves as socially responsible. Because there are not so many socially responsible companies in the Lithuania market, it was decided to invite all of them to participate in the survey. The above 159 companies employ about 45139 employees.

Creative Research System (2003) calculator was used to count the sample size. It was established that with 95% confidence level it was needed to investigate 383 employees. 95% commitment level means that the sample takes 95% of the population's opinion with 5 % of error.

3.5 Data collection and analysis methods

As the best way to run the survey, it was decided to do an online survey. As a secondary option handing paper questionnaires to respondents to fill in and collecting them after was used. These two methods were chosen to give respondents possibility to choose the most comfortable and appropriate way for them to respond to this research (as not all employees might have accessibility to computers).

All 159 companies were contacted (either by phone, or via email). It is difficult to measure how many companies participated in the survey, because the link with the questionnaire was sent to all of them. Some companies responded that they do not belong to CSR organizations or projects anymore. Besides a lot of companies did not want to participate in the survey because they did not want to disclose confidential information about employee feeling. Some companies asked to fax or to deliver questionnaires because of limited access to the internet. At the end of the survey 214 questionnaires were filled in.

For quantitative research analysis SPSS (Statistical Package for Social Science) 17.0 program was used. Because corporate social responsibility is positive concept and author were

looking at all analysis from positive side, questions group “intention to leave were reversed. For future analysis intention to stay were used. In order to check hypotheses the following analysis methods were used:

- *Test of normality.* To check whether variables are normally distributed, the test of Normality was undertaken. To perform the normality test Kolmogorov-Smirnov test was chosen. “Kolmogorov-Smirnov and Shapiro-Wilk tests compare the scores in the same sample to a normally distributed set of scores with the same mean and standard deviation” (Field, 2005, p. 93). If the test is non-significant ($p > .05$), it reflects that the distribution of the sample is not significantly different from a normal distribution (i.e. it is probably normal). If the test is significant ($p < .05$) then the distribution in question is different from a normal distribution (i.e. it is not normal)” (Field, 2005, p. 93). The analyzed scales according to normal distribution differ significantly (see Appendix 4), however the Shapiro-Wilk value shows that the difference is not very big. And also, the sample size is quite big, therefore for calculations the parametric criteria were chosen.

- *Descriptive statistic.* Mean and standard deviation were compared.

- *Pearson correlation coefficient.* Pearson’s correlation coefficient was measured in order to identify the relation between the variables. Pearson’s correlation method was chosen, because Pearson correlation coefficient is better for interval variables (Field, 2005). In order to use Pearson’s correlation coefficient, the data has to be normally distributed. The correlation is significant at the 0.05 level (Field, 2005). Table 4 show guidelines for the interpretation of correlation coefficients.

Table 4. Guidelines for Interpretation of Correlation Coefficients

0.90-1.00	Very high correlation	Very strong relationship
0.70-0.90	High correlation	Marked relationship
0.40-0.70	Moderate correlation	Substantial relationship
0.20-0.40	Low correlation	Weak relationship
Less than 0.20	Slight correlation	Relationship so small as to be negligible

Source: Burns, 2000, p.235

- *Dispersion statistical analysis ANOVA.*

It was decided to use post hoc test. Before making statistical calculations variables according to the answers of respondents were divided by 33 per cent into three almost equal groups (Due to diverse respondents’ answers, it was impossible to divide variable exactly into 33 per cent and 67 per cent therefore the closest value was taken.).

- *Regression analysis.* Stepwise regression analysis was applied to determine the causality in the relationships between the proposed models constructs. The relationship was considered statistically significant with 0.95 confidence, if $p \leq 0.05$.

4 RESEARCH RESULTS

4.1 Socio-demographic characteristics of the respondents

Majority (nearly three quarters) of the respondents were women. Respondents were from 21 up to 65 years of age, and they came from different Lithuanian cities. More detailed respondent distribution in respect to gender and age is provided in Table 5.

Table 5. Respondents by gender and age

Variable	Gender		Total
	Male	Female	
Respondents (n(%))	64 (29,9%)	150 (70,1 %)	214 (100,0%)
Age (Mean(st. deviation))	36,28 (10,5%)	35,09 (10,3%)	35,44 (10,3%)

As it can be seen from the table above, the average age of the respondents is 35-36 years. The age differences between genders is not significant ($p > 0,05$). Respondent distribution by work position is presented in Table 6.

Table 6. Respondents by position at work

Gender		Position					Total
		Manager	Technical worker	Administration	Worker	Other	
Female	n (%.)	34 (22,7%)	12 (8,0%)	68 (45,3%)	11 (7,3%)	25 (16,7%)	150 (100%)
Male	n (%.)	24 (37,5%)	19 (29,7%)	10 (15,6%)	6 (9,4%)	5 (7,8%)	64 (100%)
Total	n (%)	25 (27,1%)	31 (14,5%)	78 (36,4%)	17 (7,9%)	30 (14,0%)	214 (100%)

As it can be seen from the table above, majority of the respondents were administration employees (36,4 %). 27,1 % were managers and 14,5 % technical workers and 7,9 % workers. In respect to gender, it can be seen that men mainly work as managers and technical workers, while women first and foremost work in the administration. These difference were statistically significant (χ^2 , $p < 0,05$).

Respondent distribution in respect to the company type is provided in Table 7.

Table 7. Respondents by company type

Company type	N	Percent	Cumulative Percent
<i>Manufacturing</i>	50	23,4	23,4
<i>Sales</i>	54	25,2	48,6
<i>Services</i>	76	35,5	84,1
<i>Non profit organizations</i>	1	0,5	84,6
<i>Legal</i>	1	0,5	85,0
<i>Other</i>	32	15,0	100,0
Total	214	100,0	-

As shown in table 6 the biggest part of respondents work in the service industry (35.5 %.). 25.2 per cent of the respondents work in sales and 23.4 per cent in manufacturing organizations. Only 0.5 per cent of employees work in the legal industry and none profit organizations. The remaining 15 per cent under 'other' work mostly in banking, IT and building industries.

Table 8 presents respondent distribution in respect to the company size (number of employees).

Table 8. Respondents by company size

Company size	n	Percent	Cumulative Percent
<i>Missing</i>	1	0,5	-
Large (<i>more than 250 employees</i>)	130	60,7	61,0
Medium (<i>50-249 employee</i>)	60	28,0	89,2
Small (<i>10-49 employees</i>)	17	7,9	97,2
Very small (<i>less 10 employees</i>)	6	2,8	100,0
Total	214	100,0	-

As seen from the table above the biggest part of respondents works it large companies (60,7 per cent). 28,0 percent work in middle size companies and the rest works in small or micro companies.

4.2 Reliability of the Scales

In order to measure the internal reliability of the scales, Cronbach's alpha test was used. In cases when only statistical analysis is done, Cronbach's alfa values for each of the scale has to be higher than 0.50 (Field, 2005). Results of the reliability analysis of the scales used in this research are shown in Table 9. As seen from the results, Cronbach alpha is higher than 0.68 in all scales, which confirms the reliability of the all scales.

Table 9. Scale reliability (Cronbach' s alpha)

Variables	Cronbach's alpha
<i>CSR policy possession</i>	0,681.
<i>CSR practice</i>	0,824.
<i>HRM</i>	0,880.
<i>Attitudes and perceptions</i>	0,939
<i>Job satisfaction.</i>	0,795;
<i>Organizational commitment</i>	0,889
<i>Person – organization fit</i>	0,864
<i>Organizational attractiveness.</i>	0,829.
<i>Behavior.</i>	0,868
<i>Intention to leave</i>	0,850
<i>Organizational Citizenship behavior</i>	0,867

4.3 Descriptive statistics

Table 10 presents means and standard deviation of the variables under this study.

Table 10. Variables mean & standard deviation by gender

Gender	Female		Male		Total	
SCALE	Mean	St. Deviation	Mean	St. Deviation	Mean	St. Deviation
CSR practices:						
<i>Environment</i>	7.79	2.78	5.83	3.13	7.20	3.02
<i>Transparency</i>	7.63	2.88	7.02	2.83	7.44	2.87
<i>Health & safety</i>	8.75	1.89	8.11	2.06	8.56	1.96
<i>Equality</i>	8.02	2.56	7.92	2.57	7.99	2.56
<i>Discrimination</i>	5.90	2.79	4.91	2.87	5.60	2.84
<i>Quality of life</i>	6.46	3.03	5.73	2.64	6.24	2.93
<i>Life work life balance</i>	7.19	2.68	6.98	2.19	7.13	2.54
<i>Society</i>	6.85	2.48	5.23	2.62	6.37	2.62
HRM practices						
<i>Trainings</i>	7.29	2.76	6.64	2.83	7.10	2.79
<i>Pay (financial)</i>	7.17	2.41	6.28	2.06	6.90	2.34
<i>Career opportunity</i>	6.68	2.89	6.08	2.71	6.50	2.85
<i>Communication</i>	7.79	2.12	7.28	2.43	7.64	2.22
<i>Performance appraisal</i>	7.01	2.72	6.16	2.58	6.75	2.70
<i>Recognition</i>	7.01	2.65	6.69	2.31	6.91	2.55
Attitudes & Perceptions:						
<i>Job satisfaction</i>	7.26	2.08	6.58	2.12	7.06	2.11
<i>Organizational commitment</i>	7.45	2.21	6.81	2.09	7.26	2.19
<i>Person-organization fit identification</i>	7.99	2.03	7.18	2.18	7.75	2.10

<i>Organization attractiveness</i>	7.88	1.37	7.10	1.59	7.65	1.48
Behavior:						
<i>Intention to stay</i>	7.79	2.78	5.83	3.13	7.20	3.02
<i>Organizational Citizenship behavior</i>	7.63	2.88	7.02	2.83	7.44	2.87

As seen from the table male gave lower evaluation to all variables (except intention to stay) than female. In general, from all above evaluations the lowest evaluation respondent gave to discrimination (5.60), while the highest to health and safety (8.56). Attitudes and perceptions and behaviors were evaluated by the respondents in a very similar way.

Analyzing mean and standard deviation variables by company size, there were a tendency those respondents from larger or medium company evaluate variables with higher score. The lowest evaluation was from respondents' who works in very small company. Table with mean and standard deviation variables by company size table see appendix

Majority of the employees who took part in the survey said that the company they work for has a CSR policy (72%). 23.8% said they do not know if the company has it or not and per cent said that company does not have a CSR policy. Seeking to check if a CSR policy s CSR and HRM practice first of all a correlation analysis has been done, see table 11 for results.

4.4 Correlation analysis results

Correlation between CSR policy and CSR and HRM practices

Table 11. CSR policy, CSR and HRM practice correlation

VARIABLES	CSR policy	
	<i>Pearson Correlation</i>	<i>p</i>
CSR practices	0,388	0,0001
HRM practices	0,377	0,0001

As it can be seen from the table above there are statistically significant correlations between CSR policy possession and CSR and HRM practice implementation. Employees who said that their company has a CSR policy evaluate their company's CSR and HRM practices more positively, i.e. they think that their employer is engaged in CSR and HRM practice implementation to a larger degree.

Correlation between CSR practices and employee attitudes and perceptions

In table 12 CSR practice correlations with employee's attitudes and behavior.

Table 12. CSR practice correlation with employees attitudes and perceptions

Attitude and perception	CSR practice	
	Pearson Correlation	<i>p</i>
Attitudes and perceptions (SCALE)	0,726	0,0001
Subscales:		
<i>Job satisfaction</i>	0,626	0,0001
<i>Organizational commitment</i>	0,610	0,0001
<i>Person-organization fit identification</i>	0,715	0,0001
<i>Organizational attractiveness</i>	0,695	0,0001

As we can see from the table above there are statistically important correlations between all employee attitudes and perceptions and CSR practices. The strongest correlation is between person-organization fit, while the weakest correlation is between organizational commitment and CSR practices.

Individual CSR practice correlation was done in order to find out which particular practices have a smaller or bigger correlation (see appendices 5 & 6). Majority of CSR individual practices and employee attitudes and perceptions have similar correlation. Job satisfaction has the weakest correlation with company being environment friendly ($\rho=0.251$) and having no discrimination ($\rho=0.242$). Organizational commitment same as job satisfaction has the smallest correlation with being environment friendly ($\rho=0.279$) and having no discrimination at work ($\rho=0.256$). Personal-organization fit identification has the lowest correlation with being environment friendly ($\rho=0.296$) and having no discrimination at work ($\rho=0.391$). Organizational attractiveness has the lowest correlation with being environment friendly ($\rho=0.342$) and having no discrimination at work ($\rho=0.296$) as well.

Correlation between CSR practices and employee behavior

In table 13 CSR practice and employee behavior correlations are provided.

Table 13: CSR practice and employee behavior correlation

Behavior	CSR practices	
	Pearson Correlation	<i>p</i>
Behaviors (SCALE)	0,631	0,0001
Subscales:		
<i>Intention to stay</i>	0,493	0,0001
<i>Citizenship behavior</i>	0,598	0,0001

As can be seen from the table above there are statistically significant correlations between employee behavior and CSR practices perceptions. Citizenship behavior has stronger correlation

with CSR practices then intention to stay with CSR practices. Both correlations have substantial relationship (moderate correlation).

Talking about individual CSR practice, statistically significant relationship ($p < 0.05$) exists between all variables (see appendix 7). Some variables have slight correlation. Intention to stay correlation with environment is very small ($\rho = 0.179$), with discrimination ($\rho = 0.165$), with society ($\rho = 0.291$). Intention to stay has the biggest (moderate) correlation with work-life balance ($\rho = 0.640$). Citizenship behavior has very similar correlations with every single CSR practice. The smallest correlation is with transparency ($\rho = 0.381$) and discrimination ($\rho = 0.291$), while the biggest correlation with health and safety ($\rho = 0.538$).

Correlation between HRM and employees attitude and perception

In table 14 we can see correlation between HRM practice evaluation and employees attitude

Table 14: HRM and employees attitudes and perception correlation

Attitudes and perceptions	HRM	
	<i>Pearson Correlation</i>	<i>p</i>
Attitudes and perceptions (SCALE)	0,848	0,0001
Subscales:		
<i>Job satisfaction</i>	0,837	0,0001
<i>Organizational commitment</i>	0,694	0,0001
<i>Person-organization fit identification</i>	0,782	0,0001
<i>Organizational attractiveness</i>	0,719	0,0001

As we can see from the table above there are statistically significant correlations between employee attitude and perception and HRM. There is marked relationship (high correlation) between HRM and job satisfaction. The substantial relationship (moderate correlation) is between HRM and organizational commitment.

Talking about individual HR practice and employee behavior correlation it has to be mentioned that not every single variable correlation is statistically significant (see appendix 8 & 9). Organizational commitment has biggest correlation with job satisfaction ($\rho = 0.714$). Job satisfaction has the biggest correlation with appreciation ($\rho = 0.753$). Majority of correlations between person –organization fit and individual HRM practices is moderate or higher (see appendix 9). P-O fit highest correlation is with company attractiveness ($\rho = 0.736$). The highest company attractiveness correlation is with appreciation ($\rho = 0.636$).

Correlation between HRM and employee behavior

In table 15 findings of the correlation analysis of HRM practices and employee behaviors are provided.

Table 15: HRM and employees behavior correlation

Behavior	HRM	
	<i>Pearson Correlation</i>	<i>p</i>
Behaviors (SCALE)	0,693	0,0001
Subscales:		
<i>Intention to stay</i>	0,718	0,0001
<i>Citizenship behavior</i>	0,551	0,0001

As we can see from the table above there are statistically important correlations between employee behavior and HRM practice evaluation. HRM and intention to stay has marked relationship (high correlation), while HRM and citizenship behavior has substantial relationship (moderate correlation).

Talking about separate HR practices correlation, citizenship behavior has the highest correlation with communication ($\rho=0.541$). Intention to stay has the biggest correlation with appreciation ($\rho=0.684$)

4.5 ANOVA analysis

Relationship between CSR and HRM practices and the presence of a person responsible for CSR

For a deeper investigation of the relationship between variables at dispersion statistical analysis of variance ANOVA was done. CSR and HRM practice means were checked in respect to the presence of a person responsible for CSR practice implementation in the organization.

The Dispersion analysis (ANOVA) showed that there are statistically significant differences between CSR practice ($p=0.0001$) and HRM practice (0.0001) evaluation and presence of a person responsible for CSR implementation (see Appendix 11).

Respondents who indicated that the company has a person responsible for CSR evaluated their company CSR and HRM practices more positively than respondents who indicated that the company does not have a CSR policy or indicated that they do not know if the company has a person responsible for CSR. Besides, the result showed that there is no statistically significant difference between CSR & HRM practices evaluation and the fact that the respondent indicate that

company do not have person responsible for CSR or they do not know if the company has such a person, see appendix 11.

Relationship between CSR practices and employees attitudes and perceptions

Dispersion statistical analysis of variance ANOVA showed that employee attitude and perception scale ($p=0.0001$) and job satisfaction ($p=0.0001$), organization commitment ($p=0.0001$), P-O fit identification ($p=0.0001$) and organization attractiveness ($p=0.0001$) has statistically significant differences in CSR practices groups (see Appendix 12).

Dispersion analysis confirms the results suggested by correlation analysis: respondents who evaluate CSR practices more positive have statistically significant better attitude and perception toward the organization. In comparison, employees who evaluate CSR practice more positive pointed out higher job satisfaction, bigger commitment, better P-O fit and better organization attractiveness than employees who evaluate their company CSR practice average or less than average. As well employees who evaluate CSR practice as average has statistically significant better attitudes and perception (job satisfaction, commitment, P-O fit identification and organization attractiveness) towards the organization they work for then employees who evaluate CSR practice less or not positive.

Relationship between CSR practices and employee behavior

Analysis showed that there are statistically significant difference between employees behavior scale variance ($p=0.001$), intention to stay the organization ($p=0.001$), citizenship behavior and different CSR practice groups (see table 13).

Analysis results showed that employees who evaluate CSR practice more positive has statistically significant better attitude toward the organization they work for. Employees had less intention to stay and had better citizenship behavior than employees who evaluate CSR practice as average or not positive. As well employees who evaluate CSR practice as average has statistically significant better behaviors (lower intention to stay, better citizenship behavior) than employees who evaluate CSR practice as less than average. From other side organization citizenship behavior and employees who evaluate CSR practice average and more positive are just a tendency ($p<0.1$), but it is close to significant ($p=0.055$).

Relationship between HRM practices and employees attitudes and perceptions

Dispersion statistical analysis of variance ANOVA showed that employee attitude and perception scale ($p=0.0001$) and subscales: job satisfaction ($p=0.0001$), organization commitment ($p=0.0001$), P-O fit identification ($p=0.0001$) and organization attractiveness ($p=0.0001$) have statistically significant difference for different HRM groups (see table 14).

Analysis showed that employees who evaluate HRM more positive have statistically significant better attitude and perception toward the organization. In comparison, employees who evaluate HRM practice more positive pointed out higher job satisfaction, bigger commitment, better P-O fit identification and better organization attractiveness than employees who evaluate their company HRM practice as average or less than average. As well employees who evaluate HRM practice as average has statistically significant better attitudes and perception (job satisfaction, commitment, P-O fit identification and organization attractiveness) towards the organization they work for than employees who evaluate HRM practice less than average.

Relationship between HRM and employees behaviors

Analysis showed that there are statistically significant differences between employees behavior scale variance ($p=0.001$), and different HRM practice groups (see appendix 15). These findings were verified in subscales analysis as well. There are statistically significant difference between intention to stay the organization ($p=0.001$), citizenship behavior and HRM practice groups.

Analysis results showed that employees who evaluate HRM practice more positive has statistically significant better attitude toward the organization they work for. Employees had less intention to stay and had better citizenship behavior than employees who evaluate HRM practice as average or less than average. As well employees who evaluate CSR practice as average has statistically significant better behaviors (lower intention to stay, better citizenship behavior) than employees who evaluate CSR practice less than average.

Relationship between employee attitudes and intention to stay the organization

Analysis showed that there are statistically significant differences between employees attitude and perception ($p=0.001$), and intention to stay the organization (see appendix 16).

Employees who evaluate intention to stay more negative has statistically significant better attitude and perception towards the organization. In comparison, employees who evaluate intention to stay more negative pointed out higher job satisfaction, bigger commitment, better P-O fit and better organization attractiveness than employees who evaluate intention to stay medium or higher

then medium. As well employees who evaluate intention to stay as medium has statistically significant better attitudes and perception (job satisfaction, commitment, P-O fit identification and organization attractiveness) toward the organization they work for then employees who evaluate intention to stay as high chance.

Relationship between employee attitudes and perception and citizenship behavior

Analysis showed that there are statistically significant difference between employees citizenship behavior, variance ($p=0.001$), and attitude and perception (see appendix 17). These findings verified in subscales analysis as well. There are statistically significant difference between citizenship behavior ($p=0.001$) and attitude and perception.

Employees who evaluate citizenship behavior more positive have statistically significant better attitude and perception toward the organization. In comparison, employees who evaluate citizenship behavior more positive pointed out higher job satisfaction, bigger commitment, better P-O fit identification and better organization attractiveness then employees who evaluate their citizenship behavior as average or less than average. As well employees who evaluate citizenship behavior as average has statistically significant better attitudes and perception (job satisfaction, commitment, P-O fit identification and organization attractiveness) toward the organization they work for then employees who evaluate citizenship behavior as less than average.

4.6 Hypotheses testing with multiple regression analysis

For better CSR and HRM impact on employee attitude and behavior multiple regression analysis was done.

Hypothesis 1: CSR policy has a positive impact on CSR practices.

Research results show that the coefficient of determination ($R^2=0.151$) is less than 0.25. Thus CSR policy can explain only 15.1 per cent of CSR practices. However, regression coefficient $p=0.0001$ is lower than 0.05. Thus it can be said that a linear relationship between CSR policy and CSR practices exists. Talking about specific CSR practices, research revealed statistically significant impact of CSR policy on the following CSR practices: concern about environment ($\beta=.157, p<0.05$); transparency ($\beta=-.213, p<0.05$); health and safety ($\beta=.207, p<0.05$); quality of life ($\beta=-.233, p<0.05$) and society ($\beta=-.324, p<0.0001$). CSR policy impact on the following CSR practices is statistically insignificant: equality ($\beta=.150, p=>0.05$); discrimination

($\beta=-.030$), $p>0.05$) and life work balance ($\beta=.319$, $p>0.05$). Thus, hypothesis 1 is supported partially.

Hypothesis 2: CSR policy has a positive impact on HRM practices.

Results of multiple regression analysis show that the coefficient of determination (R square=0.142; is less than 0.25). CSR policy can explain 14 per cent of HRM practices. However regression coefficient $p=0.0001$ is less than 0.05. Thus it can be said that linear relationship between CSR policy and HRM practices exists. Talking about specific HRM practices, research revealed statistically significant impact of CSR policy on the following HRM practices: pay (finance) ($\beta=.372$, $p<0.05$); career opportunity ($\beta=.430$, $p<0.05$); communication ($\beta=.408$, $p<0.05$). CSR policy impact on the following HRM practices is statistically insignificant: training ($\beta=.135$, $p>0.05$), performance appraisal ($\beta=.166$, $p>0.05$) and recognition ($\beta=.056$, $p>0.05$). Thus, hypothesis 2 is supported partially.

Hypothesis 3: CSR practices have a positive impact on employee attitudes and perceptions.

Multiple regression analysis results show that coefficient of determination (R square) is 0.572. Thus CSR practices can explain 58 per cent of employee attitudes and perceptions. The impact is statistically significant $p=0.001$. Talking about specific attitudes and perceptions, research revealed statistically significant impact of CSR practices on the following attitudes and behaviors: job satisfaction ($\beta=.157$, $p<0.05$); person – organization fit ($\beta=.433$, $p<0.001$) and organizational attractiveness ($\beta=.338$, $p<0.001$). However, Research revealed statistically insignificant impact of CSR practices on organizational commitment ($\beta=-.099$, $p=0.241$, which is $p >0.05$). Thus, hypothesis 3 is supported partially.

Hypothesis 4: CSR practices have a positive impact on employee behaviour

Research analysis results show that coefficient of determination (R square=0.400). CSR practices can explain 40 per cent of employee behaviors. The impact is statistically significant $p<0.05$. Talking about specific employee behaviors, research revealed statistically significant impact of CSR practices on following behaviors: intention to stay ($\beta=.291$, $p<0.0001$) and citizenship behavior ($\beta=.448$, $p<0.0001$). Thus, hypothesis is fully supported.

Hypothesis 5: HRM practices have a positive impact on employee attitudes and perceptions.

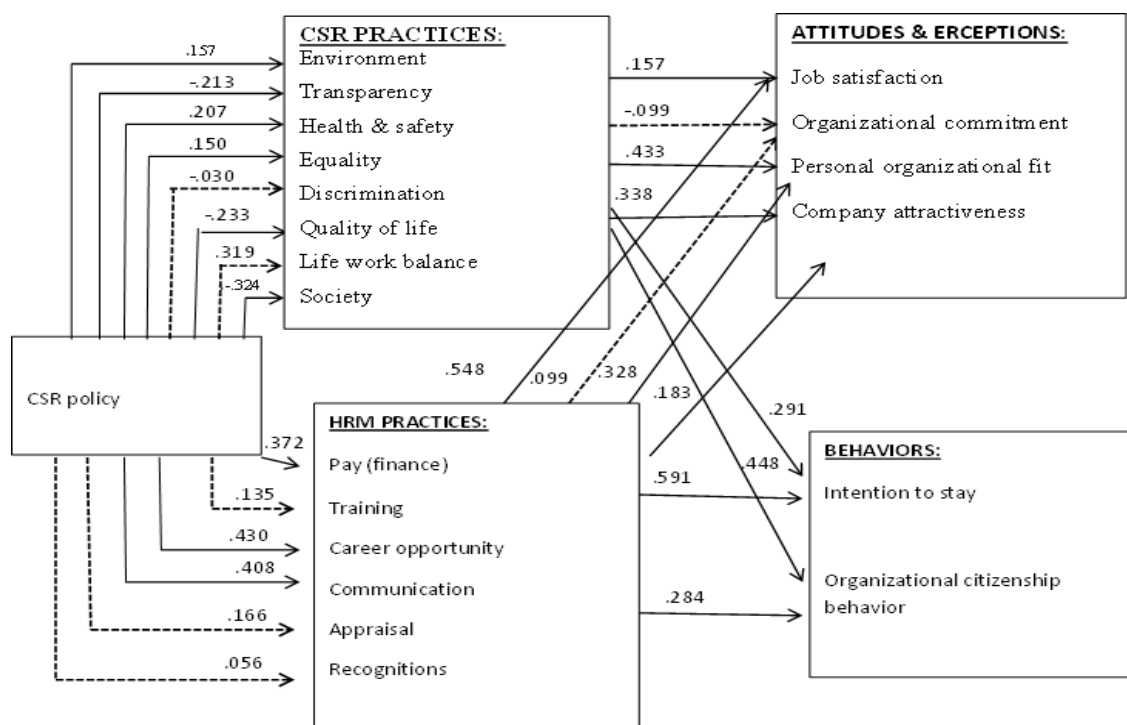
Multiple regression analysis results show that coefficient of determination (R square=0.776). HRM practices can explain 77.6 per cent of employee attitudes and perceptions. The impact is statistically significant $p=0.001$. Talking about specific attitudes and perceptions, research revealed statistically significant impact of HRM practices on the following attitudes and behaviors: job satisfaction ($\beta=.548$, $p<0.01$); person organizational fit ($\beta=.328$, $p=0.001$) and organizational attractiveness ($\beta=.183$, $p=0.001$). Research revealed statistically insignificant impact of HRM practice on organizational commitment ($\beta=.099$), $p=0.12$, which is more than 0.05). Thus, hypothesis 5 is supported partially.

Hypothesis 6: HRM practices have a positive impact on employee behavior.

Research analysis results show that coefficient of determination (R square=0.576). HRM practices can explain 57.6 per cent on employee behaviors. The impact is statistically significant $p<0.05$. Talking about specific employee behaviors, research revealed statistically significant impact of HRM practices on following behaviors: intention to stay ($\beta=.591$, $p<0.001$) and citizenship behavior ($\beta=.284$, $p<0.001$). Thus, hypothesis is fully supported.

Bellow it can be seen a graph with all variables and beta coefficients.

Picture. 4 Beta coefficients



4.7 *Summary of the Hypotheses Testing Results*

The previous parts of empirical research report cover the results obtained to test the hypotheses. For hypotheses testing a Person's correlation coefficient, dispersion analysis (ANOVA) and also regression analysis were done. The following table summarizes the hypotheses testing results.

Hypothesis	Result
H1: CSR policy has a positive influence on CSR practices	Supported partially
H2: CSR policy has a positive influence on HRM practices	Supported partially
H3: CSR practices has a positive influence on employee attitudes and perception	Supported partially
H4: CSR practices has a positive impact on employee behavior	Fully Supported
H5: HRM practices has a positive influence on employees attitudes and perception	Supported partially
H6: HRM practices has a positive impact on employee behavior	Fully Supported

5 DISCUSSION

Currently constant pressure that is being put on businesses is forcing loads of changes in the way they perform. Although the concept of CSR has been well known for many decades, only quite recently it has gained a lot of popularity. In response to changing circumstances, companies react in this way to the needs of their main stakeholders. One of them are employees who are the core of every business. (autorius pvz) They play a very important role in every company that is why their satisfaction, wellbeing, and retention are meaningful for each business. It is critical to implement CSR programs and involve employees in them as people who identify themselves with the company's values are a lot more committed and supportive, which plays a vital role in maximizing employee performance. More and more often employees are looking for employers whose values go in pair with their own. As the literature analysis showed if an employer is recognized as socially responsible it makes people convinced about positive experience they will get from working for such organization. Some prior research (Turban & Greening, 2006) confirmed that companies that are socially responsible are a lot more likely to retain high quality and motivated employees with positive attitudes towards their employer and work culture in their work environment. They also experience a lot lower staff turnover.

This part of the paper will consist from three parts. First to all significant current research finding will be presented and compared with previous researches. In a second part research limitations will be provided and finally suggestions for further research will be given.

Research conducted for the purposes of this thesis revealed that on average male and female evaluate CSR and HRM practice, job satisfaction, organizational commitment, personal organization fit, company attractiveness, intention to stay and organizational behavior in a very similar way. Prior research, for instance While, Deal & Gentry (2010) revealed that male and female evaluate CSR of their company in a very similar way, however, females evaluate organizational commitment more positively, which means that women feel more committed to the organization. Brammer's et al (2007) research revealed that females are more committed as well. Their findings showed that women are committed to the organization 8.5 per cent more than men.

Another finding of this research is that employees evaluate CSR and HRM practices more positively if the company they work for has a person responsible for social responsibility. Employees who work for the company which has a person responsible for CSR highlighted that the company has CSR policy as well. It shows that when company has person responsible for CSR it improves greatly communication with employees within the field of company's CSR.

CSR Policy

As it's been confirmed by the research done in this paper, communication plays a key role in getting employees involved in what. According to this research in 23.8 per cent of companies that have been analyzed, employees are not aware of the fact if the company has CSR policy or not. 4.2 per cent thought that company does not have any policy. Because research was done only in companies which states themselves as social responsible its more likely that company would have written or verbal CSR policy. These findings reports that employees weren't properly engaged in CSR practices as they weren't aware of their employer being socially responsible. The reason for that kind of results could be either the company is orientating at different stakeholder groups (e.g. customers) or company has poor communication with employees (to know exactly further research is needed). However literature analysis showed nuoroda positive impact on employee attitudes and behavior if they were engaged in company ethical practices. Lack of familiarity with CSR policy suggest that big role in the process of CSR implementation has human resources department, as they being directly responsible for the employees from the early stage of recruitment process. It's down to HR to make sure that employees are fully aware of the fact that the company they are working for is socially responsible. Perceiving company as socially responsible stimulates employee's attitudes and behavior and automatically reflects on their performance, attitude and

behavior, they being attracted to the company what increases their willingness to stay with the company for longer (Rupp et al.,2006).

According to study carried on by PSB (2009), in conjunction with Burson-Marsteller and Landor metai, people would accept to work with lower salary in exchange for possibility to work for a socially responsible company. Anyway PSB research revealed that companies are failing to communicate even to their own employees whether they are socially responsible (PSB 2009). Communication failure would perfectly confirm our results.

In the next section all findings related to research hypothesis will be discussed and compared with literature review and previous researches findings.

CSR Policy impact on CSR and HRM practices

It would be expected that CSR policy would have impact on CSR practice. However according to the results of this paper direct impact of CSR policy on CSR practices was not detected. Moreover no similar prior empirical research was detected in literature. However research revealed that CSR policy has statistically significant positive impact on the following CSR practices: environment care, health and safety at work and equality. It would lead to conclusion that if employees know, that company has verbal or written form CSR policy they assume they getting better health and safety, company are more environmental friendly and company permit equal employment opportunity for people with special needs (disable, elderly and etc.). That's only confirms the fact that communication is very important. Another very interesting and unusual finding is that CSR policy has statistically significant negative impact on company transparency and company involvement in society initiatives. CSR policy impact on employee discrimination at work and work life balance was found statistically insignificant.

According to the author of this paper results direct impact of CSR policy and HRM practices was not detected. However research revealed that CSR policy has statistically positive impact on the following HRM practices: satisfaction with pay, career opportunity, communication, and recognition and HRM department. It means that if the employees know that they working for social responsible company they will evaluate pay, career, communication and recognition more positively.

CSR practice impact on employee attitudes and perceptions

As research results revealed CSR practices has smaller or bigger correlation with job satisfaction, organizational commitment, personal organization fit and company attractiveness.

Research results (ANOVA) revealed that higher CSR practices evaluation is - higher attitudes and perception evaluation. And opposite lower CSR practices evaluation - lower attitudes and perceptions evaluation.

Overall satisfaction with corporate social responsibility practices vary. Both male and female evaluate health and safety the highest. Company provides health and safety service not on voluntary basic like some other CSR practices. There is some low regulating company health and safety line. Another reason for good provision of health and safety could be new European Union regulation or that some previous researches confirmed that health and safety is closely related to job satisfaction and it is very important factor for employees.

The lowest evaluation both men and women gave for discrimination (e.g. sex, age, political beliefs, social welfare and etc.). Some research shows that discrimination is quite big problem in Lithuania like in over the world. Most popular one is ethnic origin 62 per cent, sexual orientation 51 per cent and disability 45 per cent (euro barometer 2008).

Author research analysis revealed that CSR practices have statistically significant positive impact on job satisfaction and personal organizational fit identification. What goes in line with findings of other researchers like, Thibodeaux & Jose (1999) and Valentine & Fleischman (2008) who pointed out that corporate social responsibility has positive effect on job satisfaction.

However analysis revealed that CSR practices doesn't have statistically significant influence on organizational commitment. It is noteworthy to highlight, that previous research showed that CSR has significant positive influence on employee commitment (Brammer et al., (2007). However other research is done abroad and corporate social responsibility is quite new factor in Lithuanian companies. Another reason for such findings might be low communication to employees about CSR or that company is more concentrating on external CSR rather than internal.

Another research finding is that CSR practices have statistically significant positive impact on company attractiveness. Besides several previous researches Kim & Park (2011), Branco & Rodrigues (2006) revealed CSR positive impact on company attractiveness. Literature analysis showed that employee would leave their company if the company wouldn't be social responsible, or that working for social responsible company is more important than the salary (Murray survey in Sharma et al., 2009, Forbes reports in Jorgensen, 2011).

CSR practices impact on employee intention to leave and citizenship behavior

Hypothesis 4 predicted a direct impact of CSR practices to employee behavior. This hypothesis was fully supported. It has to be reminded that behavior intention to leave was reversed

before the analysis and positive intention to leave findings means that employee does not have intention to leave.

As it was mentioned in a literature review part intention to leave is very important factor to company performance and it can be influenced by many different factors (poor work condition, low job satisfaction and etc.). Author research analysis revealed that CSR practices have statistically significant positive impact on intention to leave, which confirms some findings in a literature (e.g. Bhattacharya et al., 2008). In general corporate social responsibility practices are positive aspect to organization. When employees have positive attitudes towards their work and perceive their organisation as an attractive place to work for he/she not planning to leave organization.

HRM practices impact on employee attitudes and perceptions

Employee who evaluate HRM practices more positively they evaluate employee attitude and perceptions more positively as well. Employees who evaluate HRM practices lower they evaluate attitudes and perception lower as well. Overall satisfaction with HRM practices is quite high. Both male and female evaluated the best communication they getting from the management. Career opportunity female evaluate the lowest, while male evaluate the pay the lowest. In Lithuania still there is a tendency that it is more difficult to do career for women.

Author research analysis revealed that HRM practices have statistically significant positive impact on the following attitudes and perceptions: job satisfaction, personal organizational fit and company attractiveness. Job satisfaction has the biggest impact on employee attitudes and perceptions. Research finding are similar with previous researches findings (Saari & Judge, 2004) Good human resource practices bring positive influence on employee attitudes and perceptions (Guest, 1997). Moreover job satisfaction was evaluated quite high.

However result showed that organizational commitment does not play significant role in HRM practices. This author research finding does not fit other researches findings. Most previous research found positive HRM impact on organizational commitment.

HRM practices impact on employee intention to leave and citizenship behavior

According to research results direct impact of intention to leave and citizenship behavior to HRM practices was detected.

As it was discussed in a literature review intention to leave can be caused by low job satisfaction, poor working condition, low personal organization fit identification (Hom & Griffeth (1995) as it was provided in (Hollingworth, Valentine, 2011). Author research revealed that

employees are very happy with health and safety, job satisfaction personal organization fit is high and employee were quite happy with the pay. That would be the reason why an employee does not have intention to leave the organization.

Thus, human resource management has positive impact on employee attitudes and behavior.

5.1 *Research limitation*

- The sample size needed for this research was 384 respondents; however, this number was not reached. Analysis was done from 214 responses, which could affect the results.
- Respondents evaluated their attitude and behavior. To have more significant result the following research is needed or an experimental research.
- In the questionnaire there was no explanation about CSR meaning (because survey was done only in CSR companies and author made an assumption that employee would know about CSR and its policy). Large number (28 per cent) of employees did not know if the company has CSR policy. There might be possibility that employee did not know what corporate social responsibility is.
- Company attraction was looking only through internal side.

5.2 *Implications for Further Research*

- Future research should test the results of this study on a larger scale and on a sample size more representative.
- For current research author used only employees as respondents. For future analysis it would be good to investigate not only employees, but employers as well. CSR strategy would unfold better.
- This research was done only in companies which consider themselves as social responsible companies. In a future research would be interesting to make same research in companies that not consider themselves as social responsible and to compare the results.
- To compare results between different countries

6 CONCLUSION

The paper explored theoretical and empirical analysis of CSR impact on employee attitudes and behavior. Having done theoretical and empirical analysis, the following conclusions can be made:

1. After overview of scholarly literature following conclusion were formulated:

- There is no universal agreement on CSR definition or relevance to the business. However some empirical evidence on CSR impact on the company performance has been detected.
- Moreover CSR is expanding all over the world. Formerly companies were looking at the business only through economic perspective. Nowadays companies implementing ethical and philanthropic strategies to their business.
- Corporate social responsibility is quite a new subject in Lithuania; however there are growing numbers of companies who want to be socially responsible. The Lithuania market has several organizations, initiatives and projects whose aim is to promote socially responsible business.
- Companies implementing CSR to their strategy, because of the different drivers: pressure from different stakeholders group, believes that it will be beneficial for the company, law regulations, morale believes, to increase awareness.
- Socially responsible companies are more attractive for potential employees. That leads that company has bigger spectrum of employees to choose from. Moreover several empirical studies show that to work for social responsible company is more important than higher salary. There is some empirical evidence that employee involvement into CSR practices has positive impact to the company performance.

2. After the analysis of CSR and HRM as well as employee attitudes and behavior linkage, author made such conclusions:

- Corporate social responsibility is closely related to human resource management, but there are lots of gaps in the literature. It is very popular to implement CSR through the HRM.
- There is no universal set of HRM practices which has positive impact in company performance. However HRM – performance linkages model show that HRM plays significant role in company performance.
- Over the last couple decades understanding about employee value to the company has changed. Besides, employee interest about CSR is increasing.
- Job satisfaction and organizational commitment are important attitudes which have impact on company performance.
- Personal organization fit is important for HRM and CSR. From one side employee with high P-O fit will adapt quicker and become more satisfied with the company what would lead to better organizational performance. From other hand high P-O fit might bring homogeneity to the company that would decrease creativity and innovations, which are very important for competitive advantage.
- HRM and CSR practices have positive impact on organizational attractiveness.
- In this global world high absenteeism and turnover is very big problem for the company's. Intention to stay has positive impact on turnover.
- Job satisfaction, organizational commitment P-O fit, organizational attractiveness has positive impact to intention to stay.

3. After made a research on social responsible companies author made following conclusion:

Despite the fact that research was made in social responsible companies a big part of the respondent did not know if their company has a CSR policy. That shows low internal communication about CSR.

Previous research showed that CSR is very positively important for employees, however by poor communication company does not use of spreading the message about CSR.

CSR policy has positive impact on CSR and HRM practices. However the linkage is not very strong.

CSR and HRM practices have positive impact on all attitudes and perceptions, except organizational commitment, while previous research findings shows CSR and HRM positive impact on organizational commitment.

Both CSR and HRM practices have a strong impact on employee behavior.

In general analysis shows that CSR has positive impact on employee attitudes and behavior. However the company is using CSR more towards other stakeholders group rather than employees. The reason for that might be that Lithuania market is still quite new for CSR. As well if company would have person responsible for CSR it would be easier to manage the strategy and communication. Nevertheless company could more use HRM for CSR implementation toward employees.

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APPENDICES

Appendix 1: Original questionnaire

Klausimynas

Sveiki, šiuo metu aš, Jolanta Svaldenytė, ISM vadybos ir ekonomikos universiteto magistrantė, atlieku apklausą, kurios tikslas yra išsiaiškinti, kaip jaučiasi darbuotojai dirbdami socialiai atsakingose įmonėse. Atsakinėdami į klausimus, vertinkite situaciją įmonėje, kurioje šiuo metu dirbate. Savo atsakymus pažymėkite apibraudami Jūsų nuomonę geriausiai atitinkantį skaičių po kiekvienu teiginiu pateiktoje skalėje, kur 1 reiškia „visiškai nesutinku/ nepatenkintas“, o 10 – „visiškai sutinku/ patenkintas.“

Užtikrinu, kad apklausa yra anonimiška, o surinkti duomenys bus apdoroti ir pateikti tik apibendrinta forma.

1. Ar Jūsų įmonė turi socialinės atsakomybės politiką (teiginį/nuostatą)?
 - A. Taip, rašytinėje formoje (oficialus dokumentas)
 - B. Taip, žodinėje formoje
 - C. Neturi
 - D. Nežinau
2. Ar įmonė turi vadovo lygmens darbuotoją, konkrečiai atsakingą už įmonės socialinę atsakomybę?
 - A. Taip
 - B. Ne
 - C. Nežinau
3. Ar įmonė turi personalo/ žmogiškųjų išteklių valdymo skyrių/ padalinį?
 - A. Taip
 - B. Ne
 - C. Nežinau
4. Mūsų įmonė rūpinasi aplinkosauga (dalyvauja aplinkosauginėse veiklose).

1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku
5. Esu patenkintas darbe gaunamais mokymais.

1	2	3	4	5	6	7	8	9	10
Visiškai nepatenkintas									Visiškai patenkintas
6. Mūsų įmonėje korupcija ir kyšininkavimas yra nepriimtini.

1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku
7. Mūsų įmonė rūpinasi darbų sauga ir darbuotojų sveikatos apsauga.

1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku
8. Aš esu patenkintas savo dabartiniu darbu.

1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku

9. Mūsų įmonė užtikrina lygias galimybes visiems darbuotojams (asmenys nediskriminuojami dėl jų lyties, socialinio sluoksnio, amžiaus, politinių pažiūrų ir kt.).
1 2 3 4 5 6 7 8 9 10
Visiškai nesutinku Visiškai sutinku
10. Esu patenkintas gaunamu atlygiu už darbą.
1 2 3 4 5 6 7 8 9 10
Visiškai nepatenkintas patenkintas Visiškai
11. Įmonė, kurioje dirbu, rūpinasi darbuotojų gyvenimo kokybe (organizuoja po darbine veikla, seminarus, parūpina draudimą ir t.t.)
1 2 3 4 5 6 7 8 9 10
Visiškai nesutinku Visiškai sutinku
12. Kiekviena diena darbe atrodo, kad ji niekada nesibaigs.
1 2 3 4 5 6 7 8 9 10
Visiškai nesutinku Visiškai sutinku
13. Atsitraukiu nuo savo darbų, kad galėčiau padėti savo kolegoms išspręsti darbinės problemas.
1 2 3 4 5 6 7 8 9 10
Visiškai nesutinku Visiškai sutinku
14. Mūsų įmonė sudaro galimybes įsidarbinti žmonėms su specialiais poreikiais (negalia, vyresnio amžiaus žmonės, t.t.).
1 2 3 4 5 6 7 8 9 10
Visiškai nesutinku Visiškai sutinku
15. Esu patenkintas karjeros galimybėmis mūsų įmonėje.
1 2 3 4 5 6 7 8 9 10
Visiškai nepatenkintas patenkintas Visiškai
16. Dažniausiai darbe jaučiuosi entuziastingas.
1 2 3 4 5 6 7 8 9 10
Visiškai nesutinku Visiškai sutinku
17. Naujiems darbuotojams savanoriškai padedu adaptuotis įmonėje.
1 2 3 4 5 6 7 8 9 10
Visiškai nesutinku Visiškai sutinku
18. Jaučiuosi priklausęs įmonei, kurioje dirbu.
1 2 3 4 5 6 7 8 9 10
Visiškai nesutinku Visiškai sutinku
19. Esu patenkintas komunikacija su darbuotojais.
1 2 3 4 5 6 7 8 9 10
Visiškai nepatenkintas patenkintas Visiškai
20. Dažnai pakoreguoju savo darbo grafiką, kad padėčiau kolegai, kuris atostogauja.
1 2 3 4 5 6 7 8 9 10
Visiškai nesutinku Visiškai sutinku
21. Mūsų įmonė dalyvauja įvairiose vietinės bendruomenės iniciatyvose.
1 2 3 4 5 6 7 8 9 10
Visiškai nesutinku Visiškai sutinku
22. Visada elgiuosi taip, kad nauji darbuotojai jaustųsi laukiami grupėje.
1 2 3 4 5 6 7 8 9 10
Visiškai nesutinku Visiškai sutinku
23. Esu patenkintas darbuotojų veiklos vertinimu įmonėje.

1	2	3	4	5	6	7	8	9	10
Visiškai nepatenkintas									Visiškai
patenkintas									
24. Mano asmeninės vertybės atitinka įmonės vertybes.									
1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku
25. Aš dažnai galvoju apie išėjimą iš darbo.									
1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku
26. Netgi sunkiausiose darbinėse ar asmeninėse situacijose rodau tikrą rūpestį ir pagarbą kitiems bendradarbiams.									
1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku
27. Jaučiuosi įvertintas už savo pasiekimus darbe.									
1	2	3	4	5	6	7	8	9	10
Visiškai nepatenkintas									Visiškai
patenkintas									
28. Užtariu įmonę, kai kolegos ją kritikuoja.									
1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku
29. Darbas man teikia džiaugsmą.									
1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku
30. Aš jaučiuosi emociškai susijęs ar priklausantis šiai įmonei.									
1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku
31. Esu patenkintas komandiniu darbu įmonėje.									
1	2	3	4	5	6	7	8	9	10
Visiškai nepatenkintas									Visiškai
patenkintas									
32. Mūsų įmonė yra laikoma patrauklia vieta dirbti.									
1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku
33. Esu patenkintas darbuotojų įtraukimu į įmonės veiklą.									
1	2	3	4	5	6	7	8	9	10
Visiškai nepatenkintas									Visiškai
patenkintas									
34. Esu patenkintas darbo – asmeninio gyvenimo balansu.									
1	2	3	4	5	6	7	8	9	10
Visiškai nepatenkintas									Visiškai
patenkintas									
35. Mano darbas man yra nemalonus.									
1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku
36. Aš jaučiuosi kaip šeimos narys įmonėje, kurioje dirbu.									
1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku
37. Aš būčiau patenkintas, jei visą likusį gyvenimą dirbčiau šioje įmonėje.									
1	2	3	4	5	6	7	8	9	10
Visiškai nesutinku									Visiškai sutinku

38. Draugus ir šeimą skatinu naudoti mūsų įmonės produktus/paslaugas.
 1 2 3 4 5 6 7 8 9 10
 Visiškai nesutinku Visiškai sutinku
39. Mano vertybės atitinka daugumos mūsų įmonės darbuotojų vertybes.
 1 2 3 4 5 6 7 8 9 10
 Visiškai nesutinku Visiškai sutinku
40. Tikėtina, kad artimiausiu metu pradėsiu ieškoti kito darbo.
 1 2 3 4 5 6 7 8 9 10
 Visiškai nesutinku Visiškai sutinku
41. Užtariu įmonę kai joje nedirbantys žmonės kritikuoja.
 1 2 3 4 5 6 7 8 9 10
 Visiškai nesutinku Visiškai sutinku
42. Aš didžiuojuosi atstovaudamas įmonę visuomenėje
 1 2 3 4 5 6 7 8 9 10
 Visiškai nesutinku Visiškai sutinku
43. Aš rekomenduočiau savo draugams dirbti šioje įmonėje.
 1 2 3 4 5 6 7 8 9 10
 Visiškai nesutinku Visiškai sutinku
44. Aktyviai reklamuoju įmonės produktus ir paslaugas potencialiems vartotojams.
 1 2 3 4 5 6 7 8 9 10
 Visiškai nesutinku Visiškai sutinku
45. Įmonės vertybės atspindi mano asmenines vertybes.
 1 2 3 4 5 6 7 8 9 10
 Visiškai nesutinku Visiškai sutinku
46. Jei man reikėtų rinktis iš naujo, aš ir vėl pasirinkčiau darbą šioje įmonėje.
 1 2 3 4 5 6 7 8 9 10
 Visiškai nesutinku Visiškai sutinku

47. Lytis

- 1) Moteris
- 2) Vyras

48. Amžius (įrašykite Jums suėjusių metų skaičius).

49. Organizacijos pagrindinė veika (apibraukite teisingą variantą).

- A. Gamyba
- B. Pardavimai
- C. Aptarnavimas
- D. Ne pelno siekianti organizacija
- E. Akademinė veikla
- F. Teisinė veikla
- G. Kita (įrašykite)_____

50. Jūsų pareigos (apibraukite teisingą variantą).

- A. Vadovas
- B. Techninis darbuotojas
- C. Administracijos darbuotojas
- D. Darbininkas
- E. Kita (įrašykite)_____

51. Įmonės dydis.

- A. Didelė (daugiau negu 250 darbuotojų)
- B. Vidutinė (50-249 darbuotojų)
- C. Maža (mažiau 10-49 darbuotojai)
- D. Labai maža (mažiau 10 darbuotojų)

Dėkoju už atsakymus!!!

Appendix 2: CSR organizations in Lithuania

	Company	Nacional CSR network	Investor s Forum	White wave Baltoji banga	SA 8000
1.	„Achemos grupė“	+			
2.	„AGA“	+	+		
3.	„Akreta“	+			
4.	„ALNA“	+			
5.	„Apranga“	+			
6.	„Aviva Lietuva“	+			
7.	„Baltų žemės“	+			
8.	„Berlin-Chemie Menarini Baltic“	+			
9.	„Coca-Cola HBC Lithuania“	+	+		
10.	„Constructus“	+			
11.	„Danisco Sugar Kėdainiai“ and „Danisco Sugar Panevėžys“	+			
12.	„DPD Lietuva“	+			
13.	„Ekonomines konsultacijos ir tyrimai“	+			
14.	„Ekspontė“	+			
15.	„Respublikinis energetikų mokymo centras“	+		+	
16.	„Ericsson Lietuva“	+			
17.	„Ernst&Young“	+	+		
18.	„EURA“	+			
19.	„European Leadership Institute“	+			
20.	„Gyvybės draudimas Bonum Publicum“	+			
21.	„Swedbank“	+	+		
22.	„Invalida Service“	+			
23.	„Klaipėdos kartonas“	+			
24.	„Kauno energija“	+			
25.	„Klaipėdos terminalo grupė“	+			
26.	„Lideika, Petrauskas, Valiūnas ir partneriai LAWIN“	+	+		
27.	„Lietuva Statoil“	+	+		
28.	„Lietuvos draudimas“	+			

29.	„Lifosa“	+		+	
30.	„LINTEL“	+			
31.	„Mažeikių nafta“	+			
32.	„Medicinos bankas“	+			
33.	„MG Baltic“	+			
34.	UAB „Metalo meistrai“	+			
35.	UAB „Narbutas ir Ko“	+			
36.	„Nestle Baltics“	+			
37.	„Omnitel“	+	+	+	
38.	„Pakmarkas“	+			
39.	„Pas dobių“	+			
40.	„PricewaterhouseCoopers“	+			
41.	„Renerga“	+			
42.	„SEB bankas“	+	+		
43.	„Soloveicikas Markauskas Aviza Bagdanskis – SMA“	+			
44.	„Švyturys-Utenos alus“	+			
45.	„Šiaulių bankas“	+			
46.	„TEO LT“	+	+	+	
47.	„Traidenis“	+		+	
48.	„Utenos trikotažas“	+			+
49.	„Ūkio bankas“	+			
50.	„Valpirus“	+			
51.	„Vilniaus baldai“	+			
52.	„VST“	+			
53.	„Aplinkos vadybos ir audito institutas“	+			
54.	„Baltijos vadybos institutas“	+			
55.	„Mano miestas Klaipėda“	+			
56.	„Jaunųjų vadovų asociacija“	+			
57.	„JCI Lietuva“	+			
58.	„Iniciatyvos fondas“	+			
59.	„Inžinerinės ekologijos asociacija“	+			
60.	„Lietuvos maistinių profesinė sąjunga“	+			
61.	Lietuvos jaunimo organizacijų taryba	+			
62.	Nacionalinė elektros	+			

	technikos verslo asociacija				
63.	Socialiai atsakingų įmonių asociacija	+			
64.	ORLEN Lietuva		+		
65.	LESTO				
66.	Baltic Management Institute		+		
67.	Danske Bank A/S Lietuvos filialas		+		
68.	Investors' Forum	+		+	
69.	OVC Consulting		+		
70.	Aukštaitijos vandenys"	+			
71.	Bureau Veritas Lit"	+			
72.	Dzūkijos vandenys"	+			
73.	Konekesko Lietuva"	+			
74.	Vilniaus vandenys"	+			
75.	WTE Baltic"	+			
76.	AGA-CAD“			+	
77.	Arijus“			+	
78.	Bennet distributors“			+	
79.	Cleanex“			+	
80.	„Defensas“			+	
81.	„Dovanų manija“			+	
82.	„Dzūtra“			+	
83.	Elektra“			+	
84.	„EPI FARMA“			+	
85.	ERP“			+	
86.	Grifs AG“			+	
87.	Incorpus“			+	
88.	Integrity PR“			+	
89.	Jūrės medis“			+	
90.	KRS“			+	
91.	Management information“			+	
92.	Neda“			+	
93.	Nordic Sugar Kėdainiai“		+	+	
94.	Omniteksas“			+	
95.	Orientis“ (MAMAreklama)			+	
96.	Plungės kooperatinė prekyba"			+	
97.	Publicum Group"			+	

98.	Rolvika“			+	
99.	RIMI Lietuva“		+	+	
100	SAN Vilnius“			+	
101	Siemens Osakeyhtio Lietuva		+	+	
102	SDG“			+	
103	Soundest“			+	
104	Spauda“			+	
105	Šilutės raštinė“			+	
106	Švykai“			+	
107	Texus“ Sales Partners			+	
108	UToode“			+	
109	UAB „Transvia Logistics“			+	
110	UAB „Vičiūnai ir partneriai“			+	
111	UAB „VSA Vilnius“			+	
112	Agrotech, P. Rackausko ind. firma				+
113	Hidrostatyba, UAB				+
114	Grundolita, UAB				+
115	YIT Kausta, AB				+
116	Plungės Jonis, UAB				+
117	Sauslaukio statyba, UAB				+
118	Statybu kryptis, UAB				+
119	Statovita, UAB				+
120	Strūktura, UAB				+
121	Vikjona,UAB				+
122	Žemkasta, UAB				+
123	“Archyvų sistemos”		+		
124	“Bpť”		+		
125	“Baltik vairas”		+		
126	“Bitė”		+		
127	“Catella Corporate Finance”		+		
128	“Creditinfo” Schufa group		+		
129	“Deloitte”		+		
130	“DHL”		+		
131	“DNB” Nord		+		
132	“DSV”		+		
133	“GeneralFinancing”		+		
134	“GILD” bankers		+		
135	“hp”		+		
136	“Impress teva”		+		

137	“Indorama Pet”		+		
138	“Kaunas laisvoji ekonominė zona”		+		
139	“Klaipėda free economic zone”		+		
140	“KPMG”		+		
141	“Lietuvos dujos”		+		
142	“Lietuvos paštas”		+		
143	“Lindorff”		+		
144	“Lukoil”		+		
145	“Minijos nafta”		+		
146	“Moog”		+		
147	“Nasdaq omx”		+		
148	“Nordea”		+		
149	“Paroc”		+		
150	“Philip Morris” Baltic		+		
151	“pwc”		+		
152	“saerimmer”		+		
153	“SCAENT” Baltic		+		
154	“TEVA” UAB Sicor Biotech		+		
155	“SORAINEN”		+		
156	“ThermoFisher” Scientific		+		
157	“UniCredit Bank”		+		
158	“Vėjų spektras”		+		
159	VRP “Hill Knowlton”		+		

Appendix 4. Test of normality

Tests of Normality

SCALE	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
CSR	,097	203	,000	,961	203	,000
HRM	,127	203	,000	,936	203	,000
Attitudes and perception	,107	203	,000	,943	203	,000
<i>Job satisfaction</i>	,132	203	,000	,928	203	,000
<i>Organizational commitment</i>	,102	203	,000	,950	203	,000
<i>Person-organization fit identification</i>						
<i>Organization attractiveness</i>	,190	203	,000	,880	203	,000
Behaviuor	,111	203	,000	,949	203	,000
<i>Intention to stay</i>	,094	203	,000	,965	203	,000
<i>Citizenship behavior</i>	,169	203	,000	,891	203	,000
CSR Policy	,182	203	,000	,847	203	,000

a. Lilliefors Significance Correction

Appendix 5. Correlation between CSR practices & attitude

Correlations between attitudes and CSR practices

SCALE/ QUESTION		Attitudes	Satisfaction	Commitment	Environment	Transparency	Health & safety	Equality	Discrimination	Quality of life	Life work life balance	Society
Attitudes	Pearson Correlation	1	0,927**	0,924**	0,286**	0,496**	0,526**	0,580**	0,264**	0,659**	0,735**	0,495**
	p		0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	209	209	209	209	209	209	209	208	209	209	209
Satisfaction	Pearson Correlation	0,927**	1	0,714**	0,251**	0,487**	0,487**	0,589**	0,242**	0,620**	0,748**	0,439**
	p	0,0001		0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	209	210	209	210	210	210	210	209	210	210	210
Commitment	Pearson Correlation	0,924**	0,714**	1	0,279**	0,437**	0,482**	0,492**	0,256**	0,603**	0,615**	0,468**
	p	0,0001	0,0001		0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	209	209	213	213	213	213	213	212	213	213	213
Environment	Pearson Correlation	0,286**	0,251**	0,279**	1	0,213**	0,422**	0,165*	0,216**	0,408**	0,160*	0,465**
	p	0,0001	0,0001	0,0001		0,002	0,0001	0,016	0,002	0,0001	0,019	0,0001
	n	209	210	213	214	214	214	214	213	214	214	214
Transparency	Pearson Correlation	0,496**	0,487**	0,437**	0,213**	1	0,555**	0,625**	0,299**	0,550**	0,440**	0,351**
	p	0,0001	0,0001	0,0001	0,002		0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	209	210	213	214	214	214	214	213	214	214	214
Health & safety	Pearson Correlation	0,526**	0,487**	0,482**	0,422**	0,555**	1	0,543**	0,274**	0,504**	0,333**	0,338**
	p	,000	0,000	0,000	0,000	0,0001		0,0001	0,0001	0,0001	0,0001	0,0001
	n	209	210	213	214	214	214	214	213	214	214	214
Equality	Pearson Correlation	0,580**	0,589**	0,492**	0,165*	0,625**	0,543**	1	0,311**	0,514**	0,436**	0,398**
	p	0,000	0,000	0,000	0,016	0,0001	0,0001		0,0001	0,0001	0,0001	0,0001
	N	209	210	213	214	214	214	214	213	214	214	214

Discrimination	Pearson Correlation	0,264**	0,242**	0,256**	0,216**	0,299**	0,274**	0,311**	1	0,519**	0,226**	0,384**
	p	0,0001	0,0001	0,0001	0,002	0,0001	0,0001	0,0001		0,0001	0,001	0,0001
	n	208	209	212	213	213	213	213	213	213	213	213
Quality of life	Pearson Correlation	0,659**	0,620**	0,603**	0,408**	0,550**	0,504**	0,514**	0,519**	1	0,533**	0,591**
	p	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001		0,0001	0,0001
	n	209	210	213	214	214	214	214	213	214	214	214
Life work life balance	Pearson Correlation	0,735**	0,748**	0,615**	0,160*	0,440**	0,333**	0,436**	0,226**	0,533**	1	0,288**
	p	0,0001	0,0001	0,0001	0,019	0,0001	0,0001	0,0001	0,001	0,0001		0,0001
	n	209	210	213	214	214	214	214	213	214	214	214
Society	Pearson Correlation	0,495**	0,439**	0,468**	0,465**	0,351**	0,338**	0,398**	0,384**	0,591**	0,288**	1
	p	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	
	n	209	210	213	214	214	214	214	213	214	214	214

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Appendix 6. Correlation between CSR practices & perception

Correlations between perceptions and CSR practices

SCALE/ QUESTION		Perception	PO-fit	Attractiveness	Environment	Transparency	Health & safety	Equality	Discrimination	Quality of life	Life work life balance	Society
Perception	Pearson Correlation	1	0,959**	0,897**	0,335**	0,560**	0,604**	0,612**	0,378**	0,681**	0,625**	0,582**
	p		0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	214	214	214	214	214	214	214	213	214	214	214
PO-fit	Pearson Correlation	0,959**	1	0,736**	0,296**	0,538**	0,506**	0,574**	0,391**	0,666**	0,623**	0,557**
	p	0,0001		0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	N	214	214	214	214	214	214	214	213	214	214	214

Attractiveness	Pearson Correlation	0,897**	0,736**	1	0,342**	0,501**	0,656**	0,569**	0,296**	0,592**	0,524**	0,523**
	p	0,0001	0,0001		0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	214	214	214	214	214	214	214	213	214	214	214
Environment	Pearson Correlation	0,335**	0,296**	0,342**	1	0,213**	0,422**	0,165*	0,216**	0,408**	0,160*	0,465**
	p	0,0001	0,0001	0,0001		0,002	0,0001	1,016	1,002	0,0001	0,019	0,0001
	n	214	214	214	214	214	214	214	213	214	214	214
Transparency	Pearson Correlation	,560**	1,538**	1,501**	1,213**	1	1,555**	1,625**	1,299**	1,550**	1,440**	1,351**
	p	0,0001	0,0001	0,0001	0,002		0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	214	214	214	214	214	214	214	214	213	214	214
Health & safty	Pearson Correlation	0,604**	0,506**	0,656**	0,422**	0,555**	1	0,543**	0,274**	0,504**	0,333**	0,338**
	p	0,0001	0,0001	0,0001	0,0001	0,0001		0,0001	0,0001	0,0001	0,0001	0,0001
	n	214	214	214	214	214	214	214	213	214	214	214
Equality	Pearson Correlation	0,612**	0,574**	0,569**	0,165*	0,625**	0,543**	1	0,311**	0,514**	0,436**	0,398**
	p	0,0001	0,0001	0,0001	0,016	0,0001	0,0001		0,0001	0,0001	0,0001	0,0001
	n	214	214	214	214	214	214	214	213	214	214	214
Discrimination	Pearson Correlation	0,378**	0,391**	0,296**	0,216**	0,299**	0,274**	0,311**	1	0,519**	0,226**	0,384**
	p	0,0001	0,0001	0,0001	0,002	0,0001	0,0001	0,0001		0,0001	0,001	0,0001
	n	213	213	213	213	213	213	213	213	213	213	213
Quality of life	Pearson Correlation	0,681**	0,666**	0,592**	0,408**	0,550**	0,504**	0,514**	0,519**	1	0,533**	0,591**
	p	0,000	0,000	0,000	0,000	000	0,000	0,000	0,0001		0,0001	0,0001
	n	214	214	214	214	214	214	214	213	214	214	214
Life work life balance	Pearson Correlation	0,625**	0,623**	0,524**	0,160*	0,440**	0,333**	0,436**	0,226**	0,533**	1	0,288**
	p	0,0001	0,0001	0,0001	0,019	0,0001	0,0001	0,0001	0,001	0,0001		0,0001
	N	214	214	214	214	214	214	214	213	214	214	214

Society	Pearson Correlation	0,582**	0,557**	0,523**	0,465**	0,351**	0,338**	0,398**	0,384**	0,591**	0,288**	1
	p	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	
	n	214	214	214	214	214	214	214	213	214	214	214

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Appendix 7. Correlations between CSR practices and behaviors

Correlations between behavior and CSR practices

SCALE/ QUESTION		Behavior	Citizenship	Intention to stay	Environment	Transparency	Health & safety	Equality	Discrimination	Quality of life	Life work life balance	Society
Behavior	Pearson Correlation	1	0,937**	0,723**	0,364**	0,459**	0,551**	0,473**	0,272**	0,529**	0,589**	0,459**
	p		0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	208	208	208	208	208	208	208	207	208	208	208
Citizenship	Pearson Correlation	0,937**	1	0,437**	0,408**	0,381**	0,538**	0,416**	0,291**	0,468**	0,450**	0,471**
	p	0,0001		0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	208	212	208	212	212	212	212	211	212	212	212
Intention to stay	Pearson Correlation	0,723**	0,437**	1	0,179**	0,442**	0,419**	0,468**	0,165*	0,479**	0,640**	0,291**
	p	0,0001	0,0001		0,009	0,0001	0,0001	0,0001	0,017	0,0001	0,0001	0,0001
	n	208	208	210	210	210	210	210	209	210	210	210
Environment	Pearson Correlation	0,364**	0,408**	0,179**	1	0,213**	0,422**	0,165*	0,216**	0,408**	0,160*	0,465**
	p	0,0001	0,0001	0,009		0,002	0,0001	0,016	0,002	0,0001	0,019	0,0001
	n	208	212	210	214	214	214	214	213	214	214	214
Transparency	Pearson Correlation	0,459**	0,381**	0,442**	0,213**	1	0,555**	0,625**	0,299**	0,550**	0,440**	0,351**
	p	0,0001	0,0001	0,0001	0,002		0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	208	212	210	214	214	214	214	213	214	214	214
Health & safty	Pearson Correlation	0,551**	0,538**	0,419**	0,422**	0,555**	1	0,543**	0,274**	0,504**	0,333**	0,338**
	p	0,0001	0,0001	0,0001	0,0001	0,0001		0,0001	0,0001	0,0001	0,0001	0,0001
	N	208	212	210	214	214	214	214	213	214	214	214

Equality	Pearson Correlation	0,473**	0,416**	0,468**	0,165*	0,625**	0,543**	1	0,311**	0,514**	0,436**	0,398**
	p	0,0001	0,0001	0,0001	0,016	0,0001	0,0001		0,0001	0,0001	0,0001	0,0001
	n	208	212	210	214	214	214	214	214	213	214	214
Discrimination	Pearson Correlation	0,272**	0,291**	0,165*	0,216**	0,299**	0,274**	0,311**	1	0,519**	0,226**	0,384**
	p	0,0001	0,0001	0,017	0,002	0,0001	0,0001	0,0001		0,0001	0,001	0,0001
	n	207	211	209	213	213	213	213	213	213	213	213
Quality of life	Pearson Correlation	0,529**	0,468**	0,479**	0,408**	0,550**	0,504**	0,514**	0,519**	1	0,533**	0,591**
	p	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001		0,0001	0,0001
	n	208	212	210	214	214	214	214	213	214	214	214
Life work life balance	Pearson Correlation	0,589**	0,450**	0,640**	0,160*	0,440**	0,333**	0,436**	0,226**	0,533**	1	0,288**
	p	0,0001	0,0001	0,0001	0,019	0,0001	0,0001	0,0001	0,001	0,0001		0,0001
	n	208	212	210	214	214	214	214	213	214	214	214
Society	Pearson Correlation	0,459**	0,471**	0,291**	0,465**	0,351**	0,338**	0,398**	0,384**	0,591**	0,288**	1
	p	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001	
	n	208	212	210	214	214	214	214	213	214	214	214

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Appendix 8. Correlation between HRM & attitudes

SCALE/ QUESTION		Attitudes	Satisfaction	Commitment	HRM depart.	Trainings	Pay	Career	Communication	Appraisal	Appreciation
Attitudes	Pearson Correlation	1	0,927**	,924**	-0,070	0,596**	0,556**	0,700**	0,713**	0,662**	0,756**
	p		0,0001	0,0001	0,316	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	209	209	209	209	209	209	209	209	209	209
Satisfaction	Pearson Correlation	0,927**	1	0,714**	-0,047	0,593**	0,587**	0,687**	0,659**	0,661**	0,753**
	p	0,0001		0,0001	0,494	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	209	210	209	210	210	210	210	210	210	210
Commitment	Pearson Correlation	0,924**	0,714**	1	-0,105	0,520**	0,453**	0,614**	0,662**	0,572**	0,645**
	p	0,0001	0,0001		0,128	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	N	209	209	213	213	213	213	213	213	213	213

HRM department	Pearson Correlation	-0,070	-0,047	-0,105	1	-0,081	-0,114	-0,174 [*]	-0,070	0,003	0,008
	p	0,316	0,494	0,128		0,238	0,097	0,011	0,306	0,964	0,903
	n	209	210	213	214	214	214	214	214	214	214
Trainings	Pearson Correlation	0,596 ^{**}	0,593 ^{**}	0,520 ^{**}	-0,081	1	0,609 ^{**}	0,671 ^{**}	0,575 ^{**}	0,583 ^{**}	0,628 ^{**}
	p	0,0001	0,0001	0,0001	0,238		0,0001	0,0001	0,0001	0,0001	0,0001
	n	209	210	213	214	214	214	214	214	214	214
Pay	Pearson Correlation	0,556 ^{**}	0,587 ^{**}	0,453 ^{**}	-0,114	0,609 ^{**}	1	0,628 ^{**}	0,439 ^{**}	0,671 ^{**}	0,655 ^{**}
	p	0,0001	0,0001	0,0001	0,097	0,0001		0,0001	0,0001	0,0001	0,0001
	n	209	210	213	214	214	214	214	214	214	214
Career	Pearson Correlation	0,700 ^{**}	0,687 ^{**}	,614 ^{**}	-0,174 ^{**}	0,671 ^{**}	0,628 ^{**}	1	0,569 ^{**}	0,688 ^{**}	0,717 ^{**}
	p	0,0001	0,0001	0,0001	0,011	0,0001	0,0001		0,0001	0,0001	0,0001
	n	209	210	213	214	214	214	214	214	214	214
Communication	Pearson Correlation	0,713 ^{**}	0,659 ^{**}	0,662 ^{**}	-0,070	0,575 ^{**}	0,439 ^{**}	0,569 ^{**}	1	0,611 ^{**}	0,591 ^{**}
	p	0,0001	0,0001	0,0001	0,306	0,0001	0,0001	0,0001		0,0001	0,0001
	n	209	210	213	214	214	214	214	214	214	214
Appraisal	Pearson Correlation	0,662 ^{**}	0,661 ^{**}	0,572 ^{**}	0,003	0,583 ^{**}	0,671 ^{**}	0,688 ^{**}	0,611 ^{**}	1	0,746 ^{**}
	p	0,0001	0,0001	0,0001	0,964	0,0001	0,0001	0,0001	0,0001		0,0001
	n	209	210	213	214	214	214	214	214	214	214
Appreciation	Pearson Correlation	0,756 ^{**}	0,753 ^{**}	0,645 ^{**}	0,008	0,628 ^{**}	0,655 ^{**}	0,717 ^{**}	0,591 ^{**}	0,746 ^{**}	1
	p	0,0001	0,0001	0,0001	0,903	0,0001	0,0001	0,0001	0,0001	0,0001	
	n	209	210	213	214	214	214	214	214	214	214

Appendix 9. Correlations between HRM & perceptions

SCALE/ QUESTION		Perception	PO_fit	Attractiveness	HRM depart.	Trainings	Pay	Career	Communica tion	Appraisal	Appreciation
Perception	Pearson Correlation	1	0,959**	0,897**	-0,137*	0,630**	0,618**	0,676**	0,716**	0,682**	0,713**
	p		0,0001	0,0001	0,046	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	214	214	214	214	214	214	214	214	214	214
PO-fit	Pearson Correlation	0,959**	1	0,736**	-0,162*	0,638**	0,544**	0,669**	0,696**	0,662**	0,687**
	p	0,0001		0,0001	0,018	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	214	214	214	214	214	214	214	214	214	214
Attractiveness	Pearson Correlation	0,897**	0,736**	1	-0,074	0,513**	0,630**	0,574**	0,628**	0,600**	0,636**
	p	0,0001	0,0001		0,280	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	214	214	214	214	214	214	214	214	214	214
HRM department	Pearson Correlation	-,137*	-,162*	-0,074	1	-0,081	-0,114	-0,174*	-0,070	0,003	0,008
	p	0,046	0,018	0,280		0,238	0,097	0,011	0,306	0,964	0,903
	n	214	214	214	214	214	214	214	214	214	214
Trainings	Pearson Correlation	0,630**	0,638**	0,513**	-0,081	1	0,609**	0,671**	0,575**	0,583**	0,628**
	p	0,0001	0,0001	0,0001	0,238		0,0001	0,0001	0,0001	0,0001	0,0001
	n	214	214	214	214	214	214	214	214	214	214
Pay	Pearson Correlation	0,618**	0,544**	0,630**	-0,114	0,609**	1	0,628**	0,439**	0,671**	0,655**
	p	0,0001	0,0001	0,0001	0,097	0,0001		0,0001	0,0001	0,0001	0,0001
	n	214	214	214	214	214	214	214	214	214	214
Career	Pearson Correlation	0,676**	0,669**	0,574**	-0,174*	0,671**	0,628**	1	0,569**	0,688**	0,717**
	p	0,0001	0,0001	0,0001	0,011	0,0001	0,0001		0,0001	0,0001	0,0001
	n	214	214	214	214	214	214	214	214	214	214
Communication	Pearson Correlation	0,716**	0,696**	0,628**	-0,070	0,575**	0,439**	0,569**	1	0,611**	0,591**
	p	0,0001	0,0001	0,0001	0,306	0,0001	0,0001	0,0001		0,0001	0,0001
	N	214	214	214	214	214	214	214	214	214	214

Appraisal	Pearson Correlation	0,682**	0,662**	0,600**	0,003	0,583**	0,671**	0,688**	0,611**	1	0,746**
	p	0,0001	0,0001	0,0001	0,964	0,0001	0,0001	0,0001	0,0001		0,0001
	n	214	214	214	214	214	214	214	214	214	214
Appreciation	Pearson Correlation	0,713**	0,687**	0,636**	0,008	0,628**	0,655**	0,717**	0,591**	0,746**	1
	p	0,0001	0,0001	0,0001	0,903	0,0001	0,0001	0,0001	0,0001	0,0001	
	n	214	214	214	214	214	214	214	214	214	214

Appendix 10.

SCALE/ QUESTION		Behavior	Citizenship	Intention to stay	HRM depart.	Trainings	Pay	Career	Communication	Appraisal	Appreciation
Behavior	Pearson Correlation	1	0,937**	0,723**	-0,094	0,492**	0,520**	0,581**	0,581**	0,581**	0,666**
	p		0,0001	0,0001	0,175	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	208	208	208	208	208	208	208	208	208	208
Citizenship	Pearson Correlation	0,937**	1	0,437**	-0,153*	0,395**	0,421**	0,468**	0,541**	0,479**	0,504**
	p	0,0001		0,0001	0,026	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	208	212	208	212	212	212	212	212	212	212
Intention to stay	Pearson Correlation	0,723**	0,437**	1	0,016	0,542**	0,554**	0,589**	0,452**	0,575**	0,684**
	p	0,0001	0,0001		0,818	0,0001	0,0001	0,0001	0,0001	0,0001	0,0001
	n	208	208	210	210	210	210	210	210	210	210
HRM department	Pearson Correlation	-0,094	-0,153*	0,016	1	-0,081	-0,114	-,0174*	-0,070	0,003	0,008
	p	0,175	0,026	0,818		0,238	0,097	0,011	0,306	0,964	0,903
	n	208	212	210	214	214	214	214	214	214	214
Trainings	Pearson Correlation	0,492**	0,395**	0,542**	-0,081	1	0,609**	0,671**	0,575**	0,583**	0,628**
	p	0,0001	0,0001	0,0001	0,238		0,0001	0,0001	0,0001	0,0001	0,0001
	n	208	212	210	214	214	214	214	214	214	214
Pay	Pearson Correlation	0,520**	0,421**	0,554**	-0,114	0,609**	1	0,628**	0,439**	0,671**	0,655**
	p	0,0001	0,0001	0,0001	0,097	0,0001		0,0001	0,0001	0,0001	0,0001

	n	208	212	210	214	214	214	214	214	214	214
Career	Pearson Correlation	0,581**	0,468**	0,589**	-0,174*	0,671**	0,628**	1	0,569**	0,688**	0,717**
	p	0,0001	0,0001	0,0001	0,011	0,0001	0,0001		0,0001	0,0001	0,0001
	n	208	212	210	214	214	214	214	214	214	214
Communication	Pearson Correlation	0,581**	0,541**	0,452**	-0,070	0,575**	0,439**	0,569**	1	0,611**	0,591**
	p	0,0001	0,0001	0,0001	0,306	0,0001	0,0001	0,0001		0,0001	0,0001
	n	208	212	210	214	214	214	214	214	214	214
Appraisal	Pearson Correlation	0,581**	0,479**	0,575**	0,003	0,583**	0,671**	0,688**	0,611**	1	0,746**
	p	0,0001	0,0001	0,0001	0,964	0,0001	0,0001	0,0001	0,0001		0,0001
	n	208	212	210	214	214	214	214	214	214	214
Appreciation	Pearson Correlation	0,666**	0,504**	0,684**	0,008	0,628**	0,655**	0,717**	0,591**	0,746**	1
	p	0,0001	0,0001	0,0001	0,903	0,0001	0,0001	0,0001	0,0001	0,0001	
	n	208	212	210	214	214	214	214	214	214	214

Appendix 11. CSR and HRM practices evaluation in respect to the presence of a person responsible for CSR

SCALE	Person responsible for company CSR (Mean) ± Std. Deviation)			Post Hoc tests		
	Have (1)	Do not have (2)	Do not know (3)	p ^{1*2}	p ^{1*3}	p ^{2*3}
CSR practices *	55,57 ± 10,25	45,74 ± 13,21	45,82 ± 13,70	0,0001	0,0001	1,000
n	79	46	88			
HRM *	70,63 ± 11,35	61,00 ± 18,95	57,79 ± 17,67	0,008	0,0001	0,716
n	78	46	89			

Note: * Used Tamhane Post Hoc criterion.

Appendix 12. Employee's attitudes and perception in different CSR group

SCALE	CSR PRACTICE (Mean ± Std. Deviation) multiples			Post Hoc tests		
	The minor (1)	The average (2)	The major (3)	p ^{1*2}	p ^{1*3}	p ^{2*3}
Attitudes and perception (SCALE)**	78,67 ± 21,59	108,84 ± 17,71	120,81 ± 14,69	0,0001	0,0001	0,0001
n	64	74	70			
Subscales:						
Job satisfaction *	30,45 ± 8,63	39,53 ± 6,27	43,70 ± 5,09	0,0001	0,0001	0,001
n	64	74	70			
Organization commitment *	21,46 ± 7,04	29,82 ± 6,98	32,87 ± 7,01	0,0001	0,0001	0,034
n	64	74	70			
Person-organization fit identification *	15,48 ± 6,42	23,01 ± 4,10	26,32 ± 3,73	0,0001	0,0001	0,0001
n	64	74	70			
Organization attractiveness *	11,72 ± 4,42	16,47 ± 2,89	17,99 ± 2,32	0,0001	0,0001	0,023
n	64	74	70			

Used Tamhane Post Hoc test; ** Used Scheffe Post Hoc test

Appendix 16. Employee behavior in different CSR practice groups

SCALE	CSR practice (Mean ± Std. Deviation)			Post Hoc tests		
	The minor (1)	The average (2)	The major (3)	p ^{1*2}	p ^{1*3}	p ^{2*3}
Behavior (SCALE)*	83,35 ± 17,56	102,10 ± 15,97	109,66 ± 12,61	0,0001	0,0001	0,006
n	66	73	68			
Subscales:						
Intention to stay	17,56 ± 7,30	23,05 ± 6,90	25,74 ± 5,26	0,0001	0,0001	0,029
n	66	73	70			

<i>Citizenship behavior</i> **	65,27 ± 14,84	79,22 ± 11,68	84,31 ± 11,18	0,0001	0,0001	<i>0,055</i>
<i>n</i>	67	74	70			

Used Tamhane Post Hoc test; ** Used Scheffe Post Hoc test

Appendix 14. Employees attitudes and perception through different HRM groups

SCALE	HRM (Mean ± Std. Deviation)			Post Hoc tests		
	<i>Inferior (1)</i>	<i>Medium (2)</i>	<i>Superior (3)</i>	p^{1*2}	p^{1*3}	p^{2*3}
Attitudes and perception (SCALE)*	77,55 ± 20,68	108,59 ± 11,90	124,23 ± 11,39	0,0001	0,0001	0,0001
<i>n</i>	71	63	74			
Subscales:						
<i>Job satisfaction</i> *	29,56 ± 7,96	39,94 ± 4,04	44,77 ± 4,12	0,0001	0,0001	0,0001
<i>n</i>	71	63	74			
<i>Organization commitment</i> *	20,81 ± 7,14	29,14 ± 5,27	34,47 ± 5,99	0,0001	0,0001	0,0001
<i>n</i>	71	63	74			
<i>Person-organization fit identification</i> *	15,36 ± 5,98	23,11 ± 3,21	26,80 ± 3,73	0,0001	0,0001	0,0001
<i>n</i>	71	63	74			
<i>Organization attractiveness</i> *	11,71 ± 4,37	16,39 ± 2,41	18,31 ± 2,13	0,0001	0,0001	0,0001
<i>n</i>	71	63	74			

Used * Tamhane Post Hoc test

Appendix 15. Employees behavior in different HRM group

SCALE	HRM (Mean ± Std. Deviation)			Post Hoc tests		
	<i>Inferior (1)</i>	<i>Medium (2)</i>	<i>Superior (3)</i>	p^{1*2}	p^{1*3}	p^{2*3}
Behavior (SCALE)*	82,00 ± 17,94	100,63 ± 12,23	113,11 ± 9,59	0,0001	0,0001	0,0001
<i>n</i>	71	65	72			
Subscales:						
<i>Intention to stay</i>	15,85 ± 7,23	23,66 ± 4,66	27,07 ± 4,31	0,0001	0,0001	0,0001
<i>n</i>	71	65	74			
<i>Citizenship behaviour</i> *	65,67 ± 15,04	77,20 ± 11,87	86,14 ± 8,63	0,0001	0,0001	0,0001
<i>n</i>	72	66	73			

Used Tamhane Post Hoc test.

Appendix 16. Employee attitude and perception according intention to stay organization

SCALE	<i>Intention to stay</i> (Mean ± Std. Deviation)			Post Hoc tests		
	<i>The minor (1)</i>	<i>The average (2)</i>	<i>The major (3)</i>	p^{1*2}	p^{1*3}	p^{2*3}
Attitudes and perception (SCALE)*	81,61 ± 24,9	102,45 ± 13,80	124,24 ± 10,39	0,0001	0,0001	0,0001
<i>n</i>	66	64	75			
Subscales:						
<i>Job satisfaction</i> *	30,41 ± 8,12	38,42 ± 5,63	44,80 ± 3,91	0,0001	0,0001	0,0001
<i>n</i>	66	64	76			
<i>Organization commitment</i> *	22,08 ± 8,33	26,67 ± 5,68	34,91 ± 5,15	0,001	0,0001	0,0001
<i>n</i>	66	64	76			
<i>Person-organization fit identification</i> *	16,92 ± 7,26	21,72 ± 4,59	26,10 ± 3,70	0,0001	0,0001	0,001
<i>n</i>	66	67	77			
<i>Organization attractiveness</i> *	12,20 ± 4,63	15,37 ± 3,13	18,44 ± 1,43	0,0001	0,0001	0,0001
<i>n</i>	66	67	77			

Note: * Used: Tamhane Post Hoc kriterijus.

Appendix 17.. Employee altitude and perception threw citizenship behavior

SCALE	<i>Citizenship behavior</i> (Mean ± Std. Deviation)			Post Hoc tests		
	<i>The minor (1)</i>	<i>The average (2)</i>	<i>The major (3)</i>	p^{1*2}	p^{1*3}	p^{2*3}
Attitudes and perception (SCALE)*	80,06 ± 20,94	106,93 ± 18,03	122,91 ± 13,97	0,0001	0,0001	0,0001
<i>n</i>	67	73	68			
Subscales:						
<i>Job satisfaction</i> *	31,21 ± 7,74	39,11 ± 7,49	43,78 ± 5,25	0,0001	0,0001	0,0001
<i>n</i>	67	73	68			
<i>Organization commitment</i> *	20,78 ± 6,60	28,89 ± 6,91	34,87 ± 4,89	0,001	0,0001	0,0001
<i>n</i>	69	75	68			
<i>Person-organization fit identification</i> *	16,13 ± 60,06	23,00 ± 4,71	25,93 ± 4,66	0,0001	0,0001	0,0001
<i>n</i>	69	75	68			
<i>Organization attractiveness</i> *	12,13 ± 3,88	15,91 ± 3,65	18,34 ± 2,34	0,0001	0,0001	0,0001
<i>n</i>	69	75	68			

Note: * Used: Tamhane Post Hoc kriterijus.