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## **Growing role of CSR activities in the area of human resources management and its evaluation using quantitative methods**

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### **ABSTRACT**

The long-term interest of an enterprise should be to keep employees as long as possible, while at the same time they should deliver sustainable added value. The main goal of human resources management is to achieve success and competitive advantage through the strategic provision and deployment of capable and committed employees. The aim of the scientific paper is to point out the role of CSR activities in human resources management. We analyzed the topic in 331 food companies in Slovakia. The tool for analyze was the questionnaire based on the 5-degree Likert scale and controlled interviews. Data processing was performed using statistical program SAS Enterprise Guide 7.1. The statistical relations and correlations between variables were performed using Cronbach alpha, Spearman's test, Kruskal-Wallis' test. Based on the results of our research and the verification of six established research presumptions, we can conclude, that we see important to ensure the balance between the working and private lives of all employees, not only managers, as well as provide the suitable space for their mental hygiene. The companies should deal with different opportunities within corporate philanthropy, which are closely related to the help and protection of various disadvantaged employees. It is also necessary to protect the intellectual property of employees and respect their rights and freedoms and systematically combat bureaucracy and corruption.

**KEYWORDS:** human resources management, corporate social responsibility, employee, food companies

**JEL CLASSIFICATION:** M12, M14

### **INTRODUCTION**

The absolute factor in providing competitive business potential is the formation of personnel with certain quantitative, structural and qualitative characteristics and its effective use both in the current period and in the future. Therefore, the development of personnel is an important component of strategic enterprise management.

One of the fundamental approaches to studying Corporate Social Responsibility (CSR) and its relationship with the community is a functionalistic approach, which demonstrates the

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company's level of interconnection with the ethical, social, environmental and economic spheres [5].

However, it should be noted that most of the works created in the field of CSR are focused on meeting the needs of external stakeholders. Companies should be aware that employees are also an important stake, which has a vast influence on the enterprise [9].

In the conditions of development of the socially oriented economy, enterprises need to develop new approaches in the system of human resource management (HRM). The core of such innovations should be the concept of Corporate Social Responsibility since on its basis it is possible to develop measures in the system of HRM that will be effective both from a social and economic point of view. Therefore, senior management of an enterprise has to develop and implement a socially responsible policy, which helps to satisfy all desires of each entity [14]. This approach involves studying the behaviour of the employee at the enterprise, identifying the laws in the field of labour and personality development, evolving and implementing socially responsible actions that can the best way to cater the needs of each employee.

The human resources management is not only an important bearer of social responsibility to employees, but also plays an irreplaceable role in building a business.

The integration of corporate social responsibility and human resource management represents a shift from the established focus of day-to-day human resource management to the business with an emphasis on the effective use of employee work to achieve business goals towards the long-term impact of personal work [2].

The interconnection of the personal and social responsibility of the company is as follows. The term social function of a company defines as the development of those activities that aim not only economic growth, but also the improvement of people's living and working environment in general and their personal and professional development for them themselves. This is reflected both in the external and internal environment of the company. The intersection of the external and internal dimensions is in the existence of strong links between the activities by which an enterprise seeks to valorise its human capital and the activities by which an enterprise develops in order to fulfill its social function. The reason for linking these two areas of business is not only the links that exist between them, but also the potential for enrichment and interaction [18].

In the context of corporate social responsibility and human resources management and interaction with each other, the business faces two tasks: performing personally and sustainably human resources (creating a mutually beneficial relationship between employees and business), and promoting corporate social responsibility and sustainability [2].

In such a modernized system of relations between management and hired workers, the role of Corporate Social Responsibility will be as follows [7]:

- CSR as a special approach to management provides an opportunity to rethink the list of priority goals and objectives;
- CSR allows developing a code of managerial behaviour principles, which the company can steadfastly use for making decisions of any level;
- CSR is a management system that functions through the use of tools that will coordinate the progress of social responsibility in the human resources management system and control its results.

It should be noted that enterprises of economically developed countries use Corporate Social Responsibility as a reliable tool aimed at increasing the efficiency of HRM, motivation and loyalty of employees, forming a positive image of the company and the brand on the market. The results of the international research prove that the company receives a lot of benefits (including financial) from the implementation of the CSR activities which are connected with the workers [14].

Porter and Miles believe that the connection between CSR and HRM are extremely promising, but the process of measuring the impact of CSR actions in relation to the company's efficiency and reputation is long-term and often difficult to fix [17]. Voegtlin and Greenwood [21] also argue that the impact of links between CSR and HRM practically impossible to inquire. The authors explain that there is a reciprocal link between these two concepts, that is, CSR can affect the practice of personnel management as well as the practice of human management can affect the company's actions in the context of CSR.

The essence of CSR principles in labour relations is the following [7]:

- observance of the legislation of country and international norms;
- avoidance of reduction of existing social rights and guarantees;
- workers' participation in decision-making concerning their interests;
- permanence - socially responsible behaviour is a constant feature of the social partners' activities;
- transparency - openness in relation to own activity, provision of reliable information in an accessible and full extent;
- accountability - the willingness to report on the impact of its activities;
- efficiency - achievement of the maximum result at minimum expenses;
- the principle of feedback - the current result should be compared with the goal set at the beginning, the discrepancy should be promptly detected and correct by managerial decisions;
- scientific feasibility - methods and tools of management should be scientifically substantiated and tested in practice.

Jamali, El Dirani, and Harwood [8] believe that CSR does not act as a traditional function of HRM, since HRM is concentrated on the organization's employees, and CSR can often be focused on other stakeholders. Today, human resource (HR) is often asked to play an increasingly important role in the development and implementation of CSR initiatives. If HR continues in this role, HR managers should strive to make CSR initiatives productive both for business performance and for HR practices [19].

Present-day confirms that modern companies are concentrated on informing employees about the company's actions in CSR. The growing role of HRM in CSR pushes enterprises to create events that can promote the value of Corporate Social Responsibility among workers. There is a practice of implementation CSR training as a promotion of skills for employees.

The challenges of creating a breakthrough in the concept of human resources management and social responsibility are the need to change human resource management based on the demands of this understanding, as well as the need to take over the role of coordinator for the implementation of the concept of social responsibility. Socially responsible human resources management must lead from a boom in the company's impact on the worker to a boom in the worker's impact on the business. Corporate social responsibility is the transformation of a company into an institution that takes very active responsibility for the impact of its own

activities on employees and their family members, thus contributing to their job satisfaction in a significant way. Satisfied employees are more responsible in the workplace towards suppliers, customers, towards the community and the environment where the business is developing [10].

The implementation of CSR principles depends on management's expectations. However, the CSR program is implemented by people employed in the company, specifically by its employees and human resources. Therefore, HRM, as one of the components of governance, should play an important role in the implementation of the CSR policy [12].

Oliynyk assures that activities connected with CSR of enterprises should pay attention to the training and qualification of staff. The main steps in this area are [15]:

- determining the training needs of employees in accordance with current and future plans, business development strategies, market conditions;
- the selection of methods, forms and training programs that are adequate to the needs;
- creation of equal opportunities for training and development of workers, stimulation of their education;
- retraining of their employees in case of reorganization and restructuring of the company in accordance with new production requirements and tasks;
- development and creation of conditions for the implementation of individual programs of professional and career development, especially valuable and prospective employees;
- encouraging employees to study in the workplace through the purchase of professional literature, assignment of creative, more complex and responsible tasks, involvement in decision-making processes that go beyond standard works;
- developing an effective system of a job promotion, ensuring equal opportunities for the increase of the position of all employees, depending on their competence, results of work, etc.

It should be noted that a sustainable effect (economic, organizational, social) on the use of Corporate Social Responsibility in the field of HRM is possible if the implementation of CSR principles is related to the daily economic activities of the organization and the constant interaction of social partners. Therefore, the actual scientific tasks are the development of conceptual foundations for the implementation of CSR in the area of employees' development, aimed at creating conditions for the harmonious development of the person.

At the same time, one of the most important elements of the conceptual framework is the choice of the forms of CSR implementation in the field of HRM. The development, approval and implementation of the internal socially responsible system should become part of the general management programs.

Kurinna and others are convinced that for the implementation of effective labour practices, it is necessary to continuously maintain a dialogue with employees and receive feedback. To do this, the company can use different tools [11]:

- to conduct questionnaires, interviews;
- to form committees (groups) of employees for solving various issues;
- organize meetings and sessions;
- create a hotline or corporate chat;
- create a mailbox for complaints and suggestions, etc.

Besides, authors assume that employees should be involved in the solving of important decisions for the organization, for example, the formulation of values, business development strategies, etc. Indeed, an effective system of the human resource management involves not only the engagement of employees in the adoption of strategic decisions but also the use of their creative and intellectual potential for the accumulation of innovative ideas.

Corporate Social Responsibility begins with its transformation into an institution that actively assumes responsibility for the impact of its activities on employees and their families, what greatly contributes to their job satisfaction. Satisfaction further leads to strengthening personal responsibility at the workplace, towards customers, suppliers, the environment, and the community where the company is developing its activities [3].

## **MATERIAL AND METHODS**

The aim of the scientific paper is to point out the role of CSR activities in the area of human resources management and to evaluate it by using quantitative methods. Our task was to analyse (using questionnaire) the relationship of social area of CSR and human resources in analysed food companies within Slovakia.

Our research was realized from May to September 2018. It was based on a sample of 331 respondents, which holds a different position in the asked companies (such as owner, manager, the employee of the economic, logistics, production or sales department and so on). The tool for analyse was the questionnaire based on the 5-degree Likert scale, where the respondents expressed the degree of their agreement or the disagreement with the particular statement. To complete information we realized also controlled interview through face to face meetings with selected respondents from food companies from Slovakia.

Data processing was performed using statistical program SAS Enterprise Guide 7.1. The statistical relations and correlations between variables were performed using Cronbach alpha, Spearman's test, Kruskal-Wallis' test. In general like in each research, the reliability and accuracy of measurement are important. In conducted survey, we used the Cronbach coefficient of alpha as part of the statistical evaluation, where: the higher the homogeneity of the elements, the higher the reliability. We applied mathematical and statistical methods such as non-parametric Kruskal-Wallis test and correlation analysis using Spearman test for statistical hypothesis testing.

The Spearman correlation coefficient is a non-parametric measure of association. The values of this coefficient are from 1 to  $-1$ . Values approaching 1 represent strong positive correlation. Values approaching 0 represent none correlation and values approaching  $-1$  represent strong negative correlation. The Spearman correlation coefficient provides better estimate than the Pearson correlation coefficient [1].

The most widely used method for assessing the reliability of scales is Cronbach Coefficient Alpha. It represents the degree of internal consistency of the scale. The values of Cronbach Coefficient Alpha 0.7 and higher mean sufficient internal consistency of the scale [1].

We have tested first three research presumptions using nonparametric one-way ANOVA by Kruskal-Wallis test. The last three research presumptions where testing for relationship using Spearman correlation coefficient.



Interpretation of Spearman and Cronbach correlation coefficient values was based on the following table 1 [4].

Table 1 Interpretation of correlation coefficient values

Correlation value	Dependence interpretation
0.01 – 0.09	Trivial or none
0.10 – 0.29	Low to medium
0.30 – 0.49	Medium to essential
0.50 – 0.69	Essential to very strong
0.70 – 0.89	Very strong
0.90 – 0.99	Almost perfect

Source: De Vaus, 2002

We determined and verified in our research following 6 research presumptions (hypotheses):

H1: We assume that there is statistically significant difference between the respondent's position in the company and providing space for mental hygiene (for example rest, nutrition or regeneration area)

H2: We assume a positive correlation between corporate philanthropy and protection of specific groups of employees (as disabled...).

H3: We expect a positive correlation between protection of an intellectual property and respect for human rights and freedoms.

## RESULTS AND DISCUSSION

Slovak Republic has faced significant changes in the social, political and environmental spheres during the last decades. The concept of CSR for this region is comparatively new. However, it should be noted that the practice of using CSR develops rather rapidly within the framework of integration of this region with the European Union, as well as under the effect of the increase of foreign investors and the development of international companies. Therefore, the assessment of CSR state in this region is becoming more interesting not only for the scientists but also for the companies themselves. In our opinion, an important part of the analysis conducted in the study was the assessment of the level of CSR in human resource management, as labour is considered as one of the most valuable resources of each enterprise.

The socio-political changes in these countries, as well as the transformation of their economies from centrally planned to market form, could have caused entrepreneurs' lack of interest in the requirements of workers, as companies could think that needs of other stakeholders are more important to satisfy. Thus, the purpose of this study is to determine the level of CSR quality measures in the relationship between the firm and employees.

The first research presumption was formulated in the part "Methods" and based on it we set these zero and alternative hypothesis:

H0: There is no statistically significant difference between the respondent's position in the company and providing space for mental hygiene (for example rest, nutrition or regeneration area).

H1: There is statistically significant difference between the respondent's position in the company and providing space for mental hygiene (for example rest, nutrition or regeneration area)

The hypotheses were tested using nonparametric one-way ANOVA by Kruskal-Wallis test. The test results are shown in the Table 2.

Table 2 Kruskal-Wallis test for the third research presumption

Wilcoxon Scores (Rank Sums) for Variable providing space for mental hygiene Classified by Variable Your position in the firm					
Your position in the firm	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
owner	18	1287.00	2988.0	350.120734	71.500000
manager	36	6678.00	5976.0	480.697283	185.500000
the employee of the economic department	27	6034.50	4482.0	422.598629	223.500000
the employee of the logistics department	27	6925.50	4482.0	422.598629	256.500000
the employee of the production department	198	30865.50	32868.0	756.951101	155.886364
the employee of the sales department	25	3155.50	4150.0	407.981177	126.220000
<b>Average scores were used for ties.</b>					

Kruskal-Wallis Test	
Chi-Square	75.6263
DF	5
Pr > Chi-Square	<.0001

Source: own research

As we can see in the Table 6, the obtained p-value is lower than 0.0001. If we compare it with determined Alfa = 0.05, we see that p-value is lower. At the same time p-value is lower also than Alfa = 0.01. It means that we reject the zero hypothesis and accept the alternative hypothesis at the level of significance of 99%. In accordance of Kruskal-Wallis test we can say, that there is highly statistically significant difference between the respondent's position in the company and providing space for mental hygiene (for example rest, nutrition or regeneration area) at the level of significance of 99%.

Afterwards we have continued with further testing and we have realized multiple range test. We have decided to realize Fisher's least significant difference (LSD) test, which results are shown in Table 3 below:

Table 3 Fisher's least significant difference test for the third research presumption

Comparisons significant at the 0.05 level are indicated by ***.			
Your position in the firm Comparison	Difference Between Means	95% Confidence Limits	
the employee of the logistics department - the employee of the economic department	0.33333	0.031030.63564	***
the employee of the logistics department - manager	0.58333	0.300560.86611	***
the employee of the logistics department - the employee of the production department	0.78788	0.560011.01575	***
the employee of the logistics department - the employee of the sales department	0.97333	0.665041.28162	***

**Comparisons significant at the 0.05 level are indicated by \*\*\*.**

Your position in the firm Comparison	Difference Between Means	95% Confidence Limits	
the employee of the logistics department - owner	1.33333	0.995351.67132	***
the employee of the economic department - manager	0.25000	-0.032780.53278	
the employee of the economic department - the employee of the production department	0.45455	0.226680.68241	***
the employee of the economic department - the employee of the sales department	0.64000	0.331710.94829	***
the employee of the economic department - owner	1.00000	0.662021.33798	***
manager - the employee of the production department	0.20455	0.003300.40579	***
manager - the employee of the sales department	0.39000	0.100830.67917	***
manager - owner	0.75000	0.429361.07064	***
the employee of the production department - the employee of the sales department	0.18545	-0.050300.42121	
the employee of the production department - owner	0.54545	0.272010.81890	***
the employee of the sales department - owner	0.36000	0.016650.70335	***

Source: own research

The Fisher’s LSD test confirms realized Kruskal-Wallis test, so that there are highly statistically significant differences between the respondent’s position in the firm and providing space for mental hygiene. We have found out that there are significant differences between groups of respondents (according to the position in the company), which are marked in Table 3 with “\*\*\*”.

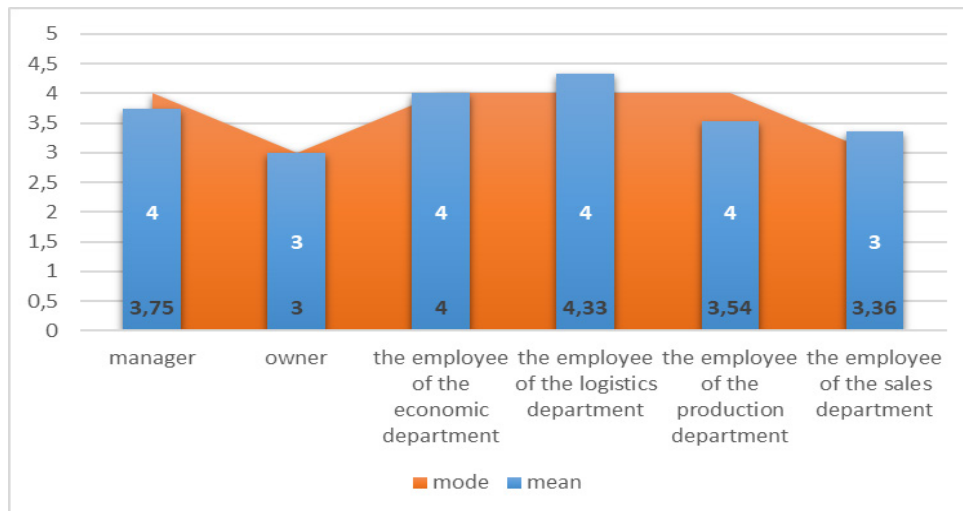


Figure 1 Characteristics of the location of the evaluation criteria providing space for mental hygiene (according to the position in the company). Source: own research

There is a great need to improve the understanding of the effects of the built environment on the incidence, severity and persistence of various diseases, as well as factors that promote mental health and human performance. Since we spend most of our time in homes, schools, offices, and other areas, it is important to investigate the consequences of mental health related to how we design, operate and maintain buildings [6].



The last two research presumptions deal with correlations. As the first we have determined Cronbach coefficient alpha to evaluate reliability of the realized research. As we can see in the Table 4, the value of this Cronbach Coefficient Alpha is 0.892629. It represents very high file reliability based on interpretations of correlation according to De Vaus [4].

Table 4 Cronbach Coefficient Alpha

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.881915
Standardized	0.892629

Source: own research

In the following tables 5 and 6 there are shown all values of Spearman correlation coefficient for relationship of all questions between each other. Values marked with “\*” mean, that they are statistically significant at the level of significance of 95% (Alfa = 0.05). Values marked with “\*\*” mean, that they are highly statistically significant at the level of significance 99% (Alfa = 0.01). Values marked with “pale green” mean, that they represent essential to very strong correlation and values marked with “dark green” mean, that they represent very strong correlation between two variables based on interpretations of correlation according to De Vaus (2002) [4].

The second research presumption, which was formulated in the part “Methods”, was about positive correlation between corporate philanthropy and protection of specific groups of employees. On what bases we set a zero and alternative hypothesis as following:

H0: There is no positive correlation between corporate philanthropy and protection of specific groups of employees (as disabled...) (files are not dependent).

H1: There is positive correlation between corporate philanthropy and protection of specific groups of employees (as disabled...) (files are dependent).

Also for testing the fifth hypothesis we used the Spearman correlation coefficient to evaluate the correlation relationship between statements about corporate philanthropy and protection of specific groups of employees (as disabled...).

In the table 5 we can see, that Spearman correlation coefficient for this relationship has value 0.54101. This value represents essential to very strong correlation between corporate philanthropy and protection of specific groups of employees (as disabled...) at the level of significance of 99% (Alfa = 0.01).

The obtained p-value in this case is also lower than 0.0001. This p-value is lower than the determined value Alfa = 0.05. So that means, that in this case we also reject the zero hypothesis and we accept the alternative hypothesis. At the same time the obtained p-value is also lower than Alfa = 0.01. We have confirmed that there is essential to very strong positive correlation between corporate philanthropy and protection of specific groups of employees (as disabled...) at the level of significance of 99%, so these files are dependent. Due to this positive correlation, we can claim, that the more the company deals with philanthropy the more it tries to protect in its organization specific groups of employees for example disabled.

Table 5 Spearman Correlation Coefficients, correlations of Q1 – Q9 with Q10 – Q18

Spearman Correlation Coefficients, N = 331									
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Q10	0.19195**	0.19334**	0.54928**	0.56997**	0.32883**	0.28844**	0.29235**	0.13073*	0.78238**
Q11	-0.12036*	0.38941**	0.54855**	0.52268**	0.20603*	0.25446*	0.17242**	-0.15612**	0.53917**
Q12	0.21077**	0.48557**	0.63067**	0.53943**	0.41209**	0.52184**	0.49213**	0.15095**	0.49084**
Q13	0.37989**	0.38402**	0.37859**	0.42896**	0.54101**	0.63305**	0.52888**	0.36061**	0.21730**
Q14	0.10778	0.07239	0.04672	0.18068**	0.17077**	0.16646**	0.37787**	0.24058**	0.09680
Q15	-0.30639**	0.26582**	0.32390**	0.16718**	-0.13230*	0.17082	-0.06307	-0.35418**	0.29047**
Q16	0.00297	0.48079**	0.56053**	0.46280**	0.33943**	0.42112**	0.11013*	-0.10741	0.47639**
Q17	0.14586**	0.09001	0.49642**	0.48015**	0.25838**	0.34318**	0.29024**	-0.06361	0.35930**
Q18	0.64127**	0.22210**	0.32488**	0.47737**	0.66869**	0.53181**	0.50763**	0.53403**	0.35239**

Source: own research

Q1 – our company is a socially responsible company  
 Q2 – awareness of employees about important matters relating to the company  
 Q3 – communication with the employees  
 Q4 – compliance with labour standards  
 Q5 – corporate philanthropy  
 Q6 – development of qualification, skills, and long-lasting career of its employees  
 Q7 – early preparation of the staff to changes  
 Q8 – employee loyalty to the company  
 Q9 – fighting against corruption and bribery  
 Q10 – gender mainstreaming and the minimization of discrimination

Q11 – helping redundant workers and their families  
 Q12 – protection of an intellectual property  
 Q13 – protection of specific groups of employees (as disabled...)  
 Q14 – providing employment benefits to the employees (as working from home...)  
 Q15 – providing space for mental hygiene (as rest, nutrition, regeneration area)  
 Q16 – respect for human rights and freedoms  
 Q17 – safety at work  
 Q18 – work-life balance of employees

Corporate philanthropy as the highest form of corporate social responsibility (CSR) is an essential means of enhancing reputation and strengthening relationships between organizations and their stakeholders [23]. There are many reasons why companies incorporate philanthropic activities into their strategy. For example, good relationships with the region where they exist, public relations (a good tool to create a corporate identity), marketing (causal marketing, raising company awareness), human resources (better internal communication, better employee loyalty), new employee experience - volunteering), tax benefits [20]. Managers are generally satisfied with the work done by disabled employees. Managers' satisfaction grows when these employees perform their duties correctly, work on schedule, teamwork integrates collective adherence to organizational values, contributes to achieving goals, and applies their knowledge in practice [13].

The last one - third research presumption from the part “Methods” was about positive correlation between protection of an intellectual property and respect for human rights and freedoms. Based on this, we set following zero and alternative hypothesis:

H0: There is no positive correlation between protection of an intellectual property and respect for human rights and freedoms (files are not dependent).

H1: There is positive correlation between protection of an intellectual property and respect for human rights and freedoms (files are dependent).

We used the Spearman correlation coefficient to evaluate the correlation between protection of an intellectual property and respect for human rights and freedoms.

In the Table 6 we can see, that Spearman correlation coefficient for this relationship has value 0.51654. This value represents essential to very strong correlation protection of an intellectual property and respect for human rights and freedoms at the level of significance of 99% (Alfa = 0.01).

The obtained p-value for this correlation is lower than 0.0001. It is lower than the determined value Alfa = 0.05. So it means, that we reject the zero hypothesis and we accept the alternative hypothesis. At the same time the p-value is lower than Alfa = 0.01. Therefore, we have confirmed that there is essential to very strong positive correlation between protection of an intellectual property and respect for human rights and freedoms at the level of significance of 99%. So files are dependent. Based on this result, we can say, that the more the company try to protect an intellectual property the more this company care about respect for human rights and freedoms.

Table 6 Spearman Correlation Coefficients, correlations of Q10 – Q18 with each other

Spearman Correlation Coefficients, N = 331									
	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18
Q10	1.00000	0.53917**	0.47361**	0.21730**	0.09680	0.19289**	0.31976**	0.24710**	0.44926**
Q11	0.53917**	1.00000	0.38769**	0.22402**	-0.10709	0.35487**	0.49778**	0.28601**	0.08776
Q12	0.47361**	0.38769**	1.00000	0.49995**	0.25425**	0.46632**	0.51654**	0.40757**	0.31727**
Q13	0.21730**	0.22402**	0.49995**	1.00000	0.38309**	0.16015**	0.33053**	0.30285**	0.57174**
Q14	0.09680	-0.10709	0.25425**	0.38309**	1.00000	0.15636**	0.19410**	0.15203**	0.21699**
Q15	0.19289**	0.35487**	0.46632**	0.16015**	0.15636**	1.00000	0.48301**	0.06387	-0.17445**
Q16	0.31976**	0.49778**	0.51654**	0.33053**	0.19410**	0.48301**	1.00000	0.48385**	0.10511
Q17	0.24710**	0.28601**	0.40757**	0.30285**	0.15203**	0.06387	0.48385**	1.00000	0.08210
Q18	0.44926**	0.08776**	0.31727**	0.57174**	0.21699**	-0.17445**	0.10511	0.08210	1.00000

Source: own research

- Q10 – gender mainstreaming and the minimization of discrimination
- Q11 – helping redundant workers and their families
- Q12 – protection of an intellectual property
- Q13 – protection of specific groups of employees (as disabled...)

- Q14 – providing employment benefits to the employees (as working from home...)
- Q15 – providing space for mental hygiene (as rest, nutrition, regeneration area)
- Q16 – respect for human rights and freedoms
- Q17 – safety at work
- Q18 – work-life balance of employees

Human rights are defined as inalienable fundamental rights to which a person is naturally entitled simply because he is a human being; they cover political, civil and socio-economic and cultural rights as defined in the UN Universal Declaration of Human Rights and, more generally, the International Human Rights Act. Human rights are most often discussed in connection with abuse by criminal or violent parties. Their link to legitimate business activities has hardly been explored, in particular in the context of the management and research of international companies. This is despite growing evidence of the participation of the business sector in human rights disputes, including child labour, trafficking in human beings, engaging in rogue regimes and violations of the right to life and health due to environmental degradation [22].

Corporate social responsibility for respect for human rights means that companies must avoid, mitigate and remedy any negative impact on human rights caused or related to their activities or the activities of their business partners. The challenge for multinationals is how they can achieve respect for human rights in practice [16].

## CONCLUSIONS

It should be noted that a sustainable effect (economic, organizational, social) on the use of Corporate Social Responsibility in the field of HRM is possible if the implementation of CSR principles is related to the daily economic activities of the organization and the constant interaction of social partners. Present-day shows, modern companies are concentrated on informing employees about the company's actions in CSR. The growing role of HRM in CSR pushes enterprises to create events that can promote the value of Corporate Social Responsibility among workers. There is a practice of implementation CSR training as a promotion of skills for employees.

The company's success is based on employees who can increase productivity, care for customers and bring innovative ideas. The claim that people are our most important capital can not only be taken as an exhausted phrase but as an effective tool for achieving competitiveness.

Based on the results of our research and the verification of six established research presumptions, our conclusions are:

- There are highly statistically significant differences between the respondent's position in the firm and the opportunity to use the space reserved for mental hygiene; the employees of the economic and logistic department have responded on average value 4 and 4.33, which represents attitude "I rather agree". In average, the managers, owners, employees of the production and sales department have mean values 3.75, 3, 3.54 and 3.36, which represent indecisive answer;
- There is essential to very strong positive correlation between corporate philanthropy and protection of specific groups of employees; the more the company deals with philanthropy the more it tries to protect specific groups of employees;
- There is essential to very strong positive correlation between protection of an intellectual property and respect of human rights and freedoms; the more the companies try to protect an intellectual property the more these companies respect human rights and freedoms of the employees.

Based on our research and its results, our recommendations for practice of companies in Slovakia are as follows:

- To ensure (by the available means) the balance between the working and private lives of all employees, not only managers, as well as provide the suitable space for their mental hygiene; the good idea should be to communicate with employees very often;
- Companies should deal with different opportunities within corporate philanthropy, which are closely related to the help and protection of various disadvantaged employees; this is donation of companies that seek to solve the problems of society by supporting education, innovation and skills development to enable them to help themselves;
- Ensure that companies unconditionally protect the intellectual property of their employees and respect their rights and freedoms and systematically combat bureaucracy and corruption.

Compliance and strengthening the above, companies can significantly contribute to the development of socially responsible business activities, ensure a sufficient quality and loyal employees and targeted towards sustainable development.

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