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## CORPORATE SOCIAL RESPONSIBILITY IN THE FUNCTION OF EMPLOYEE MOTIVATION

### ABSTRACT

*Corporate social responsibility implies the company's commitment to create and implement business strategies and activities in harmony with the environment and ethical behaviour towards stakeholders. Employees belong to the important interest groups and resources of every company, because their actions directly affect business results. The paper presents activities of corporate social responsibility towards employees.*

*Employee motivation is important because it directly affects the productivity of workers, which further has consequences on the business results of the company. Employee motivation changes in the action of various factors from the employee's environment, inside and outside the work environment. In this paper, corporate social responsibility will be presented as a factor related to employee motivation.*

*The main goal of this paper is to examine the relationship between corporate social responsibility and employee motivation and the possible connection between socially responsible activities toward employees and their motivation. The research will be conducted by examining the attitudes of managers about the connection between socially responsible business and motivation, because managers make decisions about employees within their work activities. The sample includes managers of large Bosnian companies.*

**Keywords:** *corporate social responsibility, employee motivation, stakeholder theory*

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## 1. INTRODUCTION

Corporate social responsibility is a topic that became relevant in the world at the end of the last century. Over time, various authors with their arguments and research have tried to prove that companies should or should not be socially responsible. According to Carroll (1979, p. 490) corporate social responsibility is defined as the responsibility that encompasses the economic, legal, ethical, and discretionary expectations that a company may have in relation to an enterprise, over a period of time. Krkač (2007, p. 45) concludes that the company's social responsibility can be defined as an obligation to maximize profits, maximize the positive impact on society and the environment as a whole. The essence of affirmative attitudes towards socially responsible business implies that the company in its business should not only care about the interests of shareholders, but also about other interest groups. In this paper, corporate social responsibility will be viewed only in the segment of company relations with employees, as one of the categories of interest groups.

Motivation means encouraging people to achieve company goals, but also personal goals. These goals are intertwined and often the realization of some simultaneously means the realization of others. Motivation for work, motivation related to work and organization is a complex of forces that initiate and keep a person at work in the organization (Bahtijarević-Šiber, 1999: 557). Employee motivation aims to encourage certain behaviour of people in the company in order to implement certain business strategies, or to achieve positive business results. In this research, the relationship between socially responsible company behaviour and employee motivation was observed. Whether the socially responsible attitude of the company towards the employees is important to the employees at all. Motivation is related to motives and situations. Similar motives can be found in different behaviours of people, while on the other hand different motives can cause the same or similar behaviour. Values are learned in any case through socialization and interaction with the environment, while motives and needs can be both learned and innate. These instincts may come from the individual himself or other persons. (Osterloh & Frost, p. 193). The paper will list the indicators used to measure the relationship between corporate social responsibility and employee motivation.

This paper aims to determine how familiar managers of large B&H companies are with socially responsible business, whether managers believe that certain elements of socially responsible behaviour towards employees are important. Most often in developed countries where employee rights are regulated by law in a way that really prevents companies from behaving irresponsibly, socially responsible behaviour refers to improving the quality of life of employees (Handy, 2003) such as caring for family members, care of children and the elderly, specializations and education of employees, creative space for work and the like.

In developing countries, employee rights are generally either poorly regulated by law, or laws are not enforced to the extent they should (Crane, Matten, & Spence, 2008). Considering that the market of Bosnia and Herzegovina is a developing market, in this research the questions in the questionnaire refer to the activities of companies within the socially responsible business, which are guaranteed by law, but also to activities that improve the quality of life of employees. The subject of this research is the managers of large Bosnian companies. Through their attitudes, they assessed the motivator of the employees in the company, whether the companies are socially responsible towards the employees. After that, these two groups of questions were brought into a relationship, so it was determined whether there is a connection between corporate social responsibility and employee motivation. Corporate social responsibility is becoming an increasingly important business segment in the world, and is gaining importance due to the development of technology, speed of dissemination and availability of information, as well as greater sophistication of customers, users and employees. Companies operating in Bosnia and Herzegovina are exposed to various factors that are specific to emerging markets. Whether it is still early to observe the social responsibility of companies towards employees in the B&H market is presented in the following paper. Considering that managers also manage the human resources of the company within their work activities, the research was conducted by examining the attitudes of managers about the connection between socially responsible business and motivation. The sample included managers of large Bosnian companies.

## **2. A Literature Review**

The European Commission (2014) in its Corporate Social Responsibility Strategy published a definition of corporate social responsibility which states that corporate social responsibility is the responsibility of companies for their impact on society. Today, socially responsible business is a well-known and accepted concept in the world. Many authors have researched and written on the topic of social responsibility, and everything was preceded by a conservative view that the company is responsible only to the owners of capital. Friedman (1970) considered that the main responsibility of a company is towards shareholders. The company's goal was considered to be maximizing shareholder returns. Friedman's doctrine was very influential in the corporate world, but it also provoked criticism. The emergence of Freeman's theory (2001) says that due to the complexity of the conditions in which companies operate, it is necessary to take into account the interests of all stakeholders in the decision-making process. Transparency and openness allow long-term relationships and the reduction of potential adverse business impacts.

Stakeholders according to which the company should act socially responsibly are divided into internal and external stakeholders. Therefore, in this research, the social responsibility of the company will be observed only towards one interest group, towards the employees.

According to Vogel (2005), business ethics emerged as a growing field of interest. Ethical people management can also be found, along with normative and evaluation regulations for contemporary human resource management practices (Spencer, 2013). The area of work environment is divided into five areas: responsible employment policy, appropriate salaries and benefits - evaluation of work, investment in education and employability, quality and safety of working conditions, and collaborative organizational climate (Matešić, Pavlović, & Bartoluci, 2015, p. 42 ). External social responsibility refers to social responsibility activities aimed at the local community, the natural environment and consumers. Internal corporate social responsibility refers to actions that companies choose to take to meet employee expectations, actively meet and improve organizational fairness to employees (such as improving employee happiness and satisfaction) and ensuring job security and employee growth and development. The core of the idea of social responsibility towards employees is that employees realize benefits instead of just fulfilling corporate interests (Farooq, Rupp, & Farooq, 2017, p. 60). It is very important that company managers understand exactly this, that is, why it is important to pay attention to socially responsible business.

The second part of this paper deals with the topic of employee motivation. Motivation can be defined as an individual's willingness to take action to meet his need, the internal physical or mental state of imbalance, or lack of something. The fact is that almost all companies in a time of the increasingly fierce competition are looking for an opportunity to encourage the commitment of their associates to commit to achieving goals (Rahimić, 2010, p. 269). Motivation is influenced by numerous factors, among which individual characteristics, job characteristics and organizational characteristics stand out. Also, factors from the external environment, such as living standards, value system, socio-economic development and the like, affect the individual motivation of employees (Buble, 2000, p. 494). The importance of understanding employee motivation is reflected in the fact that human resources are one of the most important resources of any company, and that the quality of human resources affects the results and success of the organization. Every company should take care of the motivation of its employees, in order to achieve effective and efficient results in the future.

Values are learned through socialization and interaction with the environment, while motives and needs can be both learned and innate.

These instincts can come from the individual himself - intrinsic motivation or from other people - extremist motivation [(Osterloh & Frost, 2000, p. 193), according to (Rahimić, 2010)]. Intrinsic motivation is based on the self-determined factors of the individual, which everyone sets for himself. Extremist factors are determined by third parties, in the context of companies by superiors or personnel departments with the aim to motivate someone for certain behaviour (Rahimić, 2010, p. 57). Through this research, the focus was on extremist factors, managers of B&H companies assessed the factors that affect employee motivation. The factors used to create the questions in the questionnaire rely on Herzberg's motivational theory of hygiene (2005). Based on the results of the research, Herzberg came to the conclusion that job satisfaction is, in most cases, related to internal factors: success, recognition, the nature of the job, responsibility and career advancement. He characterized these factors, conditioned by work, as factors of motivation, because each of them is strongly correlated with engagement in work and performance. The assumption is that managers, through the incorporation of motivators into work, can motivate employees and cause a shift in dissatisfaction towards job satisfaction. The second group of factors is called hygiene factors and is primarily related to external elements of work, such as business policy and management, work supervision, the social climate of the organization, working conditions, status (Štangl Šušnjar & Zimanji, 2006, p. 220).

Previous research has explored the topic of corporate social responsibility and motivation but from a different angle. According to a previously conducted research (Suljagić, 2011, p. 144), the greatest motivator for managers, executives and administration of different years of experience in medium-sized enterprises in the Federation of Bosnia and Herzegovina is the salary. This is immediately followed by the possibility of personal development and the development of competencies. Every form of intangible compensation for work comes later. The results of the research will determine whether managers still consider this form of motivation for employees to be the most important. Letica et al. (2018, p. 106) in their research state that the results show a positive relationship between employee motivation and their willingness to go beyond the usual framework of their duties and thus contribute to the overall effectiveness of the organization in which they work. They also emphasize that intangible aspects of motivation such as job security and quality relationships with superiors have a positive effect on the quality of service of public sector institutions to customers. Although the main motivator is still the basic material or in other words salary in cash, the working environment and working conditions significantly affect the approach of employees to their obligations.

Cooke and He (2010, p. 355) in their work explored how textile company managers perceive social responsibility issues, what actions they take, and what implications they may have on institutional bodies seeking to promote corporate social responsibility (CSR) in the country.

The study concludes that companies tend to adopt a CSR business case approach, focusing on the market rather than their employees. Stojanović et al (2020, p. 149) presented the results of an international survey on corporate social responsibility conducted in post-transition countries in Europe. The aim was to investigate the level of recognition of the efforts of employees in companies towards CSR activities and their impact on the perception and identification with these activities. Employees with a higher level of CSR awareness were expected to show a higher level of loyalty and identification with the company and, therefore, perform their activities better. A number of significant issues were explored, the purpose of CSR implementation, CSR activities in companies, barriers to CSR implementation, employee loyalty and company performance, along with how these factors are interrelated. The results point out that a clearly defined purpose of CSR implementation can positively contribute to appropriate CSR activities and overcoming barriers that may arise during implementation. In addition, statistical evidence was collected showing that CSR activities significantly affect employee loyalty, and thus greater employee commitment to the company. Finally, the findings show that the greater employee loyalty, the greater the company's performance and competitiveness. All these results of previous research are the motive of this research in our market of Bosnia and Herzegovina. The connection between socially responsible business and employee motivation is well known, but it is worth determining how much managers of large Bosnian companies recognize their importance and significance.

### **3. Research methodology**

Empirical research was conducted on the basis of primary data collection through online research, using a structured survey questionnaire as a form for data collection. The respondents were managers of large B&H companies. Data collection was performed on the basis of a stratified sample. Based on the report of the Agency for Statistics of B&H "Bosnia and Herzegovina in numbers" (2021), it was determined that the sample in this survey will be large companies, and according to the reports in B&H by income class, there are a total of 110. Related to the examination of the relationship between socially responsible business and employee motivation in B&H companies, various procedures and methods of data processing were used, all in accordance with the set research problems. After the descriptive analysis, the significance of the correlations between the variables used in the analysis was examined and tested. The research questionnaire contains three sections. Section 1 deals with information about personal and demographic variables, such as gender, age, income, education, and status. Sections 2 and 3 include important latent variables of current research.

These variables include corporate social responsibility activities towards employees and employee motivation factors. The questions for the questionnaire were created on the theoretical basis of previous research. The questions in the survey questionnaire in sections 2 and 3 were formulated using the ordinal five-point Likert scale. Indicators that examine the company's socially responsible business towards employees are divided into two groups. The first group consists of activities that fall within the rights of employees regulated by law, and the second part refers to activities that affect the improvement of the quality of life of employees. Indicators that examine employee motivation are divided into two groups, hygiene factors and motivational factors according to Herzberg's theory. After the descriptive analysis, the results of the research will present the correlation analysis, which was performed using the Spearman correlation coefficient. Through this paper, the following hypothesis was tested: There is a connection between socially responsible activities aimed at employees and their motivation.

#### **4. Research results**

Analyzing a sample of 95 surveyed managers, an attempt was made to establish a connection between corporate social responsibility and employee motivation in large B&H companies. Large companies throughout Bosnia and Herzegovina were selected for data collection, managers employed in large companies according to income classes throughout B&H. About 35 out of a total of 110 large companies operating in the territory of Bosnia and Herzegovina are included in the research area. In order to maintain anonymity in the file, the name of the company was not requested, but only the headquarters, and based on that, it was estimated that managers from about 35 companies filled out the survey. Managers of different managerial levels were examined. The questionnaire was distributed to about 400 emails, of which 95 were successfully completed. Most of the respondents are middle-level managers. A total of 57% of respondents were men. Most of the respondents belong to the age group of 31 to 45, 50% of them. Most respondents, as many as 63%, have a university degree. The largest number of respondents work in private companies, 79%. Below are data that speak about the attitudes of managers of large B&H companies related to corporate social responsibility towards employees.

**Table 1:** Importance of corporate social responsibility towards employees

N	Transformational leadership style	Arithmetic mean	Standard deviation	Mod	Median
1	The company should provide salaries to employees on time.	4,86	0,612	5	5
2	The company should ensure regular payment of pension insurance.	4,86	0,612	5	5
3	The company should ensure regular payment of health insurance.	4,86	0,612	5	5
4	The company should provide employees with regular payment of compensation for a hot meal during work.	4,86	0,612	5	5
5	The company should provide employees with a break for rest during working hours.	4,83	0,630	5	5
6	The company should ensure regular payment of all taxes and contributions (employment contribution).	4,86	0,612	5	5
7	The company should provide employees with a minimum annual leave.	4,74	0,913	5	5
8	The company should provide paid leave.	4,59	1,016	5	5
9	The company should provide unpaid leave and days off.	4,13	1,169	5	5
10	The company should provide transportation for employees or pay a transportation fee.	4,57	1,007	5	5
11	The company should provide bonuses and incentives to employees.	4,61	0,748	5	5
12	The company needs to provide fees for innovation.	4,27	0,994	5	5
13	The company should provide fees for knowledge dissemination and employee flexibility.	4,43	0,724	5	5
14	The company should provide bonuses related to the results and profits of the company.	4,54	0,796	5	5
15	The company should provide a share of profits to employees.	3,81	1,315	5	4
16	The company should provide a share of ownership (shares) to employees.	2,73	1,250	4	3
17	The company should provide employees with care for children and the elderly.	3,09	1,281	3	3
18	The company should provide scholarships and tuition fees for employees (education).	3,80	1,068	5	4
19	The company should ensure the specialization of employees.	4,19	0,854	4	4
20	The company should provide employees with a company car.	3,25	1,139	3	3
21	The company needs to provide managerial benefits.	4,04	1,091	4	4
22	The company should ensure that employees participate in projects for environmental protection and community development.	3,94	1,137	5	4
23	The company should organize gatherings of employees outside working hours.	4,15	0,838	5	4
24	The company should reward the best employees within one business period.	4,41	0,928	5	5
25	The company needs to provide adequate, safe and creative space to do business.	4,74	0,622	5	5

**Source:** *Author's creation*

From the table we can notice that all attitudes received high average ratings of managers, above 3.0, except for the statement related to the acquisition of shares / ownership in companies, which is understandable, given that there are not many joint stock companies in B&H. Questions from 1-10 refer to the activities of the company within the framework of socially responsible business, which are guaranteed by law and all average grades are above 4.1. Questions from 11-25 refer to the activities of companies that improve the quality of life of employees and the ratings are generally lower than the previous set of questions.



Questions 16, 17, 18, 20 and 22 are rated lower than 4. The claim that the company should provide adequate, safe and creative space for doing business has surprisingly received a high score of 4.74. From the obtained results we can see that the awareness of managers about the importance of corporate social responsibility towards employees has been developed. The highest marks were given to the statements related to the social responsibility of the company towards the employees within the legally guaranteed obligations of the company towards the employees. Therefore, we can conclude that there is a difference in the assessment by managers of large B&H companies according to activities that fall under the rights of employees regulated by law and activities related to improving the quality of life of employees, but the difference is not large.

**Table 2:** Employee motivation factors

N	Transformational leadership style	Arithmetic mean	Standard deviation	Mod	Median
1	Employees are motivated by the amount of salary.	4,53	0,712	5	5
2	Employees are motivated by the meal allowance rate.	3,78	0,980	3	4
3	Employees are motivated by paid vacation.	4,14	0,820	4	4
4	Employees are motivated by a break for rest during work (duration, etc.).	3,78	0,853	4	4
5	Employees are motivated by bonuses and benefits.	4,75	0,635	5	5
6	Employees are motivated by social security and future pensions.	4,32	0,937	5	5
7	Employees are motivated by normal working conditions.	4,48	0,823	5	5
8	Employees are motivated by a convenient place to work.	4,31	0,813	5	4
9	Employees are motivated by aesthetics in the workplace (temperature, degree of illumination, etc.).	3,85	0,899	4	4
10	Employees are motivated by good team relations.	4,60	0,749	5	5
11	Employees are motivated by mentors in their work.	4,17	0,846	4	4
12	Employees are motivated by corporate events (gatherings, competitions, celebrations).	4,22	0,827	5	4
13	Employees are motivated by the reputation of the company (corporate brand of the company).	4,28	0,834	5	4
14	Employees are motivated by their status in the company.	4,28	0,679	4	4
15	Employees are motivated by privileges and titles.	4,11	0,660	4	4
16	Employees are motivated by the evaluation of their work.	4,07	0,828	4	4
17	Employees are motivated by grades, discussions and conversations.	3,78	0,840	4	4
18	Employees are motivated by security in the company (physical security, social security).	4,37	0,851	5	5
19	Employees are motivated by freedom of action.	4,21	0,824	5	4
20	Employees are motivated by open access to the necessary information for work.	4,16	0,816	4	4
21	Employees are motivated by awards, merits and recognitions.	4,51	0,713	5	5
22	Employees are motivated by the nature of the job and the ability to use the experience gained.	4,21	0,837	4	4
23	Employees are motivated by the ability to use the acquired experiences.	4,25	0,887	5	4
24	Employees are motivated by delegating certain responsibilities (decision making and taking responsibility).	3,87	0,925	4	4
25	Employees are motivated by the possibility of moving along with a career.	4,43	0,821	5	5

*Source: author's creation*

Since Herzberg's motivational theory of hygiene was used in this paper, Table 2 presents how the respondents assessed hygienic and motivational factors.

From ordinal number 1 to 18, hygienic factors were rated with high marks, and the grades ranged from a minimum of 3.78 to 4.78. From ordinal number 19 to 25, motivational factors were evaluated with grades ranging from a minimum of 3.87 to 4.51. We can conclude that the managers of large B&H companies have assessed both internal and external factors according to this theory approximately equally important. Therefore, there is no significant difference in the attitudes of managers of large B&H companies for employee motivation factors. The main research hypothesis will be tested below.

**Table 3:** Relationship between corporate social responsibility towards employees and employee motivation

		Social responsibility towards employees	Employee motivation
Social responsibility towards employees	Spearman correlation coefficient Sig N	1	0,261*
Employee motivation	Spearman correlation coefficient Sig N		1

\*. *The correlation is significant at the significance level of 0.05*

**Source:** *Author's creation*

Based on the conducted correlation analysis, we can conclude that there is a positive relationship between corporate social responsibility towards employees, on the one hand, and employee motivation, on the other hand. The correlation is positive, low to moderate, significant at the significance level of 5%, where  $r = 0.261$ . Therefore, we can confirm the main research hypothesis that there is a connection between socially responsible activities aimed at employees and their motivation.

## 5. CONCLUSION

Corporate social responsibility has been assessed as a really important business segment through the attitudes of managers of B&H companies. Highly rated claims related to corporate social responsibility towards employees, shows that managers are aware of the importance and significance of applying the values and principles of corporate social responsibility when it comes to this interest group. The results showed that the claims related to the activities of the company within the socially responsible business, which are guaranteed by law, received slightly higher marks than the activities of the company that improve the quality of life of employees. This leads us to the conclusion that managers make a difference in these two groups of activities, that is, that they eventually give priority to activities that are guaranteed by law. Considering that the activities of companies that improve the quality of life of employees are rated with a high average rating, we can still say that there is an awareness of socially responsible attitude of employees towards employees.

Considering that motivation is influenced by numerous factors, among which individual characteristics, job characteristics and organizational characteristics stand out, motivation in this paper is observed through the motivational theory of hygiene according to Herzberg through two groups of factors. Managers of large B&H companies assessed both internal and external employee motivation factors to be approximately equally important. The attitude of the managers is interesting, where they rated bonuses and benefits as the material form of motivation with the highest grade, and the break during work and the possibility of employee discussion as the intangible form of motivation with the lowest grade.

In this paper, correlation analysis was used to identify whether there is a connection between socially responsible activities aimed at employees and their motivation in large B&H companies. The results of the research showed that there is a connection. The correlation was rated as positive, low to moderate, and significant at a significance level of 5%. Quality and capable employees need to be attracted and retained in a certain way, and through socially responsible business activities this is possible. Given that the activities of companies that improve the quality of life of employees are rated slightly lower, it is recommended that managers and business owners pay a little more attention to these activities. Socially responsible behaviour towards employees is not only the fulfillment of legally established obligations, it is the starting point. When employees are treated as truly valuable resources, those who are most responsible for the degree of realization of business plans, there is a possibility of greater employee motivation and better business results. We can conclude that the awareness of socially responsible behaviour in managerial positions in large B&H companies is developing, and that it is important to pay attention to it. As another motive for B&H employers are the results of this research, that there is a correlation between socially responsible activities aimed at employees and their motivation, because only motivated employees bring more value to the company. The recommendation for further research is that in addition to managers, other employees can be interviewed, and that these results can be compared.

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## **DRUŠTVENA ODGOVORNOST PREDUZEĆA U FUNKCIJI MOTIVACIJE ZAPOSLENIKA**

### **SAŽETAK**

*Društvena odgovornost preduzeća podrazumijeva opredjeljenje preduzeća da svoje poslovne strategije i aktivnosti kreira i implementira u skladu sa okruženjem i etičnim ponašanjem prema interesnim grupama. Zaposlenici spadaju u važne interesne grupe i resurse svakog preduzeća, jer svojim djelovanjem direktno utiču na rezultate poslovanja. U radu su predstavljene aktivnosti koje spadaju u područje društvene odgovornosti preduzeća prema zaposlenicima.*

*Motivacija zaposlenih je važna jer direktno utiče na produktivnost radnika, koja dalje ima posljedice na poslovni rezultat preduzeća. Motivacija zaposlenih se mijenja u skladu sa djelovanjem različitih faktora iz okruženja zaposlenika, kako unutar tako i izvan radnog okruženja. U ovom radu društvena odgovornost preduzeća će se posmatrati kao faktor koji je povezan sa motivacijom zaposlenika.*

*Osnovni cilj rada je ispitati povezanost društvene odgovornosti preduzeća i motivacije zaposlenika, odnosno da li postoji povezanost između društveno odgovornih aktivnosti usmjerenih prema zaposlenicima i njihove motivacije. Uzimajući u obzir da menadžeri u okviru svojih radnih aktivnosti upravljaju i ljudskim resursima preduzeća, istraživanje će biti sprovedeno ispitivanjem stavova menadžera o povezanosti društveno odgovornog poslovanja i motivacije. Uzorak obuhvata menadžere velikih bosanskohercegovačkih preduzeća.*

**Ključne riječi:** društveno odgovorno poslovanje, motivacija zaposlenih, teorija interesnih grupa

**JEL:** O15, M14, M19, M29