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Measurement of Humanistic Business Responsibility in Polish Companies

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Abstract:

Purpose: *the article aims to verify the CHR model created by Yee Koon and Yuka Fujimoto in the Polish enterprise conditions. The model consists of 5 factors - an employee-centered workplace, healthy internal communication, holistic compensation, CSR commitment, and holistic employee training and development. The need to validate the model results from the cultural conditioning of its source, as it was based on a survey of Malaysian enterprises.*
Design/Methodology/Approach*: The research was conducted on a 284 executive sample of various levels in small, medium and large companies nationwide. The research tool used was a 32-item survey questionnaire translated and adapted to Polish cultural conditions. Factor analysis and confirmatory analysis were used to analyze the collected responses.*
Findings: *the results obtained indicate that the original 5-factor model is not appropriate for Polish conditions. The 3-factor model proved to be more appropriate. The identified factors include: a humanistic approach to the employee and his needs, shaping socially responsible behaviors and shaping relationships in the workplace.*
Practical implications*: The proposed CHR dimensions can be useful in shaping and promoting humanistic behavior inside and outside the organization. They can also be used to improve an enterprise's social performance. It is also worth including them in the education of future managers and business leaders.*
Originality/Value: *CHR has not been researched in Poland to date, so it is pioneering and creates a model specific to Polish business.*

Keywords: *Humanism, corporate responsibility, Polish model.*

JEL codes*: M14, M15.*

Paper type: *Research article.*

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1. Introduction

Previous research on corporate humanistic responsibility (CHR) has been mostly theoretical and conceptual. There is a noticeable absence of empirical research in this field (Acevedo, 2018). The difficulties in operationalizing the CHR concept and the challenges in building an appropriate research tool for this phenomenon are some of the reasons behind such a situation.

Therefore, it should be recognized for empirical research to be undertaken in the CHR field, it would be necessary to operationalize the concept and create a tool based on it to measure its level in an enterprise. To build such a tool, Vui-Yee Koon and Yuka Fujimoto (2024) used six instruments identified by S. Arnaud and D.M. Wasieleski to operationalize CHR (2014).

These were 1) participation, 2) development, 3) mutual respect, 4) self-determination, 5) mentoring and coaching, and 6) integrity. CHR's decomposition into specific dimensions helps explain how each dimension affects employees' perceptions of the enterprise's humanistic commitment.

2. CHR Conceptualization and its Sources

Corporate humanistic responsibility is expressed in activities promoting employee self-determination and in efforts to set social goals inside and outside the organization (Arnaud and Wasieleski, 2014). Therefore, CHR should be understood as "*an organizational approach that leverages management practices to improve the human-interface social responsibility between employers and employees"* (Koon and Fujimoto, 2024).

CHR's origins can be found in the humanistic literature (Melé, 2003) and humanistically oriented HRM researchers' works (Latemore *et al.*, 2020). Humanism fosters social relationships that directly contribute to social development (Leontsini, 2013; Melé, 2016). It is a human-oriented philosophy searching for ways to achieve human development goals (Melé, 2016), which is most often identified with respect for human dignity (Dierksmeier, 2011) and affirmation of humanity (Acevedo, 2012).

Humanistic philosophy embodies itself in humanistic management, by emphasizing the importance of the human condition and being oriented toward human development (Melé, 2003). Referred to the workplace, humanism is defined as developing workers' self-determination (Arnaud and Wasieleski, 2014), building mutual respect (Melé, 2012) and integrity (Melé, 2014).

CHR refers to the enterprise's adoption of a humanistic approach to the employee, oriented first and foremost to his improvement as a human being before evaluating his performance.

3. Stages of Building the Original Tool

One of the first attempts to build a research tool to measure CHR levels and validate its scales was made by Vui-Yee Koon and Yuka Fujimoto (2024). They conducted two sequential studies. The first aimed to establish the content of the CHR concept, and the second aimed to assess the reliability, internal consistency, unidimensionality, and validity of the measure used.

The first study consisted of 4 phases. In the first, semi-structured interviews were conducted with 17 human resources directors or senior managers of global companies awarded the 2017 Aon Hewitt Best Employer title. This analysis resulted in the selection of 161 elements to operationalize the CHR. In the second phase, the evaluation-quantification analysis reduced the number of selected elements to 145.

In the next phase, after calculating the weight of each element, 97 was retained. Phase four focused on examining individual perceptions of CHR. In two separate samples comprising 220 employees from 100 Best Employers 2017 companies and 238 employees of multinational corporations, the initial CHR scale (EFA) was validated, allowing for the final extraction of 32 items comprising 5 scales.

The scales identified were: healthy internal communication (9 statements), CSR engagement (5 statements), employee-oriented workplace (9 statements), holistic training and development (3 statements) and holistic compensation (6 statements). The tool and the CHR model examined with it have been verified in Polish conditions.

A second study involving interviews with two samples (218 employees of multinational companies and 243 employees of Malaysian companies) confirmed the internal consistency and relevance of the instrument and the five-factor CHR model.

4. Research Methodology in Polish Conditions

To answer the question of whether the measurement model developed by Malaysian researchers is appropriate for companies operating in Poland, the original CHR measurement tool by Vui-Yee Koon and Yuka Fujimoto was translated into Polish and adapted to Polish realities. The questionnaire in Polish, like the original tool, consisted of 32 items comprising five scales. Using a 7-point Likert scale, respondents evaluated how their employers, supervisors and organizations have implemented humanistic practices.

For adaptation, it was checked whether applying it to the test group of Poles, it is suitable for this group. For this purpose, a consistency (reliability) analysis was conducted using Cronbach's alpha coefficient. The validity of the tool's structure was checked using Confirmatory Factor Analysis (CFA), and an analysis of intra- and inter-correlation and correlation of subscales with the overall scale was conducted.

5. Characteristics of Study Participants

The research was conducted on a nationwide sample of different sizes and industry enterprises by the Ariadna National Research Panel. 294 questionnaires were collected, from which 284 were qualified for further analysis. Respondents were executives of small (55%), medium (26%) and large enterprises (19%). 54% of respondents are women and 46% are men.

Most respondents (59.8%) are people aged between 25 and 44. The fewest (3.9%) are the youngest (18-24). The respondents held various positions in their companies. The largest group was managers and executives (43%) and CEOs and board members (33%). Respondents' seniority in their current companies most often ranged from 1 to 5 years (39%) or more than 10 years (34.5%). The companies in which the respondents work most often operate in the service industry (57%).

6. Research Results in Polish Conditions

In the first step, the compatibility of the original five-factor model with Polish conditions was evaluated. The obtained values of the model fit measures used (Chi2, GFI - Goodness of Fit Index, AGFI - Adjusted Goodness of Fit Index, CFI - Comparative Fit Index, RMSEA - Root Mean Square Error of Approximation, RMR - Root Mean Square Residual, SRMR - Standardized Root Mean Square Residual and RFI - Relative Fit Index) indicate a poor fit of the model to the data.

At the same time, consistency and discrimination analyses indicate that the model is correct and lacks items that significantly do not fit the scale and could be removed or moved to other scales. This leads to the conclusion that the five-factor model is not appropriate under Polish conditions and a new linkage structure should be attempted.

Based on the results of Bartlett's sphericity test (Chisq(496) = 7984.41, $p < .001$) and the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO = 0.96) it was concluded that the data were adequate to undertake factor analysis. Therefore, in the next steps, an exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were conducted.

Scree analysis methods suggest that the optimal number of factors is 3 (Table 1).

Table 1. *Explained variance*

Parameter	Factor 1	Factor 2	Factor 3
Eigenvalues	16.91	2.22	1.20
Variance	0.27	0.19	0.18
Variance Cumulative	0.27	0.46	0.64
Variance Proportion	0.42	0.30	0.28

Source: *Own elaboration.*

Factor analysis results indicate three main factors. Factor 1 has the greatest explanatory power. Variance cumulative values indicate that the three factors together explain 64% of the total variation. Variance proportion explained by each factor of 42%, 30% and 28%, respectively, underscore the importance of the first factor in explaining the data structure. The model structure (factor loadings) is presented in Table 2.

Table 2. *Factor loading*

Variable*	Factor 1	Factor 2	Factor 3	Complexity	Uniqueness	
S3.19	0.86			1.02	0.28	
S3.17	0.75			1.19	0.33	
S3.23	0.73			1.31	0.32	
S5.29	0.69			1.08	0.54	
S3.18	0.68			1.35	0.34	
S3.22	0.66			1.40	0.33	
S4.25	0.66			1.23	0.43	
S3.20	0.64			1.16	0.40	
S5.32	0.61			1.48	0.30	
S5.30	0.59			1.77	0.48	
S4.26	0.57			1.59	0.36	
S5.28	0.52			1.37	0.47	
S4.24	0.52			1.52	0.42	
S3.21	0.51			1.76	0.43	
S5.27	0.50			1.32	0.52	
S2.11		0.83		1.01	0.25	
S2.10		0.80		1.03	0.27	
S2.14		0.73		1.09	0.27	
S2.12		0.69		1.09	0.40	
S1.6		0.64		1.34	0.43	
S1.3		0.62		1.46	0.61	
S1.2		0.57		1.66	0.34	
S5.31		0.54		2.42	0.33	
S1.9		0.50		1.75	0.46	
S1.4			0.79	1.04	0.23	
S1.1			0.73	1.11	0.27	
S2.13			0.66	1.28	0.27	
S3.15			0.62	1.30	0.33	
S1.5			0.62	1.43	0.30	
S3.16			0.56	1.75	0.36	
S1.7			0.53	1.85	0.28	
S1.8			0.52	1.96	0.33	

Source: *Own elaboration,*

* To simplify the description in the following analysis, the abbreviations given in parentheses were used for latent variables, while the abbreviations from S1.1 to S5.32 were used for explicit variables (items), which should be read as follows: S - scale, 1 - scale number, digit after the dot - item number. Therefore, for example, the notation S3.16 means scale 3, item 16.

For most variables, the main factor is Factor 1, with high factor loadings ranging from 0.86 for S3.19 to 0.5 for S5.27. The complexity index of the variables ranges from 1.01 to 2.42, meaning that most of the variables are moderately complex and loaded mainly with one factor.

For the variables related to the second factor, the factor loadings range from 0.83 for S2.11 to 0.50 for S1.9 indicating that these variables are strongly related to the second factor. However, for variables related to the third factor, the loadings range from 0.79 for S1.4 to 0.52 for S1.8, also indicating a strong association with this factor.

Confirmatory Factor Analysis (CFA) results for the factor models indicate strong loadings for most items in the three main factors: Factor 1, Factor 2 and Factor 3. For factor 1, all items have significant loadings, as evidenced by very low *p-values* ($p < 0.000$) and high *z-values*. Similarly, in factor 2, all items have high *z-values* and significant *p-values* ($p < 0.000$), suggesting a strong association with this factor.

Also for factor 3, factor loadings are significant as evidenced by high *z-values* and low *p-values*. Also, the correlations between factors 1, 2 and 3 are high (0.860 to 0.938) and statistically significant, suggesting that these factors are related but measure different aspects of the construct.

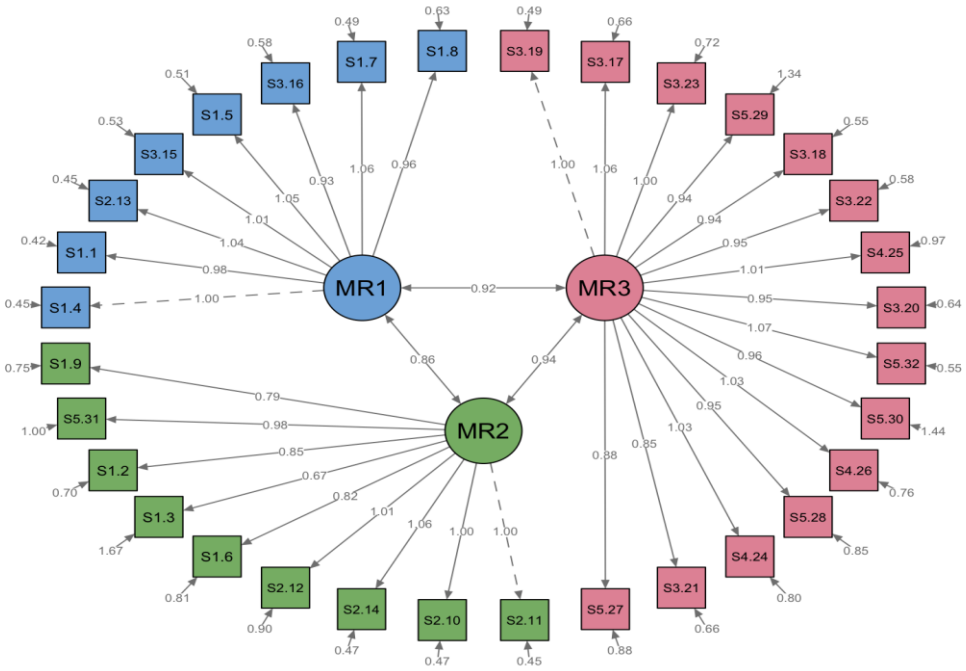
In summary, the CFA results indicate a good fit of the model with three factors to the data. The high *z*-values and low *p-values* for all loadings and correlations between factors indicate a solid foundation for the model, suggesting that the selected items are well represented by the relevant factors. A graphical representation of the confirmation model for the three factors is presented in Figure 1.

A *p-value* means that the model is statistically significantly different from the observed data. GFI and AGFI values are below 0.90 (good fit is indicated by values above 0.90). The CFI value suggests a moderate fit. RMSEA is above the acceptable limit of 0.06-0.08. The RMSEA *p-value* indicates a suboptimal (less than 0.06) fit to the model.

The RMR value is quite high, and the SRMR is at the limit of acceptability. In conclusion, most fit indices suggest that the model is not a perfect fit to the data. Some indicators, such as SRMR, are at the limit of acceptability, while others, such as GFI, AGFI, CFI and RMSEA, indicate the need to improve the model.

Nevertheless, the values obtained indicate a better fit of the three-factor model than the five-factor model.

Figure 1. *Factor analysis results for the new model*



Note: *MR3 – factor 1, MR2 – factor 2, MR1 – factor 3.*
Source: *Own elaboration.*

Table 3 presents the three-factor model's fit quality.

Table 3. *Measures of fit for the three-factor model*

Chi2	Chi2_df	p_Chi2	GFI	AGFI	CFI	RMSEA	p_RMSEA	RMR	SRMR	RFI	AIC	BIC
1,590.31	461.00	0.00	0.71	0.67	0.86	0.09	0.00	0.13	0.07	0.80	24,355.56	24,600.04

Source: *Own elaboration.*

The next step involved a consistency and discrimination analysis of the new model. The results obtained for each factor and the correlations between them are presented in Tables 4 - 7.

Table 4. *Consistency analysis results for factor 1.*

Row	Mean	SD	Skew	Item Difficulty	Item Discrimination	α if deleted
S3.17	5.05	1.37	-0.53	0.72	0.77	0.95
S3.18	5.17	1.22	-0.52	0.74	0.76	0.95
S3.19	4.89	1.25	-0.37	0.70	0.81	0.94

S3.20	4.96	1.27	-0.47	0.71	0.75	0.95
S3.21	5.24	1.2	-0.24	0.75	0.70	0.95
S3.22	5.16	1.24	-0.47	0.74	0.76	0.95
S3.23	4.74	1.34	-0.4	0.68	0.77	0.95
S4.24	5.03	1.39	-0.52	0.72	0.75	0.95
S4.25	4.77	1.44	-0.54	0.68	0.72	0.95
S4.26	4.89	1.37	-0.48	0.70	0.76	0.95
S5.27	4.98	1.31	-0.57	0.71	0.68	0.95
S5.28	4.95	1.35	-0.46	0.71	0.71	0.95
S5.29	4.78	1.51	-0.55	0.68	0.63	0.95
S5.30	4.53	1.56	-0.41	0.65	0.64	0.95
S5.32	5.04	1.34	-0.52	0.72	0.79	0.95
Mean inter-item-correlation=0.567 · Cronbach's α=0.950						

Source: *Own elaboration.*

Table 5. *Consistency analysis results for factor 2.*

Row	Mean	SD	Skew	Item Difficulty	Item Discrimination	α if deleted
S1.2	4.94	1.29	-0.53	0.71	0.70	0.91
S1.3	4.3	1.5	-0.36	0.61	0.51	0.93
S1.6	4.96	1.3	-0.43	0.71	0.69	0.92
S1.9	4.88	1.26	-0.23	0.70	0.67	0.92
S2.10	4.64	1.34	-0.43	0.66	0.83	0.91
S2.11	4.63	1.33	-0.48	0.66	0.83	0.91
S2.12	4.62	1.5	-0.4	0.66	0.74	0.91
S2.14	4.64	1.39	-0.34	0.66	0.82	0.91
S5.31	4.45	1.51	-0.34	0.64	0.72	0.91
Mean inter-item-correlation=0.573 · Cronbach's α=0.922						

Source: *Own elaboration.*

Table 6. *Consistency analysis results for factor 3.*

Row	Mean	SD	Skew	Item Difficulty	Item Discrimination	α if deleted
S1.1	5.23	1.22	-0.39	0.75	0.83	0.94
S1.4	5.42	1.25	-0.56	0.77	0.82	0.94
S1.5	5.12	1.32	-0.58	0.73	0.81	0.94
S1.7	5.11	1.32	-0.69	0.73	0.81	0.94
S1.8	5.04	1.28	-0.5	0.72	0.75	0.94
S2.13	5.19	1.28	-0.42	0.74	0.83	0.94
S3.15	5.29	1.29	-0.48	0.76	0.80	0.94
S3.16	5.2	1.23	-0.64	0.74	0.76	0.94
Mean inter-item-correlation=0.684 · Cronbach's α=0.945						

Source: *Own elaboration.*

Table 7. *Correlations between factors*

	Component 1	Component 2	Component 3
Component 1	α=0.950		
Component 2	0.762 (<.001)	α=0.922	

Component 3	0.790 (<.001)	0.665 (<.001)	α=0.945
Computed correlation used pearson-method with listwise-deletion.			

Source: *Own elaboration.*

The average intercorrelations between items in each factor and Cronbach's α coefficients indicate very high internal scale consistency. The average values of the individual items in factors 1 and 2 are at similar levels, and slightly higher in factor 3. This indicates that respondents generally agreed with the statements. The standard deviation values indicate that the responses were fairly consistent.

The item discrimination values of factors 1 and 3 suggest that the items differentiate well between respondents with different levels of characteristics measured by this scale. However, in Factor 3 some items do this less effectively. However, Cronbach's overall α coefficient indicates that removing any items would not significantly improve the scale's consistency. All scales are characterized by high consistency.

Correlations between factors are high and statistically significant ($p < 0.001$), indicating the existence of interdependence between them. It also suggests that all three scales measure different aspects of the same general characteristic or construct.

In summary, all three components show high internal consistency, and their items have good discriminatory ability. High correlations between components indicate that they are interrelated and that they measure different aspects of the construct under study.

7. Implications and Future Research Directions

The analysis conducted regarding the tool's adaptation to measure CHR in Polish conditions allowed the construction of a three-component model. After a detailed analysis of which questions correlated with which factors, they were given appropriate names. The first component was identified as a humanistic approach to the employee and his needs.

The second as forming socially responsible behavior, and the third as forming relationships in the workplace. In Poland, no research has been conducted in this area, so it is not possible to make relevant comparisons and compilations of results. Therefore, the above study is pioneering and creates a model specific to Polish business.

The CHR dimensions proposed in this model can help leaders shape and promote humanistic behavior inside and outside the organization and thus help shape corporate humanistic responsibility attitudes. The proposed CHR approach can also be an effective tool for leaders aiming to improve their organizations' social

performance (Galbreath, 2010; Melo, 2012).

It is also worth including them in the education of future managers and business leaders. This will help redirect the dominant result-oriented approach expressed through profitability, efficiency and effectiveness indicators in the existing study programs to an ethical and humanistic one.

The survey analyzed was limited by the fact that it was conducted only among executives. In subsequent research stages, other employees should be tested.

Additional research is also warranted on the CHR's role within and outside organizations in addressing global societal challenges such as reducing inequality or pollution (Fujimoto *et al.*, 2019; 2022; Fujimoto and Uddin, 2022). This will enable enterprises to play a crucial role in solving related social problems.

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