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RE.THINKING THE CORPORATE SOCIAL RESPONSIBILITY IN SLOVENIA: EMPIRICAL EVIDENCE

ABSTRACT

The paper identifies positive and educational effects of implementation of corporate social responsibility (CSR) through the project "Re.think", as a result of collaboration between Slovenian academic institution, Faculty of Economics University of Ljubljana, and international mobile company Si.mobil. CSR has gained importance throughout the last decades in both, academic community as well as among practitioners in business environment. The paper provides the appropriate combination of relevant factors, methods and techniques for greater awareness of CSR. Qualitative and quantitative methods were used in order to triangulate the findings of the research. Through the principal axis factoring and multiple regression techniques seven identified factors have been interpreted as a group of indicators fostering the development of CSR in Slovenia. The results indicate that the implementation of CSR activities is strengthening the creation of socially responsible organizational reputation.

Keywords*: corporate social responsibility, job characteristics model, factor analysis, multiple regression, Slovenia*

JEL:M14

1. INTRODUCTION

Corporate social responsibility (CSR) is nowadays gathering exceptional significance (Guadamillas-Gómez et al, 2010). In order to create a good reputation and stakeholders' trust (McWilliams et al, 2006; Mitchell et al, 1997; Nicolau, 2008) organizations must demonstrate genuine concern and evidence of long-term enhancement of CSR. This paper deals with a project named "Re.think", which is a joint corporate social responsibility (CSR) project between the Faculty of Economics of the University of Ljubljana (FELU) and the second largest Slovenian mobile operator – Si.mobil.

The research seeks to define the factors of the CSR in Slovenia and evaluate the change in brand perception and consuming behaviour of the students at the FELU. The aim is to fill

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this research gap by developing the conceptual model of CSR and testing the factors that govern the foundation of CSR in Slovenia. The main research goal is to identify the effects and underlying factors that contribute to the fostering of CSR reputation. The main research question posed is weather students perceive FELU and Si.mobil as socially responsible organizations which is researched through measuring the perceptions of students at FELU. The main theses are 1) the project "Re.think" is strengthening the social responsibility awareness of the students at the FELU; 2) the employees of Si.mobil find it empowering to be able to cooperate on the CSR projects, conceptualized by the Si.mobil's Eco team; and 3) the project "Re.think" influences the behaviour of students as consumers of the Si.mobil products and services.

The main analytical methods used in the paper are theoretical narrative and gathering of the empirical data of the project "Re.think" at the FELU, analyzed through principal axis factoring, using varimax rotation on the explanatory variables with primary goal of data reduction and testing the relationship between CSR reputation and preference of ecological suppliers, such as Si.mobil through multiple regression technique. Respectively, a questionnaire was distributed among the FELU students, asking them how they perceive the activities of the "Re.think" project, performed at FELU.

The paper is structured as follows: First part of the paper presents the theoretical narrative, review of CSR in theory and practice and conceptual model of the CSR. The second part refers to the findings of qualitative research methods, such as focus group, observation, interviews with in-depth questions, secondary data analysis and to the findings of quantitative research methods, such as the principal axis factoring technique, using varimax rotation of the explanatory variables with primary goal of data reduction and multiple regression technique. Last part presents general conclusions.

2. REVIEW OF CORPORATE SOCIAL RESPONSIBILITY IN THEORY AND PRACTICE

The paper intends to highlight internal and external effects of the "Re.think" project and identify underlying factors that foster CSR in Slovenia; therefore theoretical constructs of CSR and job characteristics model of work motivation are presented. Almost half a century ago Milton Friedman (1962) wrote that business corporations, along with businesses in general, have only one social responsibility and that is to increase their profits. Today, organizations around the world, and their stakeholders, are becoming increasingly aware of the need for and the benefits of socially responsible behaviour. An organization's performance in relation to the society in which it operates and to its impact on the environment has become a critical part of measuring its overall performance and its ability to continue operating effectively. Globalization, greater ease of mobility and accessibility, and the availability of instant communications mean that individuals and organizations around the world are finding it easier to know about the activities of organizations in both nearby and distant locations. These factors provide the opportunity for organizations to benefit from learning new ways of doing things and solving problems. They also mean that organizations' activities are subject to increased scrutiny by a wide variety of groups and individuals. With the International Standard ISO 26000 providing guidelines for social responsibility, the public pressure on the organizations to bear their fair share of social responsibility will increase.

The term social responsibility came into widespread use in the early 1970s, although various aspects of social responsibility were the subject of action by organizations and

governments as far back as the late 19th century. An early notion of social responsibility centred on philanthropic activities such as giving to charity. Subjects such as labour practices and fair operating practices emerged a century ago. Other subjects, such as human rights, the environment, countering corruption and consumer protection, were added over time, as these subjects received greater attention.

Corporate social responsibility (CSR; Blowfield and Murray, 2008; Bowen, 1953; Drašček, 2006; Kotler and Lee, 2004; Littrell and Dickson, 1999; Margolis and Walsh, 2001; Willmott, 2001) is regarded as »voluntary corporate commitment to exceed the explicit and implicit obligations imposed on a company by society's expectations of conventional corporate behavior« (Falck and Heblich, 2007) and has been of scientific concern in connection with profitability ever since 1970s in United States of America. The European interest in CSR is, however, a relatively recent trend (Falck and Heblich, 2007) and mostly seen as organizational competitive advantage (Lahovnik, 2004) if implemented in order with the preferences of key stakeholders (Freeman, 1984). According to the World Bank definition (in Nicolau, 2008) CSR are company's obligations to be accountable to all of its stakeholders in all its activities. Nowadays, the Draft International Standard ISO 26000 (2009) states that to define the scope of CSR (Table 1), identify relevant issues and to set its priorities, an organization should address the following seven core subjects: organizational governance, environment, fair operating practices, consumer issues, community development, human rights and labour practices. Literature (Hall, 2001; Margolis and Walsh, 2001; Orlitzky et al, 2003) shows that market rewards CSR activities; therefore according to previous research (Falck and Heblich, 2007) correlation between CSR and profitability is proven.

Table 1 Illustrative Examples of Corporate Social Responsibility in the International Business Environment

Socially Responsible Organization	Practice and Activities
Nike	Two main CSR initiatives: (1) Considered Ethos combines sophisticated design with sustainable construction and recycled materials; (2) Let Me Play initiative improves access to sport through partnerships like Nike-Changemakers Sport for a Better World Competition.
GE	Ecoimagination Initiative is in charge of the reduction of greenhouse gas emissions of all its company's sectors. Promotion of clean research and design, in this way improving sales of environmentally friendly products and informing customers and the public about its progress.
Mountain Equipment Co-op	A Canadian consumers' cooperative, which sells outdoor gear and clothing emphasizes long-wearing, high quality products (consumers are encouraged to return old items for recycling), ethical sourcing and charitable donation (1% of profits goes to good causes).
Starbucks	CSR is present in all aspects of their business operations: sustaining coffee quality, creating a sustainable approach, respect for workers' human rights, supporting local communities and economic

	development, climate change mitigation strategy, greening the cup initiative, nutrition information on Starbucks beverages and fresh food, long-term approach to health and wellness.
Google	Investment of 1% of Google's annual profits – as well as employee time – into businesses and charities that tackle poverty, disease and global warming. Google.org has five major initiatives: (1) develop renewable energy cheaper than coal; (2) accelerate the commercialization of plug-in vehicles (RechargeIT); (3) predict and prevent infectious diseases and climate risks; (4) inform and empower to improve public services; (5) fuel the growth of small and medium-sized enterprises.

Source: Adjusted after Edelman Goodpurpose Community, 2011; Starbucks Coffee, 2011; Google.org: Searching for Solutions, 2011.

In order to motivate employees to work well, jobs need to be enriched which means that employers and employees need to incorporate CSR activities into the work environment. Hackman and Oldham (1976, 255-259) propose a model that specifies the conditions under which individuals become internally motivated to perform effectively on their jobs. The model focuses on the interaction among three classes of variables: 1) the psychological states of employees that must be present for internally motivated work behavior to develop; 2) the characteristics of jobs that can create these psychological states; and 3) the attributes of individuals that determine how positively a person will respond to a complex and challenging job. The model is an attempt to extend, refine, and systematize the relationships between job characteristics and individual responses to the work. At the most general level, five main job dimensions are seen as prompting three psychological states which, in turn, lead to a number of beneficial personal and work outcomes. The three psychological states (experienced meaningfulness of the work, experienced responsibility for the outcomes of the work and knowledge of the results of the work activities) are the causal core of the model. The model postulates that an individual experiences positive affect to the extent that he learns (knowledge of results) that he personally (experienced responsibility) has performed well on a task that he cares about (experienced meaningfulness). This positive affect is reinforcing to the individual, and serves as an incentive for him to continue to try to perform well in the future (Hackman & Oldham 1976, 255-256).

It is important that employees share the dedication to CSR that the organization is committed to. Job Characteristics Theory (Hackman and Oldham, 1976; Oldham and Hackman, 2010) states that the presence of certain characteristics of jobs increases the probability that individuals will regard the work meaningful, experience responsibility for work outcomes, and will have trustworthy knowledge of the results of their work, therefore CSR can be seen as a useful tool for work motivation.

3. RESEARCH DESCRIPTION AND FRAMEWORK

"Re.think" project brings together environmental values of FELU and company Si.mobil: recycle, reuse, reduce and above all rethink what you use and where you use it. It is based on the "Re.think" concept (Reduce, Reuse and Recycle), which has been widely accepted and epitomizes environmental awareness and responsibility of individuals and organizations. FELU has a long tradition in research and education as it was founded in 1946. Today, it is the largest faculty of the University of Ljubljana with around 6000 full-time and

part-time undergraduate and graduate students. FELU has previously concentrated on the social component of the CSR, but has recently started also its path to the socially responsible organization in the environmental sense of the word. The first activity in this direction has been the setting up of the separate waste collection system and the second one is the "Re.think" project in cooperation with Si.mobil.

Si.mobil is the second largest Slovenian mobile operator and is a part of international telecommunication group Telekom Austria Group. Strategic partnership with the world`s leading mobile operator Vodafone enables Si.mobil's customers to experience global products and services. Its main competitor in the mobile industry in Slovenia is Mobitel that also carries out various CSR activities in the field of education (sponsoring books for Golden readers contest in elementary schools etc.), humanitarian aid (sponsoring vacation for disadvantaged children etc.) culture (main sponsor of film festival LIFFe etc.) and sports (sponsoring skiers, hockey players, chess players etc.), however so far it has not developed a holistic sustainable CSR partnership with tertiary educational institution. At the end of 2010, Si.mobil had 352 employees who worked on providing services for 605.300 users and achieved a 28,8% market share (Si.mobil, 2011). One of the pillars of Si.mobil's operations is the realization of social responsibility, which is captured under the name "Re.think", and includes: care for the employees, care for the environment, "Si.water" fund and care for users. "Re.think" joint project between FELU and Si.mobil is, therefore, only one of many CSR projects of Si.mobil.

At Si.mobil, they are aware of the significance of responsible and environmentally friendly operation, so they have included environmental care into their long-term business strategy and business processes. Employees often craft their work (Oldham and Hackman, 2010) and in company Si.mobil the initiative for project "Re.think" came from employees themselves and the company supported the idea in the organizational setting and incorporated it into strategic practice of CSR (Falck and Heblich, 2007). In order to involve their employees in environmental activities as much as possible, the management founded an in-company Eco team, where 15 percent of their employees are active on a voluntary basis. Si.mobil contacted FELU in 2008 and came out with the proposal to involve employees and students of the FELU in environmental activities as much as possible. The FELU is the first outside organization to have started the "Re.think" philosophy, initiated by Si.mobil. In May 2009, the Chairman of Si.mobil's Management Board, Dejan Turk, and the dean of the FELU, Dušan Mramor, signed an agreement, under which both organizations fostered the implementation of CSR activities in order to strengthen the creation of socially responsible organizational reputation. Additionally, FELU began following Si.mobil's good practice in the direction of introducing environmentally-friendly measures and the manner of motivating and raising the CSR awareness of everyone at FELU. The faculty established its own Eco team, furnished its premises with stickers and motivators, and pledged to seek opportunities to make suitable changes within their own operations.

FELU is aware of the tendency that is given to environmental issues and intertwined social responsibility. Eco team is trying to implement small but important changes at the Faculty. Specifically, Eco team activities at FELU are : 1) placement of the stickers with ecological contents in the lavatories with the intention to reduce the usage of water, paper and electricity; 2) yearly inventory of the water, paper and electricity consumption; 3) promotion of the environmentally friendly separate waste collection; 4) promotion of usage of bicycles, which are an ideal environmental transportation for short distance, like the drive to the

University of Ljubljana; 5) CO2 footprint calculation for the faculty; and 6) organization of movie nights, where ecological topics are presented.

Environmental issues are being promoted by organizations, such as FELU and Si.mobil as a win-win situation of strategic philanthropy (Porter and Kramer, 2002) as both organizations seek »to do well by doing good« (Falck and Heblich, 2007). A CSR reputation is essential to attract, retain and motivate (Oldham and Hackman, 2010) employees and to increase the value of the brand. Ninety percent of the Fortune 500 companies have evident CSR activities (Kotler and Lee, 2004); therefore, active involvement in responsibilities outside of the business arena has a positive effect on organization's outcome (Nicolau, 2008). CSR can be seen as an efficient management strategy (Baron, 2003) but organizations are also in a need of efficient management of CSR which needs to focus on (1) strategic planning of activities, (2) organization, (3) leading efforts and (4) evaluation of effects which are usually long-term intended.

4. CONCEPTUALIZATION OF THE RESEARCH MODEL

Paper is focused on the effects of the "Re.think" project in three areas of interest, as presented in the Figure 1, below: 1) the strengthening of the social responsibility awareness of the students at FELU, 2) brand perception and consumer behaviour of the FELU students, and 3) work motivation of the Si.mobil employees. In order to investigate the first two areas of interest – the factors that govern the foundation of social responsibility of FELU students - the questionnaires were divided among FELU students. The questions applied were those that, according to expert judgment, best describe CSR characteristics. The study tested whether students at FELU notice and are aware of the "Re.think" project and if they perceive FELU and Si.mobil as socially responsible organizations and how this perception influences their buying intention/behaviour. The effects of CSR on work motivation in Si.mobil were investigated through secondary data analysis (Si.mobil, Annual Report 2009, 2010; Si.mobil, Annual Reports Archive, 2010; Si.mobil, Social Responsibility; Si.mobil, "Re.think" Project, 2011).

Figure 1 *The Conceptualization of the Research Model: Re.thinking the Corporate Social Responsibility in Slovenia*
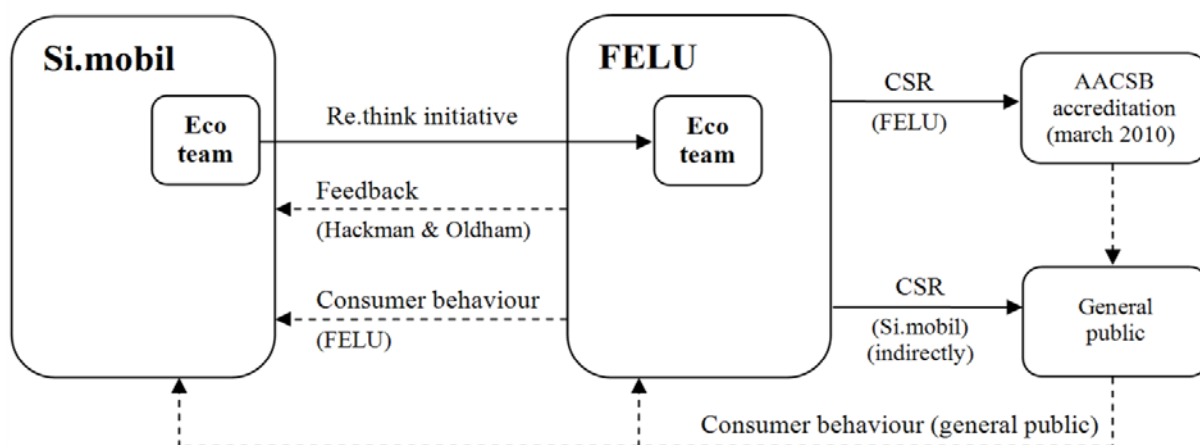
Source: Authours' own conceptualization.

5. RESEARCH METHODOLOGY

Qualitative and quantitative methods were used in order to triangulate the findings of the research. Through the method of observation and interviews with in-depth questions the internal effects of the project "Re.think" at FELU were explored. The internal effects of the project "Re.think" in Si.mobil were researched by secondary data analysis according to the extension of Job Characteristics Model of Work Motivation (Hackman & Oldham, 1976) with CSR component. External effects of the project "Re.think" were measured with factor analysis and multiple regression technique.

CSR was measured by interviewing 120 students at FELU in summer semester 2009/2010. The convenience sampling was used for this purpose as, this being the first research on CSR in collaboration with profit company Si.mobil and Slovenian higher educational institution. Students were anonymously interviewed using paper questionnaires. The questionnaires took about 5 minutes to complete. This is significant since longer questionnaires may be less reliable due to responded fatigue (Malhotra, 2010). The questionnaire consisted of 21 variables, describing interviewees' attitude towards social responsibility. The five point Likert scale was used to characterize the level of agreement, ranging from: (1) disagree strongly, (2) disagree, (3) neutral, (4) agree, and (5) agree strongly. A total sum of 120 questionnaires were completed and returned immediately during the class. This represented a basis for factor analysis, where as a rough guideline there should be at least four to five times as many observations as there are variables (Neal, 2010).

Data were analyzed using the Statistical Package for the Social Sciences (SPSS 18.0). An alpha level of 0,05 was used as margin of statistical significance (Malhotra, 2010). The factor analysis using the Principal Axis Factoring method and varimax rotation was employed to extract social responsibility factors. Extracted factors were then employed in the multiple regression analysis that is a statistical technique, used to analyze the relationship between a single dependent (criterion) variable and several independent (predictor) variables. Common factor analysis (Neal, 2010) is the technique, where the factors are estimated based only on the common variance. Communalities are inserted in the diagonal of the correlation matrix. Factor analysis is a generic term for a family of statistical techniques concerned with the reduction of a set of observable variables in terms of a small number of latent factors. The principal axis factoring method is appropriate when the primary concern is to identify the underlying dimensions and the common variance is of interest (Malhotra, 2010). An examination of the correlation matrix indicates that a considerable number of correlations exceeded 0.30, and thus the matrix is suitable for factoring (Figure 2).

Figure 2 Correlation Matrix

Correlation Matrix

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21
Correlation	Q1	1,000	.555	.420	-.063	-.027	.352	.274	.419	.236	.145	.300	.197	.039	.174	.078	.208	.259	.051	.177	.113	.16:
	Q2	.555	1,000	.371	.017	.099	.373	.329	.403	.290	.209	.202	.205	.225	.301	.226	.178	.338	.238	.241	.200	.22
	Q3	.420	.371	1,000	.108	.047	.390	.463	.455	.216	.363	.350	.291	.083	.266	.268	.254	.288	.270	.213	.041	.07:
	Q4	-.063	.017	.108	1,000	.052	.182	.197	.219	.051	.091	.250	-.016	-.113	.306	.225	.161	-.062	.301	.035	.108	-.08:
	Q5	-.027	.099	.047	.052	1,000	.181	.113	.176	.217	.165	.101	.241	.206	-.007	.008	-.025	.171	.107	.137	-.050	.19:
	Q6	.352	.373	.390	.182	.181	1,000	.541	.513	.433	.192	.455	.209	.113	.261	.150	.383	.296	.401	.223	.241	.20:
	Q7	.274	.329	.463	.197	.113	.541	1,000	.611	.252	.240	.506	.143	.142	.285	.147	.184	.236	.457	.098	.127	.00:
	Q8	.419	.403	.455	.219	.176	.513	.611	1,000	.433	.356	.492	.304	.167	.325	.214	.254	.269	.269	.127	.163	.11
	Q9	.236	.290	.216	.051	.217	.433	.252	.433	1,000	.276	.177	.411	.250	.230	.211	.581	.558	.199	.110	.431	.30:
	Q10	.145	.209	.363	.091	.165	.192	.240	.356	.276	1,000	.125	.283	.151	.227	.244	.214	.273	.089	.112	.251	.28
	Q11	.300	.202	.350	.250	.101	.455	.506	.492	.177	.125	1,000	.241	.092	.233	.211	.182	.228	.415	.077	.057	.07
	Q12	.197	.205	.291	-.016	.241	.209	.143	.304	.411	.283	.241	1,000	.305	.080	.053	.186	.426	-.006	.098	.104	.28
	Q13	.039	.225	.083	-.113	.206	.113	.142	.167	.250	.151	.092	.305	1,000	.121	.126	.115	.245	.106	.022	.130	.40:
	Q14	.174	.301	.266	.306	-.007	.261	.285	.325	.230	.227	.233	.080	.121	1,000	.658	.365	.133	.483	.106	.364	.04
	Q15	.078	.226	.268	.225	.008	.150	.147	.214	.211	.244	.211	.053	.126	.658	1,000	.385	.187	.530	.176	.425	.14
	Q16	.208	.178	.254	.161	-.025	.383	.184	.254	.581	.214	.182	.186	.115	.365	.385	1,000	.420	.375	.098	.652	.28
	Q17	.259	.338	.288	-.062	.171	.296	.236	.269	.558	.273	.228	.426	.245	.133	.187	.420	1,000	.206	.212	.375	.48:
	Q18	.051	.238	.270	.301	.107	.401	.457	.269	.199	.089	.415	-.006	.106	.483	.530	.375	.206	1,000	.055	.234	.17:
	Q19	.177	.241	.213	.035	.137	.223	.098	.127	.110	.112	.077	.098	.022	.106	.176	.098	.212	.055	1,000	.132	.27:
	Q20	.113	.200	.041	.108	-.050	.241	.127	.163	.431	.251	.057	.104	.130	.364	.425	.652	.375	.234	.132	1,000	.30:

6.   QUANTITATIVE DATA ANALYSIS

For testing the appropriateness of the factor model Bartlett's Test of Sphericity (x^2 test) was used to test the null hypothesis that the variables are uncorrelated in the population. The observed significance level is .0000 (Neal, 2010). In the study, the null hypothesis, that the population matrix is an identity test, is rejected by Bartlett's Test of Sphericity. The approximate chi-square is 929,731 with 210 degrees of freedom, which is significant at 0.05 level (Figure 3). It is concluded that the strength of the relationship among variables is strong. The applicability of factor analysis was tested also using Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO measure). The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed (Neal, 2010). In the study the value of KMO statistic (0,795) is also large (>0.5). Thus, factor analysis may be considered for analyzing the correlation matrix. In order to assess the reliability of compound scales (the extracted factors) the Cronbach Alpha Coefficient was calculated for all factors (Figure 4). The reliability coefficient α of 0,7 or higher is considered acceptable in most social science research situations (Malhotra, 2010). As indicated the results of analysis are satisfactory, where factors have common Cronbach Alpha value 0,850. These results indicate that the extracted factors appropriately characterize the dimensionality of the data.

Figure 3 Measures of Applicabillity

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,795
Bartlett's Test of Sphericity	Approx. Chi-Square	929,731
	df	210
	Sig.	,000

Figure 4 Reliability Statistics: Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha	N of Items
,850	21

For the purpose of interpretation of results, each factor was composed of variables that loaded 0.30 or higher on the factor. The total variance explained statistics (Figure 5) displays the initial eigenvalues, extraction sums of squared loadings, and varimax rotation sums of squared loadings. The seven factors explained 53,666 percent of the total variance. According to eigenvalues rule ("greater-than-one rule", Neal, 2010) and scree plot (Figure 6) seven factors were extracted and labeled as: 1) FELU's social responsibility (best explaining six variables); 2) preference of ecologically responsible supplier (best explaining three variables); 3) Si.mobil's social responsibility (best explaining three variables); 4) individual proactivity towards social responsibility (best explaining five variables); 5) public awareness (best

explaining two variables); 6) daily ecological action (strong variable forming its own factor); 7) All-Slovenian cleaning initiative (strong variable forming its own factor); (Figure 5).
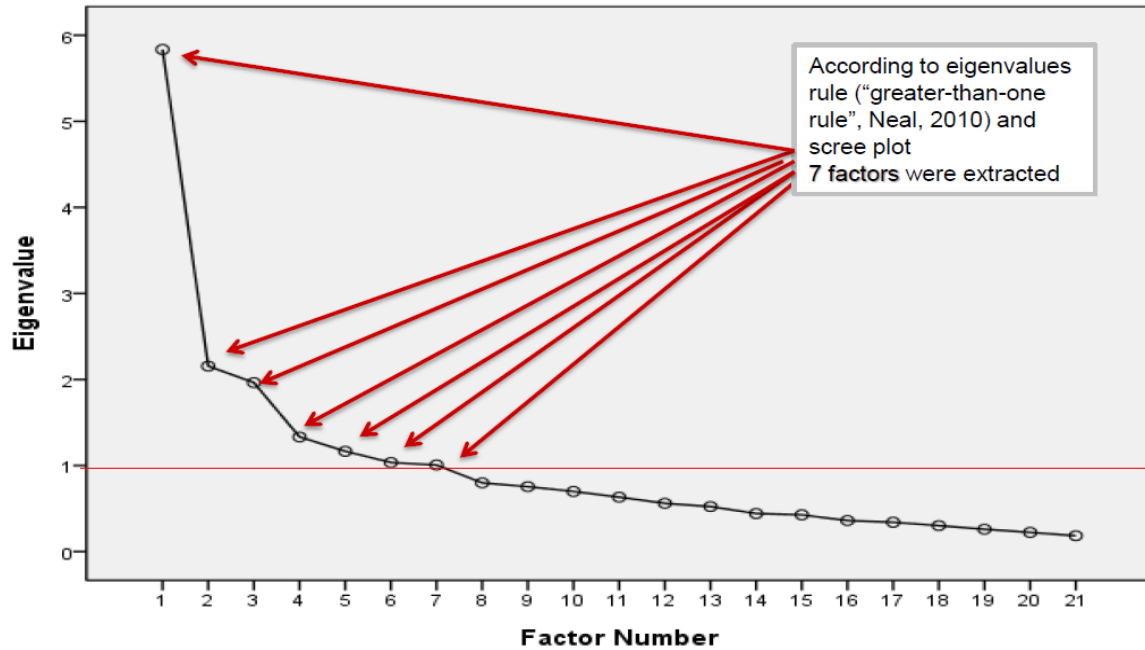
Figure 5 Total Variance Explained Statistics

Total Variance Explained

	Factor	Initial Eigenvalues[a]			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Raw	1	6,302	26,042	26,042	5,818	24,042	24,042	2,566	10,603	10,603
	2	2,624	10,845	36,887	1,976	8,165	32,207	2,359	9,748	20,351
	3	2,123	8,775	45,661	1,684	6,959	39,166	2,234	9,233	29,585
	4	1,951	8,061	53,722	1,072	4,432	43,598	1,754	7,250	36,835
	5	1,678	6,935	60,657	,922	3,809	47,407	1,777	7,344	44,179
	6	1,273	5,262	65,919	,632	2,610	50,017	,963	3,981	48,160
	7	1,227	5,069	70,988	,556	2,299	52,316	1,006	4,156	52,316
	8	,940	3,886	74,874						
	9	,920	3,803	78,677						
	10	,761	3,146	81,823						
	11	,715	2,953	84,776						
	12	,613	2,532	87,308						
	13	,548	2,264	89,572						
	14	,433	1,788	91,359						
	15	,404	1,668	93,028						
	16	,385	1,592	94,619						
	17	,334	1,381	96,001						
	18	,298	1,233	97,233						
	19	,267	1,102	98,335						
	20	,212	,877	99,213						
	21	,191	,787	100,000						
Rescaled	1	6,302	26,042	26,042	5,391	25,671	25,671	2,734	13,020	13,020
	2	2,624	10,845	36,887	1,653	7,873	33,545	2,116	10,074	23,094
	3	2,123	8,775	45,661	1,610	7,669	41,214	1,882	8,961	32,056
	4	1,951	8,061	53,722	,843	4,013	45,227	1,586	7,552	39,608
	5	1,678	6,935	60,657	,731	3,481	48,708	1,417	6,750	46,357
	6	1,273	5,262	65,919	,531	2,528	51,236	,870	4,143	50,500
	7	1,227	5,069	70,988	,510	2,430	53,666	,665	3,166	53,666
	8	,940	3,886	74,874						
	9	,920	3,803	78,677						
	10	,761	3,146	81,823						
	11	,715	2,953	84,776						
	12	,613	2,532	87,308						
	13	,548	2,264	89,572						
	14	,433	1,788	91,359						
	15	,404	1,668	93,028						
	16	,385	1,592	94,619						
	17	,334	1,381	96,001						
	18	,298	1,233	97,233						
	19	,267	1,102	98,335						
	20	,212	,877	99,213						
	21	,191	,787	100,000						

Extraction Method: Principal Axis Factoring.

a. When analyzing a covariance matrix, the initial eigenvalues are the same across the raw and rescaled solution.

The rotated factor matrix contains the rotated factor loadings, which are the correlations between the variable and the factor. From output of our study it is seen that rotated solutions resulted in extraction of seven distinct factors, as they are explained (Figure 6 and Figure 7).

Figure 6 Scree Plot

Figure 7 Rotated Factor Matrix

After conducting factor analysis, multiple regression technique was implemented by extracting seven factors: 1) FELU's social responsibility; 2) preference of ecologically

responsible supplier; 3) Si.mobil's social responsibility; 4) individual proactivity towards social responsibility;5) public awareness; 6) daily ecological action; 7) All-Slovenian cleaning initiative. The focus was on researching how factors 1, 3, 4, 5, 6, and 7 (explanatory variables) influence factor 2 (preference of ecologically responsible supplier; dependent variable), by testing the research thesis: There is a positive relationship between attitude towards social responsibility of respondents and actual buying intention/behaviour of an ecological supplier.

Table 2 Multiple Regression Results for Preference of Ecologically Responsible Supplier as the Dependent Variable

	Model 1	**Model 2**
Constant	-0.116	-0.091
FELU's social responsibility	0.236**	0.237**
Si.mobil's social responsibility	0.328***	0.329 ***
Individual proactivity towards social responsibility	0.135	0.141
Public awareness	0.127	0.132
Daily ecological action	0.145	0.145
All-Slovenian cleaning initiative	0.034	
R2	0.458	0.457
Adjusted R2	0.430	0.433
Number of observations	120	

*** indicates significance at 99% level; ** indicates significance at 95% level; * indicates significance at 90% level

Statistical power was estimated through the programme GPower 3.0.10 and is 1. It is at the maximum level. Since the interviewer-analyst of the data was present at the gathering of the data in class, all the necessary instructions were given in order to avoid missing data. Due to the higher R2 adjusted in the Model 2, the model 2 was used. (without Factor 7: All Slovenian cleaning initiative). Standardized β reports the effect of the independent variable on the dependent variable: Factor 3 – Si.mobil's social responsibility influences on the preference of ecological responsible supplier the most with the value β=0.329. The second biggest influence on the dependent variable is of the Factor 1 - FELU's social responsibility with the value β=0.237.

7. DISCUSSION

The main findings of the analysis of the Slovene consumers' attitude and behaviour regarding CSR (Prešern 2009, 67) support the thesis that the brand perception and consumer behaviour of the Slovene consumers are positively correlated with the CSR activities of the organizations and that Si.mobil is on the right track with its CSR orientation which we have also confirmed for FELU's social responsibility activities. Research has shown that students respond positively to socially responsible activities which were demonstrated by clear extraction of factors and multiple regression analysis. Our research has demonstrated that students at FELU prefer services and products from socially responsible suppliers, such as

Si.mobil (Table 3). Multiple regression technique was used in order to test the relationship between buying intention (dependent metric variable) and attitude towards social responsibility (independent metric variables). Practical significance of the results is in the stated influence between attitude towards social responsibility and buying intentions of ecologically responsible supplier. Therefore, it is stated that ecologically responsible suppliers can target in their marketing efforts people who are inclined toward socially responsible campaigns. It can also be concluded that advertising at ecological institutions (such as FELU is perceived by the students) and events is beneficial for ecological suppliers. Company Si.mobil is by taking care of wider environment in collaboration with employees and students at FELU also taking care for future business as socially responsible people prefer buying from ecologically responsible suplier(s).

In order to understand the full range of the project "Re.think" impact besides raising awareness of FELU students for socially responsible activities investigation into social responsibility as the promoter of work motivation at Si.mobil has been done. Individuals of the Eco team experience positive effect, which is reinforcing to them, and serves as an incentive for them to continue to try to perform well in the future (Hackman & Oldham 1976, 255-256; Kruhar, 2010; Waring and Lewer, 2004).

Table 3 Overall Impact of the project "Re.think" in the Educational Environment of the FELU and in Business Environment of the Company Si.mobil

Triangulation of Research Findings	FELU	Si.mobil
Internal effects (qualitative research approach):	**Focus Group**: Students at the FELU perceive FELU as socially responsible organization that dedicates a special dedication to environmental issues (taking care for the wider environment) and advances comprehensive knowledge of its students. **Interviews with in-depth questions:** (1)Professors and assistants at the FELU became more aware of saving resources and are extensively starting with e-assignments in order to safe paper. (2) CSR activities are an integral part of Academic Assembly of FELU and monthly informal gatherings of Department of Management and Organization. (3) CSR theme is incorporated into syllabuses and final works of students. (4) Students and employees develop multiple intelligences and are able to implement them through practical outcomes.	**Secondary data analysis**: CSR as a useful tool for employee work motivation: • *Experienced meaningfulness of work:* (1) skill variety: various work tasks at Eco team; (2) task identity: voluntary work due to the concern for environment; (3) task significance: brainstorming becomes implemented in real life. • *Knowledge of actual results of work activities*: (1) feedback: CEO is acknowledging the efforts of Eco team on overall performance of Si.mobil. • *Experienced responsibility for the outcomes of the work:* (1) autonomy: Eco team plans and executes eco activities itself.

External effects (qualitative and quantitative research approach):	**Observation with participation:** (1) Students and employees at FELU as well as employees at Si.mobil are in constant contact with socially responsible contents in the form of messages in the toilettes, on the stairs, in the hallways, in front of the classrooms – raising social and environmental awareness together with marketing logo of Si.mobil. (2) Employees of Si.mobil and FELU together with students have supported the All-Slovenian Cleaning Initiative by cleaning Slovenia in one day. **Quantitative research approach** has proved a positive inclination of FELU students towards ecologically responsible suppliers as one component of CSR. Students who perceive Si.mobil as socially responsible company also prefer ecologically responsible suppliers. Students who perceive FELU as socially responsible organization are more inclined towards buying from ecologically responsible suppliers.

The collaborative CSR partnership has two main strategic benefits: 1) Incorporation of CSR into education at FELU and everyday practice of staff and students is valuable in strengthening their multiple intelligences (Chen & Gardner, 2009): logical-mathematical; musical; bodily-kinesthetic; linguistic; spatial; interpersonal; intrapersonal; naturalist; and existential intelligence (Gardner, 2006) as the members of the Eco team are free to demonstrate their social responsibility in any way they see appropriate. Theory of multiple intelligences (Gardner, 1983) states that human beings possess many potentials that an educational institution, such as FELU needs to nurture as its main social responsibility towards its stakeholders. Project "Re.think" evokes and employs multiple intelligences of students and employees at the activities that are important to them and society as a whole. They can organize music nights, concerts, workshops, leaflets or hold seminars on CSR themes in collaboration with the leadership of FELU and Si.mobil. Strengthening the multiple intelligences is not the final goal, however using these intelligences (Chen & Gardner, 2009) for a socially desirable outcome, is. 2) Si.mobil benefits from CSR reputation in educational and business environment and by gaining the marketing position at FELU.

Our analysis confirmed that FELU and Si.mobil are perceived as socially responsible organizations through clear extraction of factors. Therefore, four perspectives can be gathered, as follows: 1) conceptual perspective of social responsibility (concept of ecology and corporate social responsibility is worth investing in as it has impact on employee work satisfaction and customer loyalty); 2) individual perspective of social responsibility (students were shown to be capable of proactive actions and producing actions that encourage social responsibility); 3) institutional perspective of social responsibility (both Si.mobil and FELU are perceived by students as socially responsible institutions); 4) state perspective of social responsibility (elements of ecology and social responsibility are widely appreciated and should therefore be incorporated in state's politics agenda).

8. CONCLUSION

In order to create a CSR reputation and stakeholders' trust (Nicolau, 2008) organizations must demonstrate genuine concern and evidence of long-term enhancement of CSR and also inform the stakeholders about social influence of their every day's operations on environment which project "Re.think" has implemented in the shape of encouraging social responsibility of students at FELU. Eco-directed student-employee team projects, such as "Re.think" offer different educational experiences and possibilities to learn from business

community, promote mutual understanding and transfer of knowledge through experiential learning (Krbec and Currie, 2010) by designing the educational environment according to the theory of multiple intelligences (Gardner, 2006) and building personalities of students by promoting their different interests and potentials, therefore, incorporating social responsibility in the everyday educational activities at FELU.

All of the three theses of research have proven to be positively correlated with the activities of the "Re.think" project. In general, our research shows valuable, positive and educational effects of implementation of CSR activities for all partners in the joint project: FELU as academic institution, company Si.mobil, students as consumers and/or future employees, investors, and wider community. The "Re.think" project does not only strengthen CSR reputation of both organizations and foster social responsibility awareness of the students at FELU, but also influences students' behaviour as potential consumers of the Si.mobil products and services. The employees of Si.mobil at the same time find it empowering to be able to cooperate on the CSR projects, conceptualized by the Si.mobil's Eco team. It can, therefore, be concluded that Si.mobil's business success of the past few years is in great part based on the recently started CSR activities, including the "Re.think" project. Contrary to the belief of Milton Friedman, research results in this paper show that investments in CSR do pay off in the long run and are, therefore, a reasonable investment into the long-term existence of organizations in general.

The limitation of our study is that the data was only focused on project "Re.think" and limited to a total sum of 120 surveys. Another limitation has to be stressed here, long-term issues must be taken into future research consideration (Indihar-Štemberger et al, 2009); therefore, analysis of the effects of the "Re.think" project at the FELU and Si.mobil needs to be repeated over time.

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PROMIŠLJANJE O KORPORATIVNOJ DRUŠTVENOJ ODGOVORNOSTI U SLOVENIJI: EMPIRIJSKI DOKAZI

SAŽETAK

Rad identificira pozitivne i obrazovne efekte na implementaciju korporativne društvene odgovornosti (CSR) kroz project "Re.think", kao rezultata suradnje između slovenske akademske institucije, Ekonomskog fakulteta Sveučilišta u Ljubljani i međunarodne kompanije mobilne komunikacije Si.mobil. CSR je dobio na značaju kroz posljednje desetljeće kako unutar akademske zajednice tako i među stručnjacima poslovnog okruženja. Ovaj rad pruža prikladnu kombinaciju značajnih faktora, metoda i tehnika za jačanje svijesti o CSR-u. Korištene su kvalitativne i kvantitativne metode u triangulaciji rezultata istraživanja Faktorskom analizom glavne osi i tehnikama višestruke regresije interpretirano je sedam identificiranih faktora kao grupe indikatora koji potiču razvoj CSR-a u Sloveniji. Rezultati ukazuju da implementacija CSR aktivnosti pojačava kreiranje imidža društveno odgovorne organizacije.

Ključne riječi*: korporativna društvena odgovornost, model poslovnih karakteristika, faktorska analiza, višestruka regresija, Slovenija*

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