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The effect of corporate image on employee stability. Case study from the business environment of the Czech Republic

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Abstract. Corporate image is increasingly recognized as a critical factor influencing employee stability, particularly within the dynamic business environment of the Czech Republic. This study investigates the relationship between organizational image and employee stability, focusing on key aspects such as employee training, benefits, and workplace safety. Data were collected via a structured questionnaire distributed to 442 key managerial personnel across various enterprise sizes and sectors, using the CAWI methodology. Responses were measured on a five-point Likert scale, and linear regression modelling was employed to analyze the causal impact of corporate image on employee stability. The findings reveal a statistically significant and positive effect of organizational image on employee stability, with

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the strongest associations observed in areas related to employee education and benefits. These results underscore the importance of cultivating a positive corporate image as a strategic tool for enhancing employee retention and satisfaction. The study contributes to the broader understanding of human resource management and corporate social responsibility in Central Europe, providing practical implications for managers seeking to strengthen workforce stability through image-building initiatives.

Keywords: corporate image, employee stability, corporate social responsibility, organizational loyalty, employee satisfaction, workplace safety.

JEL Classification: D23, L21, M12, L14

1. INTRODUCTION

In recent decades, the concept of Corporate Social Responsibility (CSR) has become an increasingly prominent topic in both academic discourse and business practice, reflecting the growing expectations placed on companies to operate not only profitably, but also ethically and sustainably (Van Marrewijk, 2003; Sarkar et al., 2016). The integration of CSR into business strategies is no longer limited to large multinational corporations in Western Europe or North America; it has also become a significant aspect of the business environment in Central and Eastern European countries, including the Czech Republic (Przytuła et al., 2019; Rozsa et al., 2022). This shift is closely linked to broader processes of globalization, European integration, and the increasing emphasis on sustainable development (Maj, 2018; Streimikiene et al., 2021). The Czech Republic, in particular, has undergone a dynamic transformation since 1989, transitioning from a centrally planned economy to a market-oriented system. This transformation has brought about new challenges and opportunities for businesses, especially in the area of CSR (Hábek, 2017; Petera et al., 2021). Initially, CSR activities were often perceived as voluntary initiatives aimed at improving corporate image or meeting the expectations of foreign partners. However, over time, CSR has become more institutionalized and integrated into the core strategies of companies, influenced by both regulatory requirements and changing stakeholder expectations (Nadanyiova et al., 2021; Van Hai et al., 2025). A growing body of research confirms that the systematic implementation of CSR brings not only economic benefits, such as improved financial performance and competitiveness, but also personal and reputational advantages, including higher employee motivation, loyalty, and stability (Streimikiene et al., 2021; Vrabcová et al., 2021; Khalid et al., 2025). The need to examine not only financial but also non-financial (social, psychological, relational) impacts of CSR, which can significantly affect the stability of a company, has already been pointed out by Habib et al. (2025).

For example, Petera et al. (2021) demonstrated a positive relationship between the level of CSR reporting and the economic performance of companies in the Czech and Slovak Republics. Similarly, Metzker (2025) found that CSR activities can enhance customer loyalty and contribute to the long-term stability of firms. Despite these positive findings, the relationship between CSR, corporate image, and employee stability remains a subject of ongoing debate. Some studies highlight the risk of superficial or formal CSR initiatives, which may lead to cynicism or mistrust among employees if not authentically implemented and communicated (Sroka et al., 2015; Sroka et al., 2018; Gomes et al., 2025). Moreover, the specific historical, economic, and cultural context of Central and Eastern Europe may influence how CSR is perceived and practiced, raising questions about the generalizability of findings from Western contexts (Rozsa et al., 2022; Skýpalová et al., 2023). Given these considerations, the present study aims to examine

the relationship between corporate image, CSR, and employee stability in the Czech business environment. By focusing on the perspectives of managers and HR specialists across a representative sample of enterprises, this research seeks to provide new insights into the mechanisms that foster employee loyalty and retention. The findings are intended to inform both academic understanding and practical strategies for enhancing organizational stability through responsible business practices. In summary, this study addresses a timely and relevant topic at the intersection of CSR, corporate image, and human resource management. By building on existing research and addressing identified gaps, it contributes to a deeper understanding of how socially responsible business practices can support sustainable organizational development in the Czech Republic and beyond.

2. LITERATURE REVIEW

When Friedman (1970) asked the question, is there any accountability in business? He also answered that it is responsibility that also increases profit in business. Subsequently, Friedman et al. (1997) introduced the concept of stakeholder capitalism, a theory that although capital is necessary, it is large corporations whose success lies in the shared meaning and purpose of employees and management. The concept of CSR has become an integral part of the business environment not only in Western Europe, but also in Central and Eastern European countries, including the Czech Republic. A considerable number of researchers have focused on the relationship between employees and CSR activities, and many concepts and scales have been developed to measure the impact of CSR on employee satisfaction (Li et al., 2020; Srivastava et al., 2020). Existing studies have confirmed the significant positive effect of CSR attributes on individual outcomes (Vlachos et al. 2017; Donia et al. 2019; Boğan et al., 2020; Chen et al., 2023). CSR strategies should be tailored to the institutional context in which the firm operates, which can also be critical to maintaining the stability and competitiveness of the firm Bitektine et al. (2022). For completeness, the researched area of corporate social irresponsibility (CSiR) should be added. CSiR elicits stronger negative reactions from employees than mere low CSR, and a number of scholars have addressed this issue (Lange et al., 2012; Kölbl et al., 2017). It shows that not only positive, but also negative firm actions (CSiR) have a significant impact on employee attitudes and behaviours, which can affect firm stability through turnover, commitment, and reputation (Hericher et al., 2023). The willingness of managers to implement CSR in companies has also been recently examined. Research in 2024 by Jasinenko et al. (2024) yielded the finding that in countries where there is more faith in institutions and more regulation, there is a higher willingness of managers to implement CSR in enterprises and in countries (South Africa) where there is less faith in institutions and not much regulation, there is a lower willingness of managers to implement CSR.

The development of CSR in the Czech environment is influenced by historical, economic and cultural factors, while the process of globalization and integration into international structures, especially the European Union, also plays a significant role (Maj, 2018; Przytuła et al., 2019; Streimikiene et al., 2021; Rozsa et al., 2022). In their study of European airlines, Streimikiene et al. (2021) confirm that the implementation of CSR is strongly influenced by regional specificities and the process of European integration, while Rozsa et al. (2022) highlight the specific development of the CSR concept in the post-socialist countries of Central Europe in the context of globalisation trends.

2.1. Development of socially responsible business in the Czech Republic in the international context

After 1989, the Czech Republic underwent fundamental changes in the field of business and corporate governance. The transition from a centrally planned economy to a market economy brought new challenges and opportunities in the field of CSR. Initially, CSR was perceived more as a voluntary activity, often

motivated by the desire to improve the image of the company or to meet the requirements of foreign partners (Hábek, 2017; Petera et al., 2019; Burns et al., 2023). However, as globalization and EU accession progressed, CSR became an increasingly institutionalized part of business strategies (Nadanyiova et al., 2021; Gavurova et al., 2022). In their comparative study of Czech and Slovak firms, Gavurova et al. (2022) confirm that firm size significantly influences the degree of CSR institutionalization, with larger firms being 41% more likely to be perceived as CSR-oriented in the Czech Republic compared to Slovakia. Similarly, Betakova et al. (2023) document empirical evidence that firms' commitment to CSR has a direct positive impact on customer loyalty and employee performance, supporting the trend towards formalising CSR as a strategic management tool. In the international context, it is evident that Czech companies often adopt CSR standards and approaches from parent companies or within multinational corporations (Santos-Jaén et al., 2021; Straková et al., 2021; Skýpalová et al., 2023; Khalid, 2024). Nevertheless, there are significant differences between large, medium and small enterprises in the extent of CSR implementation and perceptions of its benefits (Baumann-Pauly et al., 2013; Smékalová et al., 2014). More recent research shows that CSR is perceived as an integral part of corporate culture and its importance is reinforced in the wake of global crises such as the COVID-19 pandemic (Cera et al., 2022; Gavurova et al., 2022; Urbancova et al., 2022). In their study of Czech companies, Cera et al. (2022) emphasize that CSR commitments are now part of the National Action Plan for Business and Human Rights 2017-2022, which confirms the institutionalization of CSR in the Czech business environment. Moreover, Gavurova et al. (2022) document that pandemics and economic crises will continue to create pressure to improve CSR concepts and create conditions for their successful adaptability. In recent years, an increasing interest in the environmental aspects of CSR can be observed, especially in the context of climate change and the pressure to reduce the environmental footprint of companies (Špička et al., 2020).

The historical development of CSR can be divided into several key stages. The first stage was characterised by voluntary activities of companies, which were primarily aimed at improving the image of the company. Gradually, however, CSR became institutionalized and became part of the strategic management of companies (Maj, 2018; Przytula et al., 2019). In recent years, there has been a noticeable shift from philanthropic activities to integrated strategies that include environmental, social and economic aspects of business (Hahn et al., 2013; Hahn et al., 2015; Sutthichaimethee et al., 2024).

The historical development of CSR shows a shift from voluntary and philanthropic activities to integrated strategies that are firmly embedded in corporate culture and strategy (Hábek, 2017; Maj, 2018; Przytula et al., 2019). The international context highlights the importance of global standards and cultural differences in approaches to CSR (Van Marrewijk, 2003; Sarkar et al., 2016; Rim et al., 2019). More recent research confirms that CSR has a significant impact on employees' motivation, loyalty and stability (Hinčica et al., 2021; Vrabcová et al., 2021; Skýpalová et al., 2023). Methodologically, these findings are supported by a combination of quantitative and qualitative methods, including questionnaire surveys, content analysis, case studies and interviews with HR specialists (Hábek, 2017; Vrabcová et al., 2021; Skýpalová et al., 2023).

In the international context, CSR is influenced by global trends such as sustainability, digitalization, and increasing public pressure for ethical corporate behaviour (Van Marrewijk, 2003; Sarkar et al., 2016; Li et al., 2021). International standards and initiatives, such as the Global Reporting Initiative (GRI) or the Sustainable Development Goals (SDGs), also play an important role and set the framework for CSR implementation in different regions (Maj, 2018; Mishchuk et al., 2023). This is confirmed by a KPMG study of a 48-country sample of the 100 largest companies in each country, which documents the growing trend of CSR reporting and communication, which increased by 3% in Europe to 77% between 2015 and 2017 (KPMG, 2017). A study by Rim et al. (2019) compared the transparency of CSR reporting in the US, South Korea and China. The authors used a quantitative content analysis of CSR reports from 150 large firms and found that the level of transparency and employee focus varied by cultural and institutional setting. In the

US, there is a greater emphasis on diversity and equal opportunity, while in Asia CSR is more associated with community activities. Similar regional differences are confirmed by a KPMG study that identified a significant difference between the level of CSR reporting and communication in Western European (82%) and Eastern European (65%) countries (KPMG, 2017). Moreover, research by Čera et al. (2020) on 454 Czech and 368 Slovak companies shows that CSR is not perceived similarly even within geographically close countries, leading to significant differences between countries. Gavurova et al. (2022) in their comparative analysis of Czech and Slovak companies found that "compared to Slovak companies, Czech companies are 41% less likely to be perceived as CSR-oriented." Skýpalová et al. (2023), in their current study focusing on subsidiaries of foreign multinational companies in the Czech Republic and Slovakia, confirm that "differences between the two countries in CSR implementation exist in several factors despite their common history". More recent studies, such as Hąbek (2017), analysed the evolution of CSR reporting in the Visegrad Group countries and found that companies are increasingly reflecting stakeholder demands and integrating CSR into their annual reports. The methodology used was a content analysis of annual reports of more than 200 companies from Poland, the Czech Republic, Slovakia and Hungary. The results showed that CSR reporting is on the rise in these countries and firms are placing more emphasis on transparency and accountability (Hąbek et al., 2018; Rozsa et al., 2022). This trend is confirmed by the findings of Dvorský et al. (2022), who in their comparative study of SMEs in the V4 region point out that perceptions of business risks and attitudes towards issues such as CSR can differ significantly not only between countries, but also between owners and managers of firms. Dvorsky et al. stress that differences in attitudes towards CSR and other strategic issues such as risk management or internationalisation are important not only for academia but also for businesses themselves and policy makers in the region (Dvorsky et al., 2022). Their findings thus add to the knowledge on the growing importance of CSR in the V4 and point to the need to take into account internal and external factors affecting CSR implementation in different types of enterprises. In their comparative analysis of CSR reporting practices in Poland and Slovakia, Hąbek et al. (2018) confirm the increasing trend in the quality of disclosed information, while Rozsa et al. (2022) highlight that the quality of non-financial reporting in Visegrad Group countries is gradually approaching the standards of Western European countries, which indicates the gradual institutionalisation of CSR in the region.

In their study of Visegrad countries, Gavurova et al. (2022) document that "compared to medium-sized enterprises, micro enterprises are 45% less likely and small enterprises 33.5% less likely to be perceived as CSR-oriented", confirming the influence of size on the systematicity of a CSR approach. In their research on Czech SMEs, Metzker (2025) found that "less than 50% of SME managers are familiar with the concept of CSR in the Czech Republic", while "many entrepreneurs consider the production of quality products as a manifestation of socially responsible business", indicating a more intuitive and authentic approach to CSR by SMEs. A key aspect of these differences is the impact on employees, their motivation and personal stability (Baumann-Pauly et al., 2013; Vrabcová et al., 2021).

In their Spanish study of 8,620 SMEs, Santos-Jaén et al. (2021) confirm that smaller businesses implement CSR "through innovative practices focused on local communities and employees", with these activities having a "mediating role in debt and human capital".

2.2. Stability of employees

A comparison with other Visegrad Group countries shows that the Czech Republic is in second place in the implementation of CSR practices after Hungary, ahead of Poland and Slovakia (Hąbek, 2017; Przytula et al., 2019; Gavurova et al., 2022). Research shows that less than 50% of SME managers in the Czech Republic are familiar with the concept of CSR, with many of them considering the production of quality products as a manifestation of socially responsible business (Betakova et al., 2023; Cera et al., 2022). The

COVID-19 pandemic and the economic crisis have reinforced the importance of CSR in Czech businesses, with companies having to reassess their priorities and focus more on stakeholders, especially employees and local communities (Cera et al., 2022; Gavurova et al., 2022; Kamp et al., 2024). This trend confirms the growing importance of CSR as an integral part of corporate strategy and competitiveness in a globalised environment (Peters et al., 2019; Gavurova et al., 2022; Skýpalová et al., 2023).

Employee stability is a key indicator of corporate success and long-term sustainability, which includes the ability of an organisation to retain skilled workers and minimise turnover (Al Ahababi et al., 2019; Hinčica et al., 2021). In the context of CSR, employee stability is seen as a manifestation of a responsible approach to human resources and an investment in long-term employee relationships (Maj, 2018; Mercadé-Melé et al., 2018). The importance of employee stability for businesses lies not only in saving costs associated with turnover, but also in creating and maintaining organizational knowledge and competencies (Anderson, 2013; Al Ahababi et al., 2019; Karácsony et al., 2023; Zsigmond & Mura, 2023).

International research has mainly focused on the factors influencing employee commitment, engagement and loyalty as key determinants of employee stability in organizations (Al Ahababi et al., 2019; Hernik et al., 2025; Valeau et al., 2021). In their study, Valeau et al. (2021) highlight, that strategic reciprocal relationships between employees and the organisation lead, to higher levels of trust, commitment and loyalty among employees, which in turn positively translates into stability of work teams and overall firm performance. Valeau et al. (2021) point out that reciprocal value exchange and fair treatment strengthen long-term employee-employer relationships, which reduces turnover and promotes sustainable organizational development. Research on employees' perceptions of knowledge management processes, shows that employee involvement in these processes positively influences employee satisfaction and retention (Al Ahababi et al., 2019). According to Martinescu (2022) and Xu et al. (2022), CSR strategies aimed at promoting mental health, job security and inclusion can contribute significantly to business stability and performance by reducing turnover, increasing engagement and strengthening employee loyalty (Glavanits et al., 2025). An effective CSR strategy should also be implemented with regard to the HR processes of the corporate culture, which should be sensitive to the cultural context and should include the prevention and resolution of workplace conflict and aggression, which can contribute to increased engagement and thus to the stability of the organisation (Rafferty, 2025).

Employee commitment is mainly examined in the context of knowledge management and organizational learning (Dóry et al., 2026). Souza et al. (2020) document the influence of leadership characteristics on the relationship between leadership and knowledge management, which has a direct impact on employee commitment to organizational processes. In their study of the public sector, Al Ahababi et al. (2019) confirm that employees' perceptions of knowledge management processes significantly influence their performance and identification with the organization. Igielski (2017) focuses on the model of knowledge worker management in modern organizations and emphasizes the importance of commitment in maintaining core competencies. Employee engagement is of interest to authors focusing on motivation and learning. Sun et al. (2021) analyse the role of dynamic capabilities and knowledge management strategies on organisational performance, viewing employee engagement as a mediating factor. Employee loyalty is mainly examined indirectly through the factors influencing organizational retention. Urbancova et al. (2023) document that the managerial role is based on the recognition of the high value of internal knowledge and the ability to retain and use it appropriately, which is directly related to the loyalty of key employees. Employee stability and continuity are directly examined in the context of CSR and organisational development. Urbancova et al. (2023) focus on knowledge continuity and emphasise the managerial role in maintaining the high value of internal knowledge. Al Ahababi et al. (2019) document the positive impact of knowledge management processes on public sector performance, which indirectly promotes employee stability. Sun et al. (2021) confirm that dynamic knowledge management capabilities and strategies have a

positive impact on organizational performance, which creates conditions for long-term job stability. Research shows that systematic implementation of CSR activities leads to a reduction in employee turnover. More recent research confirms that CSR has a significant impact on employees, their motivation, loyalty and stability. For example, a study by Skýpalová et al. (2023), which analysed CSR practices in multinational firms in Central Europe, used a combination of questionnaire surveys and case studies on a sample of 120 firms. The results showed that firms with a developed CSR strategy reported lower employee turnover, higher employee satisfaction and a better working climate. The authors emphasise that CSR activities aimed at employees, such as training programmes, diversity promotion or work-life balance, have a direct impact on staff stability (Skýpalová et al., 2023). Similarly, Hinčica et al. (2021) studied logistics firms in Slovakia and found that CSR initiatives lead to improved employee-management relations and strengthen teamwork. Methodologically, case studies and semi-structured interviews with HR specialists were used. The research confirmed that CSR is perceived as a key factor in maintaining a stable and motivated team. Employee turnover is one of the key indicators of HR stability. Research by Vrabcová et al. (2021), which analysed 200 Czech organisations of different sizes using a combination of quantitative questionnaire surveys and qualitative interviews with HR managers, showed that companies that actively communicate CSR towards employees and involve them in CSR activities experience lower turnover rates and higher employee engagement. CSR activities focused on employee development, promoting diversity and equality in the workplace have the greatest impact (Vrabcová et al., 2021). Similar findings are also supported by a foreign study by Streimikiene et al. (2021), who found that systematic implementation of CSR leads to a reduction in employee turnover and increased employee loyalty and motivation based on a quantitative survey of 250 companies in Central and Eastern Europe (Streimikiene et al., 2021).

Research shows that in large companies, employees are more motivated by formal programmes, such as training and development of managerial competencies, while in smaller companies, a personal approach, flexibility and employee involvement in decision-making are key (Stacho et al., 2022).

Challenges and Opportunities Hąbek (2017) in his analysis of CSR reporting in Visegrad Group countries identified that large enterprises face challenges in authenticity of CSR communication, while small enterprises face challenges in formalizing and measuring CSR activities. Medium-sized enterprises represent a "golden middle" with potential for innovative CSR approaches (Hąbek, 2017). CSR implementation varies significantly by enterprise size, with each category having specific advantages and challenges. Large enterprises have the resources for systematic implementation, medium-sized enterprises combine flexibility with available resources, while small enterprises rely on authentic and locally focused approaches. However, all size categories confirm the positive impact of CSR on employee motivation, loyalty and stability.

2.3. Benefits of CSR in the Czech and Central European environment

Corporate social responsibility (CSR) brings a number of benefits to businesses in the Czech Republic, including improved customer relations, increased employee loyalty, reduced operational risks and enhanced competitiveness (Mercadé-Melé et al., 2018; Streimikiene et al., 2021; Vrabcová et al., 2021). These benefits are also confirmed by foreign studies, which show that CSR has a positive impact on brand perception and the long-term prosperity of companies (Du et al., 2010). However, in the Czech context, there is still a certain degree of scepticism towards CSR, especially among SMEs, which often perceive CSR as an externally imposed concept (Przytula et al., 2019; Nadanyiiova et al., 2021). CSR also contributes to sustainable development and strengthens public trust in the business sector (Maj, 2018; Petera et al., 2019). In recent years, a growing interest in the environmental aspects of CSR can be observed, especially in the context of climate change and the pressure to reduce the environmental footprint of businesses (Maj, 2018; Przytula et al., 2019; Špička et al., 2020). In recent years, CSR has become an increasingly important topic

in the Czech and wider Central European business environment. More recent research (2020–2025) confirms that the systematic implementation of CSR brings not only economic, but also personal and reputational benefits to businesses (Streimikiene et al., 2021; Skýpalová et al., 2023). These benefits include not only better financial results, but also higher employee motivation and loyalty, lower turnover and stability of work teams (Streimikiene et al., 2021; Vrabcová et al., 2021). Economic benefits of CSR According to a study by Peter et al. (2021), who analysed the annual reports of 150 companies in the Czech Republic and Slovakia using content analysis, there is a positive relationship between the level of CSR reporting and the economic performance of companies.

The authors used quantitative content analysis and regression analysis to show that firms with higher levels of CSR reporting achieve better financial performance and have more stable relationships with stakeholders. The research also indicates that these firms are more likely to invest in human capital development and HR processes (Petera et al., 2019). Similar conclusions are also provided by the study of Mercadé-Melé et al. (2018), which showed that CSR activities positively affect customer loyalty and thus the economic stability of firms. Another important study is the work of Skýpalová et al. (2023), which focused on CSR practices in multinational companies operating in Central Europe. The results showed that CSR contributes to increasing the competitiveness of companies, in particular by improving corporate reputation and employee loyalty. The authors highlight that firms that systematically develop CSR show lower turnover rates and higher stability of work teams (Streimikiene et al., 2021; Skýpalová et al., 2023). Similar results are reported by Nadanyiova et al. (2021), who confirm that CSR strategies lead to an increase in the attractiveness of firms on the labour market and reduce the costs associated with employee turnover.

2.4. Personnel benefits of CSR

The significant shift in the field of HRM in relation to CSR is confirmed by the research of Vrabcová and Urbancová (2021), which analysed 200 Czech organisations of different sizes. The authors used a combination of a quantitative questionnaire survey and qualitative interviews with HR managers. The results showed that CSR activities have a direct impact on employee motivation, satisfaction and loyalty. Companies that actively communicate CSR towards employees report lower turnover rates and higher employee engagement. Research has also identified that CSR activities focused on employee development, promoting diversity and equality in the workplace have the greatest impact (Rahman et al., 2025; Vrabcová & Urbancová, 2021). Similarly, Střihavková et al. (2021) in their study examined the link between CSR and quality management systems in 100 Czech companies. Using a questionnaire survey and subsequent factor analysis, they found that CSR is perceived as a tool for strengthening corporate culture, improving internal communication and increasing employee stability. The authors report that firms with a developed CSR strategy have lower absenteeism rates and higher levels of job satisfaction (Střihavková et al., 2021). CSR can significantly contribute to employee stability by promoting working conditions, employee development and creating a positive work environment (Schüz, 2012). Other authors who link CSR with HRM confirm that CSR can be an important tool for attracting and retaining talented employees, increasing their motivation and overall job well-being. For example, Greening and Turban (2000), in their often cited study of a sample of 231 firms, showed that firms with a positive CSR reputation are more attractive to job applicants. Bhattacharya et al. (2008), based on a questionnaire survey of employees of several multinational firms, found that CSR activities fulfil higher psychological needs of employees, such as a sense of belonging and self-esteem, leading to higher organisational identification. Brammer et al. (2007) and Collier & Esteban (2007) further show that CSR can inform HR processes in the areas of diversity, equality and employee motivation. According to Sroka & Lörinczy (2015), perceptions of ethics in business and trust in management are key factors influencing employee stability. Employees who perceive their employers as

ethical and socially responsible report higher levels of satisfaction and loyalty. In the context of CSR, employee stability is often associated with corporate culture, work environment, development opportunities and overall employee satisfaction (Sroka & Lörinczy, 2015; Sroka & Szántó, 2018). In the Czech and Central European environment, this aspect is gaining importance especially in the context of demographic changes, shortage of skilled workforce and increasing competition on the labour market (Šebestová et al., Research shows that employees in Czech companies particularly value job stability, the opportunity for professional growth and fair treatment (Šebestová et al., 2018). CSR activities that support these aspects have a positive impact on employee loyalty and retention (Vrabcová & Urbancová, 2021). Hameed et al. (2016); Chaudhary (2017); Ng et al. (2019); Liu et al. (2020) perceive a positive impact of CSR in the field of Human Resource Management. On the other hand, some studies point out that the relationship between CSR and HRM may not always be clearly positive. For example, Gond et al. (2011) point out that if CSR activities are perceived by employees as superficial or just a marketing tool, it may lead to cynicism and even reduced motivation. Similarly, Przychodzen et al. (2016) state that the effect of CSR on HRM depends on the level of employee involvement in CSR activities and the authenticity of these activities. If CSR is not integrated into the corporate culture and HR processes, its impact on employees may be limited or even negative. Employee stability is a key factor in the success and long-term sustainability of companies.

The aim of this research is to empirically compare the importance of CSR on CI (Corporate Image) and SZ (employee stability) in the Czech Republic. A number of authors view corporate image through the lens of contributing to customer loyalty Cheng, (2011); Igbudu et al. (2018), Alam & Islam (2021); Emmanuel & Priscilla (2022). Corporate image has a great impact when exposed to CSR activities (Ali et al., 2020; Lee et al., 2020). At the same time, work engagement is influenced by various HRM practices such as satisfaction with performance appraisal (Cooke, Cooper, Bartram, Wang, & Mei (2016); Memon et al. (2020); Memon et al. (2021); Van De Voorde, Veld, & Van Veldhoven (2016); Kaur (2023), effective communication Hassard & Morris (2021); Atkins (2024), satisfaction with reward Olafsen et al. (2024); Mensema et al. (2021), satisfaction with training Ajayi et al. (2024); König et al. (2022); Huang & Su (2016); Noe et al. (2022); Rahman et al. (2021) and development opportunities Shuck et al. (2014); Meil & Salzman (2017); Shantz et al. (2016); Sypniewska, Baran, & Klos (2023); Ahteela & Vanhala (2018); Jia-jun & Hua-ming (2022).

Employee loyalty, (not stability) of employees has an impact on productivity among employees, who in turn offer better customer service (are more helpful and accommodating), and there is lower turnover in firms (Yee et al., 2010; Yao et al., 2019). CSR of the firm contributes significantly, as identified by many scholars, to productivity and firm performance López et al. (2007); Melo & Garrido-Morgado (2012); Adeinat & Kassim (2019); and employees tend to be more satisfied at work (Dhir et al., 2020).

Researchers (Rubtcova & Pavenkov, 2019) have identified 8 components that make up CI. Two components are directly related to the image of the founder (key managers of the organization) based on the verbal and nonverbal behaviors that are displayed towards employees and the image of employees as such (Table 1 own elaboration).

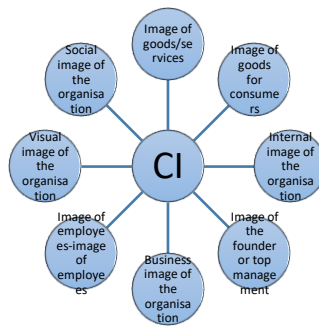


Figure 1. Eight components of corporate image according to the theory

Source: own elaboration according to the Rubtcov & Pavenkov (2019).

Table 1

Systematic table summarizing 10 relevant studies with CSR results and impact on HRM

Scientists (year)	Research	Number of respondents/ method	Result	Czech Republic/foreign countries
Greening & Turban (2000)	Corporate social performance as a competitive advantage	Questionnaire (292 students), statistical analysis	Higher attractiveness for applicants, lower turnover.	Foreign countries
Brammer et al. (2007)	CSR and organizational commitment	Questionnaire (UK, 4712 employees), statistics – gender observatory	Higher loyalty, organizational commitment. Positive: ethics, fairness, social programs.	Foreign countries
Gond et al. (2011)	The HR contribution to responsible leadership (CSR–HR interface)	Qualitative case studies (30 HR & CSR executives)	Positive impact only when CSR is authentic; superficial CSR → cynicism, lower motivation.	Foreign countries
Hameed et al. (2016)	How do internal and external CSR affect employees' identification	Questionnaire (414 interviewees), statistical analysis	Higher identification, lower turnover. Positive: internal CSR (employee care), negative: superficial CSR.	Foreign countries
Chaudhary (2017)	CSR and employee engagement (India)	Questionnaire (187 interviewees), regression analysis	Lower turnover, higher engagement. Positive: community projects, employee development.	Foreign countries
Ng et al. (2019)	Employee perceptions of CSR: Effects on pride, embeddedness, turnover	Questionnaire (210 - 271) interviewees), statistical analysis	Higher loyalty, lower turnover. Positive: authentic CSR, negative: perceived insincerity.	Foreign countries
Skýpalová et al. (2020)	CSR in business practices of multinational companies	Questionnaire (360 companies, 120 companies from each country), case studies	Lower turnover, higher team stability. Positive: ethical behavior, CSR communication, employee engagement.	Czech Republic /Slovak Republic
Střihavková et al. (2021)	CSR a systémy řízení kvality v českých firmách	Questionnaire (52 companies), factor analysis	Higher stability, lower absenteeism, higher satisfaction. Positive: internal communication, company culture.	Czech Republic
Vrabcová & Urbancová (2021)	Corporate social responsibility as a tool for sustainable HRM	Questionnaire (179 companies), interviews	Lower turnover, higher engagement, satisfaction, loyalty. Biggest impact: employee development, diversity, equality.	Czech Republic
Streimikiene et al. (2021)	The impact of CSR on Corporate Image (budget airlines in Europe)	Questionnaire (400 interviewees), statistical analysis	Lower turnover, higher loyalty. Positive: environmental activities, care for employees.	Foreign countries

Source: own elaboration

Streimikiene & Kiausiene & Makunaite (2024) and others agree that CSR is an important factor that constitutes CI. Employees are generally considered to be the highest asset of an organization in terms of human resource management (Gaudet & Tremblay, 2017). The relationship between CSR and employee behaviour has been explored by Cachón-Rodríguez et al. (2021) and Murshed et al. (2023), also examining employee well-being and loyalty. CSR was assumed to create mutually beneficial, long-term and trusting relationships with stakeholders (Fatma et al., 2022; Strouhal et al., 2025). The impact of CSR in individual HR systems has been comprehensively addressed by (Salunkhe et al., 2024).

Since the 1970s, the concept of CSR has further evolved under the influence of globalisation forces and the information revolution. Researchers have investigated various aspects of CSR, including its impact on brand image, financial performance and shared value creation. The evolution of CSR has also been influenced by the growing emphasis on sustainability and the need for businesses to meet the needs of current and future generations (Kaur & Singh, 2020). Corporate social responsibility, which is broadly defined as the policies and practices of companies that go beyond the pursuit of profit or legal requirements, has become a strategic imperative in many industries (Du & Bhattacharya, & Sen, 2015).

Researchers and scholars examine CSR in relation to business performance, employee effectiveness, employee loyalty, employee engagement, and employee satisfaction (Figure 2). Less common is research on the relationship between CSR and employee stability. Swanson, R. (2022) observes in well-adjusted HR systems onboarding and adaptation means to employee stability (i.e. low turnover). The authors of the studies have never examined (at least to the authors' knowledge) the impact and implementation of CSR in specific HR systems. The research is shown into the observation of the links between the main 5 HR systems namely: the image of the organization, corporate culture, employee safety, reward system (benefits and KPIs), training.

The image of the organization is included among the HR systems in this case because, although it is not a typical HR system, it has a great influence and impact on the recruitment and onboarding system and stability (Chmielová Dalajková, 2023).

Low turnover rates in connection with systematic CSR implementation, CSR development and employee involvement in CSR activities are confirmed by studies conducted in the Czech Republic (Peters et al., 2019; Nadanyiova et al., 2021; Skýpalová et al., 2020; Vrabcová & Urbancová, 2021) and abroad (Fraj-Andrés et al, 2012; Hąbek, 2017; Chaudhary, 2017; Streimikiene et al., 2021). If we assess the amount of input data obtained by the number of respondents, the proposed study offers 50% more respondents than comparable studies from the Czech Republic (Figure 2) and exceeds even foreign research in terms of the number of respondents (ibid.).

As stated by Chmielová Dalajková (2023) and as the research papers reviewed show, an engaged employee does not necessarily have to be committed and also does not have to be loyal. Therefore, it is important to consider CSR and its implementation in HR systems, because only if HR systems are connected, linked and reflect the company's own image and CSR, then HR stability can probably be ensured. In the future, it will be appropriate to assess the remaining HR systems. This research will both confirm and quantify the link between CI and CSR and staff stability.

Table 2

Positive CSR elements with impact on employees

Employee development, training, promoting diversity and equality.	Chaudhary, Ng et al. (2017); Vrabcová & Urbancová (2021), Tutar et al. (2025)
Ethical behaviour, fairness, transparent communication.	Brammer et al. (2007), Skypalova et al. (2025), Hossain et al. (2025)
Employee care, internal CSR programs.	Hameed et al. (2016), Střihavková et al. (2021)
Environmental activities, community projects.	Greening & Turban (2000); Streimikiene et al. (2021)

Source: own elaboration

3. AIM, METHODOLOGY AND DATA

The main objective of this paper is to identify, quantify and verify the impact of corporate image on employee stability. The quantitative research was conducted in the business environment of the Czech Republic in 2024.

The partial objectives (PA) are as follows. PA1: To investigate whether in Czech companies the image of the organization significantly influences the CSR program of the enterprise. PA2: To investigate whether the image of the organisation has an impact on the stability of employees.

3.1. Data collection

Questionnaire as one of the forms of inquiry was used to find out the subjective attitudes of the respondents. The respondent was characterized in the research as one of the key persons (e.g. self-employed, owner, senior manager, director, CFO, HR officer) responsible for managing processes in enterprises operating in the business environment of the Czech Republic (CR).

Data collection was carried out during June 2024 using an external agency - MNFORCE. The survey agency is an established organization in Central Europe, which is able to provide data collection also in the international context (e.g. also in other V4 countries). The external agency surveyed the respondents' attitudes using the CAWI (Computer-Assisted Web Interviewing) methodology. The criteria for data collection were as follows: i. Enterprise conducting business activity in the business environment of the Czech Republic; ii. The questionnaire could only be completed by a person responsible for the management, management of the enterprise or part of it (e.g. finance department, HR department); at least 50% of enterprises from the small and medium enterprise segment (SME sector); iv. A minimum of 385 respondents. The final research sample consisted of 442 (100%) respondents. The respondents gave consent to use their attitudes in the questionnaire for research purposes. The external agency undertook to conduct the data collection according to the code of ethics.

3.2. Questionnaire and variables definition

The questionnaire was developed in several phases. In the first phase, a draft questionnaire was created based on the theoretical background of professional and scientific literature from internationally recognized databases - Scopus and Web of Science and the practical experience of the team of researchers. It was formed from the authors of the scientific article, scientists dealing with the issues of the Image of the enterprise and the stability of employees. The second stage of questionnaire development included piloting - assessment and suitability of the formulated questions in the questionnaire by external enterprises (n = 15). On the basis of their recommendations, the questionnaire was modified not only in terms of formality, stylistic, but also in terms of content.

In total, the questionnaire consisted of 35 closed questions and several sections. The first section of the questionnaire was aimed at demonstrating the representativeness of the research sample of respondents (and the businesses they represent) with respect to their demographic characteristics. Such as the size of the enterprise; the legal form of the enterprise; the business sector; the respondent's length of employment with the enterprise; gender; age; highest educational attainment, job position in the enterprise. The second section of the questionnaire consisted of questions focusing on the relevant personnel systems in the enterprise. Namely, the image of the organization; corporate culture; employee safety; reward and training; dissemination of CSR; use of CSR in the enterprise; implementation of CSR in the enterprise; financing of CSR in the enterprise and management of CSR in the enterprise.

For the selected questions in the second section of the questionnaire, the respondent had to indicate one of the following types of response option (according to the Likert scale - 5 points): 1 - completely agree; 2 - agree; 3 - partially agree; 4 - disagree; 5 - completely disagree. The above "Likert scale" of responses is a globally recognized tool for assessing respondents' attitudes in quantitative types of research. The questionnaire also included a control question. It was secured against automatic computer completion.

The following statements (variables) in the questionnaire were used to fulfill the objective of the research paper:

Independent variables: image of the organization (or the enterprise; IE): IE1: The image of the organization strongly influences the CSR program of our enterprise; IE2: The image of the organization has an impact on the stability of the employees

Dependent variables: Employee stability (ES): ES1: Education is a key benefit of our enterprise. ES2: Employee benefits cover the needs of employees and correspond with the CSR of the enterprise. ES3: Corporate activities always take place in accordance with the protection of employees.

3.3. Statistical hypotheses and methods

In order to meet the objective of the paper, it is necessary to formulate statistical hypotheses:

SH: Organizational image has a statistically significant effect with a positive direction on employee stability (SH1: employee training, SH2: employee benefits, SH3: employee safety) in the business environment of the Czech Republic.

The statistical hypotheses will be evaluated using regression analysis. The statements in the questionnaire were evaluated using Likert scale. Due to this fact, linearity was maintained. The object of the analysis is to identify the direction of causal direction and to quantify the strength of influence of the independent variables on the dependent variable. From the above, it is concluded that linear regression modelling (LRM) is a suitable statistical method to evaluate and verify the formulated statistical hypotheses. In this case, the objective of applying LRM is not to predict the dependent variable in the future, but to find the causal relationships that determine the dependent variable.

3.4. Demographic characteristics of respondents

The structure of the respondents ($n = 442$) is as follows.

Characteristics of the enterprise: Enterprise size - 236 (53.4%) micro-enterprise (up to 9 employees), 76 (17.2%) small enterprise (from 10 to 49 employees), 62 (14.0%) medium enterprise (from 50 to 249 employees), 68 (15.4%) large enterprise (from 250 employees); length of time the enterprise has been in business - 127 (28.7%) less than 5 years, 133 (30.1%) from 5 to 10 years, 100 (22.6%) from 10 to 20 years, 82 (18.6%) more than 20 years; legal form of business - 229 (51.8%) self-employed, 148 (33.5%) limited liability company, 41 (9.3%) joint stock company, 24 (5.4%) other forms of business (e.g. cooperative); business sector - 61 (13.8%) manufacturing, 75 (17.0%) trade, 156 (35.3%) services, 37 (8.4%) construction

company, 17 (3.8%) transport, 9 (2.0) tourism, 7 (1.6%) agriculture, 8 (1.8%) health, 72 (16.3%) other forms of business.

Demographic characteristics of the respondent: Gender of respondent- 222 (50.2%) female, 220 (49.8%) male; age of respondent- 79 (17.9%) 18-29 years, 99 (22.4%) 30-39 years, 122 (27.6) 40-49 years, 92 (20.8%) 50-59 years, 50 (11.3%) over 60 years; highest educational attainment - 16 (3.6%) primary education, 64 (14.5%) secondary education without matriculation, 207 (46.8%) secondary education with matriculation, 155 (35.1%) university education.

4. EMPIRICAL RESULTS

Table 3 presents the results of the descriptive characteristics of the selected statements of the questionnaire survey.

Table 3

Descriptive statistics of dependent and independent variables

Descriptive characteristics	Variables – dependent and independent				
	Employee stability - ES			Image of enterprise - IE	
	ES1	ES2	ES3	IE1	IE2
Mean	2.437	2.543	2.179	2.615	2.719
Standard error	0.051	0.052	0.047	0.053	0.054
SD	1.072	1.100	0.991	1.107	1.126
Kurtosis	-0.136	-0.338	0.649	-0.258	-0.489
Skewness	0.515	0.445	0.830	0.482	0.329

Note: SD – Standard Deviation. Source: own elaboration

The results (see Table 3) show that employee stability statements are generally perceived more positively (ES1: Mean = 2.437; ES2: Mean = 2.543; ES3: Mean = 2.179) than corporate image statements (IE1: Mean = 2.615; IE2: Mean = 2.719). Of the statements, the most positive perception is that of the safety of employees in the enterprise. Conversely, the least positive is the perceived image of the enterprise in the context of employee stability. The skewness and kurtosis characteristics confirmed that the variables under study come from a normal distribution (the values of skewness and kurtosis are in the range of values from -2 to 2). Identical results were obtained by Kolmogorov-Smirnov testing at the significance level of 0.05.

Table 4 summarizes the results of pairwise correlation coefficients (pairwise dependence) between the selected variables (independent variables - IE, dependent variables - ES).

Table 4

Correlation matrix of pairwise dependences between dependent and independent variables

Correlation matrix	Selected variables				
	ES1	ES2	ES3	IE1	IE2
ES1	1				
ES2	0.606***	1			
ES3	0.539***	0.510***	1		
IE1	0.404***	0.550***	0.454***	1	
IE2	0.434***	0.614***	0.482***	0.819***	1

Note: * $\alpha = 0.05$; ** $\alpha = 0.01$; *** $\alpha = 0.001$. Source: own elaboration

From the results of the correlation matrix (see table 4), the pairwise correlation coefficients are statistically significant. This is because the p-value of the t-test is less than 0.001 level of significance. The relationships between the independent variables (ES1, ES2, ES3) and dependent variables (IE1, IE2)

showed moderate correlations with positive direction (the values of the correlation coefficients are positive numbers). The results of multicollinearity statistical testing did not confirm a significant causal relationship (see table 5,6,7) between the independent variables. This is because the VIF values are less than 10.

Table 5 summarizes the results of the linear regression model 1 verification with the analysis of the relationship of corporate image on employee training (ES1).

Table 5

LRM 1 with dependent variable ES1 - employee training

Summary output	Regression statistics				
	MCC	R square	Adj. R square	Standard error	Observation
	0.442	0.195	0.191	0.963	442
ANOVA	ANOVA - Analysis of variance				
	df	SS	MS	F	Significance F
Regression	2	99.081	49.540	53.351	1.817E-21
Residual	439	407.645	0.929		
Total	441	506.726			
Linear regression function					
	Coefficients	Standard Error	t Stat	P-value	VIF
Intercept	1.253	0.124	10.118	9.04E-22	-
IE1	0.141	0.072	1.952	0.0415*	4.589
IE2	0.300	0.071	4.221	2.95E-05***	3.872

Note: * $\alpha = 0.05$; ** $\alpha = 0.01$; *** $\alpha = 0.001$. Source: own elaboration

The results of the regression analysis (see Table 5) show that LRM1 is statistically significant ($F = 53.351$, p -value = $1.817E-21$). The independent variables (IE1, IE2) are statistically significant with a positive effect on the dependent variable - ES1. The effect of IE2 ($\beta = 0.300$) is stronger on ES1 compared to the effect of IE1 ($\beta = 0.141$) on ES1. LRM1 explains 19.1% of the total variability in the responses of the dependent variable ES1.

Table 6 summarizes the results of the linear regression model 2 verification with the analysis of the relationship of corporate image on employee benefits (ES2).

Table 6

LRM 2 with dependent variable ES2 – employee benefits

Summary output	Regression statistics				
	MCC	R square	Adj. R square	Standard error	Observation
	0.619	0.384	0.381	0.866	422
ANOVA	ANOVA - Analysis of variance				
	df	SS	MS	F	Significance F
Regression	2	204.671	102.335	136.546	7.752E-47
Residual	439	329.013	0.749		
Total	441	533.683			
Linear regression function					
	Coefficients	Standard Error	t Stat	P-value	VIF
Intercept	0.852	0.111	7.659	1.206E-13	-
IE1	0.142	0.065	2.189	0.0291*	4.589
IE2	0.485	0.064	7.606	1.732E-13***	3.872

Note: * $\alpha = 0.05$; ** $\alpha = 0.01$; *** $\alpha = 0.001$. Source: own elaboration

The results of the regression analysis (see Table 6) show that LRM2 is statistically significant ($F = 136.546$, p -value = $7.752E-47$). The independent variables (IE1, IE2) are statistically significant with a positive effect on the dependent variable - ES2. The effect of IE2 ($\beta = 0.485$) is stronger on ES2 compared

to the effect of IE1 ($\beta = 0.142$) on ES2. LRM2 explains 38.1% of the total variability in the responses of the dependent variable ES2.

Table 7 summarizes the results of the verification of linear regression model 3 with the analysis of the relationship of corporate image on employee safety (ES3).

Table 7

LRM 3 with dependent variable ES3 – employee safety

Summary output	Regression statistics				
	MCC	R square	Adj. R square	Standard error	Observation
	0.493	0.243	0.239	0.864	442
ANOVA	ANOVA - Analysis of variance				
	df	SS	MS	F	Significance F
Regression	2	105.115	52.557	70.394	3.043E-27
Residual	439	327.765	0.747		
Total	441	432.880			
Linear regression function					
	Coefficients	Standard Error	t Stat	P-value	VIF
Intercept	0.957	0.111	8.626	1.175E-16	-
IE1	0.160	0.065	2.464	0.014*	4.589
IE2	0.296	0.064	4.642	4.566E-06***	3.872

Note: * $\alpha = 0.05$; ** $\alpha = 0.01$; *** $\alpha = 0.001$. Source: own elaboration

The results of the regression analysis (see Table 7) show that LRM3 is statistically significant ($F = 70.394$, $p\text{-value} = 3.043E-27$). The independent variables (IE1, IE2) are statistically significant with a positive effect on the dependent variable - ES3. The effect of IE2 ($\beta = 0.296$) is stronger on ES3 compared to the effect of IE1 ($\beta = 0.160$) on ES3. LRM3 explains 23.9% of the total response variability of the dependent variable ES3.

Table 8 summarizes the intensity and direction of the impact of corporate image on employee stability in the context of training, benefits, and safety.

Table 8

Evaluation of the impact of corporate image on selected elements of employee stability

Independent variables	Verification of effect	ES1	ES2	ES3
		SH1	SH2	SH3
		Employee training	Employee benefits	Employee safety
IE1 – Corporate image in the context of CSR	Accepted	positive medium strong ($\beta = 0.141$)	positive medium strong ($\beta = 0.142$)	positive medium strong ($\beta = 0.160$)
IE2 – Corporate image in the context of stability	Accepted	positive strong ($\beta = 0.300$)	positive strong ($\beta = 0.485$)	positive strong ($\beta = 0.296$)

Source: own research data.

The findings (see table 8) show that both corporate image in the context of CSR and stability has a statistically significant positive effect on employee training, benefits and safety. Based on these findings, statistical hypotheses SH1, SH2 and SH3 are accepted.

5. CONCLUSION

The main objective of this paper was to identify, quantify and verify the impact of corporate image on employee stability in the business environment of the Czech Republic. The research was conducted based on a quantitative methodology, with a structured questionnaire as the key data collection tool, which was

constructed based on theoretical knowledge from the literature and then pilot-tested in cooperation with external companies. The resulting questionnaire contained 35 closed questions divided into several sections, with the second section focusing on the evaluation of the organization's image, corporate culture, employee safety, remuneration, training and CSR (Corporate Social Responsibility) implementation. The linear regression analysis method was chosen for data analysis to identify and quantify the strength and direction of the relationship between the independent variable (corporate image) and the dependent variables (employee stability, specifically training, benefits and employee safety). The choice of this method was justified by the nature of the data obtained through the Likert scale, which allows to maintain linearity and to analyze causal relationships between variables. The aim of applying linear regression analysis was not to predict the future values of the dependent variable, but to identify and quantify the causal relationships that affect employee stability. The research sample consisted of 442 respondents from different types of enterprises in the Czech Republic, ensuring representativeness in terms of enterprise size, legal form, business sector and demographic characteristics of the respondents. This diversity enabled a comprehensive view of the issue under study and increased the validity of the results. The empirical results clearly demonstrated that corporate image has a statistically significant and positive effect on employee stability in all the areas studied - training, benefits and employee safety. All regression models presented were statistically significant and confirmed the hypotheses. The most significant effect was observed in the area of employee benefits ($\beta = 0.485$), followed by the areas of employee training ($\beta = 0.300$) and employee safety ($\beta = 0.296$). These results confirm that a positive corporate image contributes to increased employee loyalty, employee satisfaction, and reduced turnover rates, which ultimately has a positive impact on the overall performance and competitiveness of the firm. The discussion of the results shows that linking CSR activities with HR systems and corporate culture is key to achieving long-term employee stability. The research sample consisted of 442 respondents from different types of enterprises in the Czech Republic, ensuring representativeness in terms of enterprise size, legal form, business sector and demographic characteristics of the respondents. This diversity enabled a comprehensive view of the issue under study and increased the validity of the results. The empirical results clearly demonstrated that corporate image has a statistically significant and positive effect on employee stability in all the areas studied - training, benefits and employee safety. All regression models presented were statistically significant and confirmed the hypotheses. The most significant effect was observed in the area of employee benefits ($\beta = 0.485$), followed by the areas of employee training ($\beta = 0.300$) and employee safety ($\beta = 0.296$). These results confirm that a positive corporate image contributes to increased employee loyalty, employee satisfaction, and reduced turnover rates, which ultimately has a positive impact on the overall performance and competitiveness of the firm. The discussion of the results shows that linking CSR activities with HR systems and corporate culture is key to achieving long-term employee stability. The results also suggest that companies that actively build a positive image through ethical behavior, transparent communication and employee care achieve higher levels of employee engagement and loyalty. These findings are in line with previous research that emphasizes the importance of CSR and corporate image in the retention and development of human capital. In conclusion, the main contribution of this study lies in the empirical confirmation and quantification of the relationship between corporate image and employee stability in the Czech business environment. The results provide valuable evidence for managerial practice, especially in the area of strategic human resource management and corporate culture building. Recommendations for practice include the systematic integration of CSR activities into HR processes and the active building of a positive corporate image as a tool for increasing employee stability and loyalty. For further research, it is advisable to focus on a more detailed analysis of individual HR systems and their connection with CSR and corporate image, or to extend the research with qualitative methods for a deeper understanding of employee motivations and attitudes.

5.1. Limitations and future research directions

Despite the valuable insights provided by this study into the relationship between corporate image and employee stability within the Czech business environment, several limitations must be acknowledged. These limitations pertain to the scope, methodology, and generalizability of the findings, and should be considered when interpreting the results and planning subsequent research. A primary limitation of this research is its restriction to a single national context—the Czech Republic. While the Czech business environment offers a relevant and dynamic setting for examining the interplay between corporate image, CSR, and employee stability, the findings may not be directly generalizable to other countries or regions. National culture, regulatory frameworks, economic conditions, and prevailing business practices can significantly influence both the implementation of CSR and the perception of corporate image among employees. For instance, the Czech Republic's position within the Visegrad Group (V4) and its specific socio-economic context may shape unique patterns of employee attitudes and organizational behavior that differ from those in Western Europe, Asia, or the Americas. As such, the external validity of the results is inherently limited, and caution should be exercised when extrapolating these findings to other settings. The study relies exclusively on subjective data collected through self-reported questionnaires. While this approach is standard in organizational behavior and HR research, it introduces potential biases, such as social desirability bias, recall bias, and individual differences in interpreting Likert scale items. Respondents, who were key decision-makers or managers within their organizations, may have provided responses that reflect their aspirations or the official stance of their company, rather than objective assessments of employee stability or corporate image. Furthermore, the cross-sectional nature of the data means that the results capture perceptions at a single point in time, rather than tracking changes or developments over time. This limitation underscores the need for caution in interpreting the causality and robustness of the observed relationships. The research design is cross-sectional and stationary, capturing data at a single moment without the ability to observe changes or trends over time. As a result, the study cannot account for dynamic processes, such as the evolution of corporate image, the development of CSR initiatives, or fluctuations in employee stability due to external shocks (e.g., economic crises, regulatory changes, or pandemics). The absence of longitudinal data limits the ability to draw conclusions about the persistence or durability of the identified relationships. Repeated measurements or panel data would be necessary to assess causality more robustly and to understand how interventions or changes in corporate image and CSR practices impact employee stability over time. The study employs linear regression modeling (LRM) as the sole statistical method for analyzing the data. While LRM is a widely accepted and appropriate tool for quantifying the strength and direction of relationships between variables, it inherently assumes linearity and unidirectionality in the relationships studied. This approach does not account for potential non-linear effects, interaction terms, or feedback loops that may exist between corporate image, CSR, and employee stability. Moreover, LRM does not accommodate the possibility of reverse causality or the influence of unobserved confounding variables. The exclusive use of LRM thus restricts the analytical depth and may oversimplify complex organizational phenomena. The research focuses specifically on the relationship between corporate image (including its CSR dimension) and employee stability, operationalized through selected questionnaire items. While this focus allows for a detailed examination of the hypothesized link, it necessarily excludes other potentially relevant factors that may influence employee stability, such as organizational culture, leadership style, compensation systems, job design, and external labor market conditions. The omission of

these variables may result in omitted variable bias and limits the comprehensiveness of the findings. Although the sample size ($n=442$) is robust and exceeds that of comparable studies, the composition of the sample—drawn from enterprises operating in the Czech Republic and including a mix of micro, small, medium, and large firms—may still limit the representativeness of the results. The over- or under-representation of certain sectors, legal forms, or enterprise sizes could influence the observed relationships. Additionally, the reliance on respondents in managerial or decision-making positions may not fully capture the perspectives of non-managerial employees, whose experiences of stability and perceptions of corporate image may differ.

5.2. Limitation and future research activities

Future research should extend the analysis to other countries, particularly within the Visegrad Group (V4) or the broader Central and Eastern European region. Comparative studies would enable researchers to assess the generalizability of the findings and to identify cultural, institutional, or economic factors that moderate the relationship between corporate image, CSR, and employee stability. Collaborative research with scientists from other countries could facilitate the collection of comparable data and the development of cross-national benchmarks. To overcome the limitations of stationary, cross-sectional data, future studies should employ longitudinal designs that track changes in corporate image, CSR practices, and employee stability over time. Panel data or repeated surveys would allow for the examination of causal relationships, the identification of lagged effects, and the assessment of the long-term impact of organizational interventions. Such designs would also enable researchers to capture the effects of external shocks or organizational change processes. Researchers are encouraged to employ a wider range of statistical and analytical methods, including non-linear modeling, structural equation modeling (SEM), and qualitative approaches such as case studies or interviews. These methods can provide a more nuanced understanding of the mechanisms linking corporate image, CSR, and employee stability, and can account for complex interactions, mediating variables, and feedback effects. Mixed-methods research, combining quantitative and qualitative data, could offer richer insights into the lived experiences of employees and the organizational processes at play. Future research should expand the scope of analysis to include other determinants of employee stability, such as leadership practices, organizational culture, compensation and benefits, job satisfaction, and external labor market dynamics. By incorporating a broader set of variables, researchers can develop more comprehensive models that better reflect the multifaceted nature of employee stability and its antecedents. Subsequent studies should consider the perspectives of different employee groups, including non-managerial staff, frontline workers, and employees in various functional areas. This would help to uncover potential differences in how corporate image and CSR are perceived and how they impact stability across organizational hierarchies and job roles. Finally, experimental or quasi-experimental designs, such as field experiments or natural experiments, could be used to test the effects of specific interventions aimed at enhancing corporate image or CSR practices on employee stability. Such approaches would provide stronger evidence of causality and inform the design of effective organizational policies.

In summary, while this study provides important evidence of the link between corporate image and employee stability in the Czech Republic, its limitations highlight the need for further research employing broader, more diverse, and more rigorous methodological approaches. By addressing these limitations, future research can deepen our understanding of the mechanisms underlying

employee stability and inform the development of effective HR and CSR strategies in diverse organizational and cultural contexts.

5.3. Theoretical and practical implications

The results of this research provide several key lessons that have relevance for both academia and management practice. Examining the relationship between corporate image, corporate social responsibility (CSR) and employee stability in the Czech business environment allows for a better understanding of the mechanisms that influence employee loyalty and retention. At the same time, it highlights the limits of current knowledge and suggests directions in which further research and practical implementation should be directed.

From a theoretical perspective, the study confirms that corporate image and CSR are not just marketing tools, but have a direct impact on the internal functioning of the organisation, especially on employee stability. The results support the assumption that positive perceptions of corporate image and active involvement in CSR activities strengthen employees' identification with the organization, increase their satisfaction and reduce turnover. This is consistent with social exchange and organizational identity theories, which emphasize the importance of perceptions of fairness, ethics, and accountability in the work environment. The study also shows that the relationship between corporate image, CSR and employee stability is complex and can be influenced by a number of other factors such as organizational culture, leadership style and external market conditions. This confirms the need to extend the theoretical models with additional variables and to use more sophisticated analytical approaches to capture non-linear and interaction effects.

For managers and HR specialists, the results of the study represent important recommendations. Investments in building a positive corporate image and developing CSR activities should not be seen only as an expense or a means to improve reputation in the marketplace, but as a strategic tool to strengthen the internal stability of the organisation. Employees who perceive their company as responsible and ethical are more motivated, loyal and less likely to leave. This has a direct impact on reducing costs associated with turnover, increasing productivity and retaining key talent. At the same time, CSR activities need to be authentic and systematically communicated across the organization. Mere formal declarations or superficial projects may not have the desired effect and may even lead to cynicism or mistrust among employees. Involving employees in the development and implementation of CSR strategies, transparent communication and linking CSR to the company's values and daily practices are key.

The research also shows the importance of choosing appropriate methods and study design. The limitations associated with using only linear regression models and stationary data highlight the risk of oversimplifying complex organisational phenomena. Longitudinal research, case studies, qualitative interviews and more advanced statistical methods should be used to capture the dynamics and causality of relationships for a deeper understanding.

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