Review 1

Thank you very much for taking the time to review this manuscript. We are grateful for the suggested improvements and are doing our best to incorporate your recommendations.

1. "On the one hand, I consider the title of the manuscript to be too long, but on the other hand, I do not consider it appropriate to put abbreviations (CSR) in the title or in the abstract that are not generally known, such as EU, UK, USA. I recommend - but I do not insist that the name be shortened and without abbreviations."

Thank you for your observation. The title of the work has been modified as follows:

Exploring the Role of Education and Professional Development in Implementing Corporate Social Responsibility Policies in the Banking Sector.

2. In the introduction, it is adequate in scope, but it is necessary to establish more clearly the reasons and needs of the scientific study. Clearly define the main objective and sub-objectives. In my opinion, the research questions should be established in the introduction and, given the scope of the data used, also the hypotheses that you would answer in the discussion or in the conclusion."

Thank you again for your observation. The Introduction section was augmented with your recommendations. See text below:

In the current business landscape where banks are gauged not merely on financial metrics but also on their societal and environmental impact, CSR-focused professional development among employees is critical. Particular emphasis should be placed on aligning social and community objectives with the company's values and business objectives. It is essential to integrate concepts such as ethics, equity, and social impact into employee training through CSR programs, while also fostering leadership and change management skills to galvanize the entire organization around these objectives.

The primary objective of this study was to investigate how demographic factors, CSR values cultivated during high school and in the workplace, and job satisfaction influence the adoption of CSR practices among bank employees in their professional endeavors. To achieve this overarching goal, the following sub-objectives were pursued:

1) Determine whether demographic factors alone can account for employee adoption of CSR practices.

2) Assess the impact of values developed during high school on employee adoption of CSR practices, after controlling for demographic variables.

3) Explore the relationship between job satisfaction and employee adoption of CSR practices, while holding all other variables constant.

4) Evaluate the effect of professional development on employee adoption of CSR practices, after controlling for other relevant factors.

Four research questions guided this study:

Q1. Do demographic factors such as gender, age, and educational attainment influence bank employees' adoption of CSR practices?

The null hypothesis for this research question was that there Is no relationship between bank employee demographics and adoption of CSR practices.

Q2. Do values instilled during high school education have an impact on bank employees' adoption of CSR practices?

The null hypothesis for this research question was that there Is no relationship between values cultivated in high school and bank employees' adoption of CSR practices.

Q3. Is there a significant relationship between job satisfaction and bank employees' adoption of CSR practices?

The null hypothesis for this research question was that there Is no relationship between job satisfaction and bank employees' adoption of CSR practices.

Q4. Do values developed at the workplace via professional development have an impact on bank employees' adoption of CSR practices?

The null hypothesis for this research question was that there Is no relationship between valued cultivated at the workplace via professional development and bank employees' adoption of CSR practices.

3. "Even the basic scientific research methods used, such as analysis, synthesis, description, comparison, deserve to be described in chapter 3 starting from page 5 and partly characterized. He addresses this question very well: Khorsand, Phuong Ngoc Nguyen-Hadi, and Tomáš Peráček. 2023. "Implementation of a Working Time Recording System as a Digital Management Tool in Public Administration" Administrative Sciences 13, no. 12: 253. https://doi.org/10.3390/admsci13120253"

Thank you for your observation. We added the following description of the exploratory data analysis at the start of Chapter 3:

Prior to constructing the hierarchical regression model, we conducted an exploratory data analysis. This analysis encompassed calculating descriptive statistics for survey items, constructing aggregate scales for both the dependent and independent variables, and assessing the reliability of each scale. The evaluation of reliability involved calculating Cronbach's alpha coefficients. In social science research, scales with an alpha of at least .70 are deemed reliable.

4. "The total number of references is insufficient due to the scope of the scientific study. I recommend expanding them for the purpose of increasing the scientific value of the study and strengthening the second part in particular with works such as: Funta, R., Buttler, D. 2023. THE DIGITAL ECONOMY AND LEGAL CHALLENGES. InterEULawEast, 10(1), pp. 145–160, doi: 10.22598/iele.2023.10.1.8"

Thank you for this observation. The paper has been improved by the introduction of the following studies:

[4] Pérez, A. (2015). Corporate reputation and CSR reporting to stakeholders: Gaps in the literature and future lines of research. Corporate communications: An international journal, 20(1), 11-29.

[5] Marija Petrović-Ranđelović, Snežana Colić, Branka Stojanović-Ranđelović The importance of socially responsible business of the banking sector for achieving sustainable development: The example of the Republic of Serbia, January 2022, Economics of Sustainable Development 6(1):11-24

[7] Tamplin, True, Why Financial Literacy Is Important And How You Can Improve Yours, Sep 21, 2023, https://www.forbes.com/sites/truetamplin/2023/09/21/financial-literacy--meaning-components-benefits--strategies/?sh=21df0f7968cd

[8] Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. Business horizons, 34(4), 39-48.

[12] Dreher,S. : Social media and the world of work. Corporate Communications and International Journal 19 (4), 44-356, (2014)
[13] Waeraas A, Dahle DY. When reputation management is people management: Implications for employee voice. European Management Journal 38(2) ,1-11 (2019).
[14] Azevedo, O, New fundamentals for a boundaryless world, 2023, Deloitte Insights.
[26] Funta, R., Buttler, D. 2023. THE DIGITAL ECONOMY AND LEGAL CHALLENGES. InterEULawEast, 10(1), pp. 145–160, doi: 10.22598/iele.2023.10.1.8
[27] Das, T. K., & Teng, B.-S. (2001). Trust, Control, and Risk in Strategic Alliances: An Integrated Framework. Organization Studies, 22(2), 251–283
[53] Khorsand, Phuong Ngoc Nguyen-Hadi, and Tomáš Peráček. 2023. "Implementation of a Working Time Recording System as a Digital Management Tool in Public Administration" Administrative Sciences 13, no. 12: 253. https://doi.org/10.3390/admsci13120253

5. "The protection of employee rights in the context of the digital economy are all areas that are strictly regulated by the legal order of each state. This protection will become more and more strict due to the use of artificial intelligence. For this reason, I consider it necessary to process the legal side of the matter as well, and for this purpose the authors should also use the 4 new up-to-date resources suggested by me. In addition to them, it is necessary for the authors to verify the claimed facts with the currently valid laws."

Thank you for your observation. We added the following text before Emerging Theme #1:

The digitization of the banking system has undeniably enhanced process efficiency, yet it is imperative to implement stringent regulations governing digital platforms. There are justified apprehensions surrounding the ethical dimensions of data protection and the potential misuse of personal data (Funta and Buttler, 2023), which has become a greater concern with the introduction of artificial intelligence tools. Therefore, banking employees require education aligned with the European Commission's regulations to foster client trust and mitigate the risk of tarnishing the institution's reputation (Das and Teng, 2001).

6. "At the end, improve clear answers to established research questions and hypotheses (rejection or confirmation)."

The following text was added at the conclusion of the Findings section:

Regarding the first research question ("Do demographic characteristics such as gender, age, and level of education affect the concern for CSR among bank employees?"), our findings indicate that, after accounting for other relevant factors, the demographic background of employees does not significantly influence the CSR Index. Therefore, we were unable to reject the null hypothesis corresponding to this research question.

As for the second research question ("Do values instilled during high school education have an impact on employees' concern for CSR in the banking sector?"), the regression model revealed a significant association between values developed during high school and the CSR Index. This provided evidence for rejecting the null hypothesis related to the second research question.

Furthermore, we found evidence to reject the null hypothesis associated with the third research question ("Is there a significant relationship between job satisfaction and employees' concern for CSR?").

The model demonstrated a significant relationship between job satisfaction and the CSR Index, after controlling for other variables.

Lastly, since there was no significant relationship between values developed at the workplace and the CSR Index, we could not reject the null hypothesis corresponding to the fourth research question ("Do values developed at the workplace via professional development have an impact on employees' concern for CSR in the banking sector?").

7. "In the last chapter, you appropriately paid attention to future research, but also emphasize the limits of this study."

Thank you for this observation. The following text has been added in the section entitled "*Limitations and Future Research Directions".*

The present study has some methodological limitations that need to be acknowledged. First, the correlational design of the study does not allow for the establishment of causal relationships between the variables examined. Although a correlation was observed between job satisfaction and corporate social responsibility (CSR), we cannot determine with certainty the direction of causality. It is possible that stronger CSR engagement leads to higher job satisfaction or vice versa. Second, the use of a single sector, banking, limits the generalizability of the results to other industries and organizational contexts. In addition, measuring values developed in high school can be subjective and influenced by the hindsight bias of respondents. Other unmentioned variables, such as cultural or personal influences, may also have a significant impact on CSR development.

Evaluating the effect of training programs would benefit from longitudinal analyses that track changes over time so that the dynamics between education, job satisfaction and CSR practices can be better understood. It would also be of interest to explore how new technologies, such as virtual reality and artificial intelligence, can be integrated into training programs to enhance the effectiveness of CSR-related learning.

8. "I also recommend explaining the data collection. In the tables, indicate whether it is your own data or taken over, or whether it is self-processing ...."

Thank you again for this observation. See revised and added clarifying sentences under "Instrumentation and Data Collection Procedures":

We developed and administered a web-based survey to banking professionals during Fall 2023, containing questions related to education, CSR related values, job performance, and demographics. Survey items were inspired primarily by findings from existing literature.

9. "However, the unnecessary breaking up of the manuscript into 8 chapters bothers me. I recommend merging chapters 4,5,6 into chapter 4. Results. Chapters 7 and 8 should be merged into one chapter, namely 6. Conclusion. Add the manuscript limits to this final chapter."

Following your recommendations, the article has been restructured as follows:

1.Introduction
2. Literature review
3. Methodology
4. Results
   4.1. Participants

4.2. Instrumentation
4.3. Findings
5. Conclusions
6. Limitations and Future Research Directions